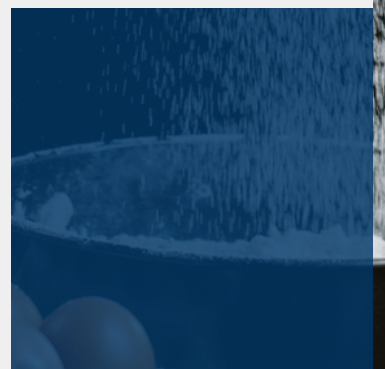
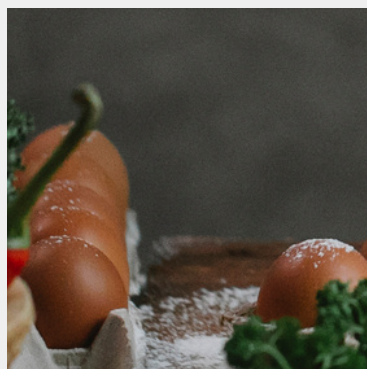
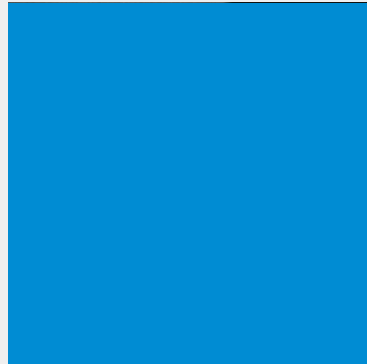


A Preliminary Report on Establishing  
**Winston-Salem  
Shared-Use  
Kitchen (WSSK)**

SERVING FOOD ENTREPRENEURS IN  
FORSYTH COUNTY, NORTH CAROLINA

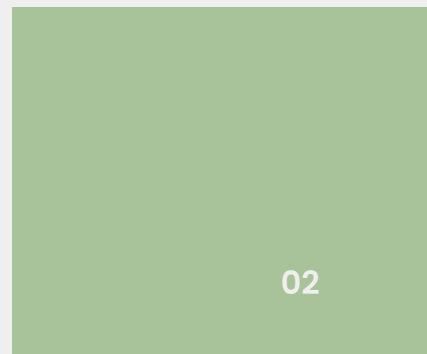
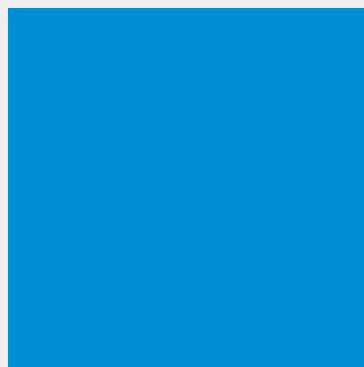


# Findings from Research and Community Needs Analysis

Presented to  
**Beta Verde, LLC**

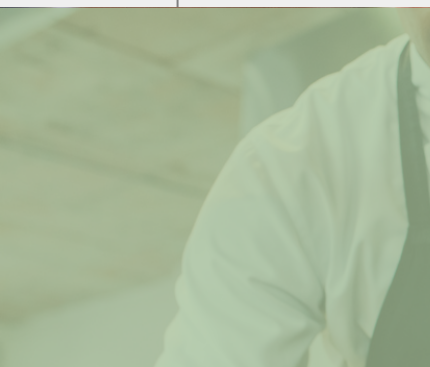
By  
**The Piedmont Triad Regional  
Development Corporation**

April 11, 2024



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# Executive Summary

## Introduction

The following executive summary encapsulates the findings and recommendations derived from a comprehensive research and community analysis study conducted by PTRDC to assess the viability of constructing a commercial shared-use kitchen facility in Forsyth County, NC. This study was commissioned to address the growing demand for culinary infrastructure to support food entrepreneurship and promote healthy food access within the Piedmont Triad region.

## Purpose

The primary objective of this research assessment was to evaluate the practicality and potential impact of establishing a commercial shared-use kitchen facility to serve the needs of food entrepreneurs and culinary innovators across the City of Winston-Salem, Forsyth County, and the broader Piedmont Triad region.

## Methodology

The study employed a multi-faceted approach, integrating qualitative and quantitative research methods to gather data and insights from diverse stakeholders. Information was gathered through surveys, site visits, and market analysis to inform decision-making and strategic planning.

## Key Findings

- **Market Demand:** This study revealed a significant demand for shared-use commercial kitchen facilities among food entrepreneurs in the Piedmont Triad, with an increasing number of individuals seeking access to commercial-grade kitchen spaces to launch and grow their businesses. The current supply of shared-use commercial kitchen facilities within the area is simply not enough to support the demand, solidified by the currently facility's all having waitlists growing exponentially.



- **Economic Impact:** The establishment of a shared-use commercial kitchen facility has the potential to stimulate economic growth, create job opportunities, and foster innovation within the local food and hospitality industry. Specifically, within this case, the WSSK investment estimates and promises to serve 40-72 businesses, leading to the creation of more than 150 new jobs across the next 3-5 years post-award.
- **Community Need:** There is a compelling need for improved access to shared-use commercial kitchen infrastructure to support food-based initiatives and entrepreneurs, promote culinary education and training, and address healthy food accessibility and challenges within underserved communities.
- **Operational Considerations:** This study identifies key operational considerations, including facility design, regulatory compliance, pricing models, and sustainability measures, to ensure the successful implementation and long-term viability of the shared-use commercial kitchen facility. Please see Appendix B for details.

## Recommendations

Based on the research findings of this report, the following recommendations are proposed:

- Proceed with the advancement and fundraising efforts for the WSSK facility project, as its Job Creation and Economic Impact elements are crucial for nurturing local and regional entrepreneurship ecosystem and supporting small businesses in surmounting obstacles such as the lack of resources and infrastructure hindering the initiation of their food ventures and entrepreneurial spirits.

## Recommendations (continued)

- Continue with the progress and fundraising endeavors for the WSSK facility project, given that its comprehensive Training and Skill Development components cater to the pressing requirement within the local community for enhanced opportunities enabling entrepreneurs to access personal enrichment, foundational training, and credential attainment.
- Proceed with advancing and fundraising for the WSSK facility project, as it actively bolsters Local Food Systems, reinforcing supply chain resilience by granting local farmers and agriculture producers' access to value-added processes like packaging. Establishing food resilience is paramount, particularly in regions such as Winston-Salem, Forsyth County, and the Piedmont Triad, where food insecurity and limited access to healthy food prevail.
- Continues with the advancement and fundraising for the WSSK facility project, as it leverages Strategic Location and Connectivity that harnesses current partnerships and resources to expedite entrepreneurs' entry into the market by utilizing established channels to showcase and sell their products, ensuring business expansion and market visibility. This interconnected ecosystem, conducive to scaling up business production and providing ongoing support, is the environment this project will foster and should be cultivated and given the funding opportunity to expand.

## Closure

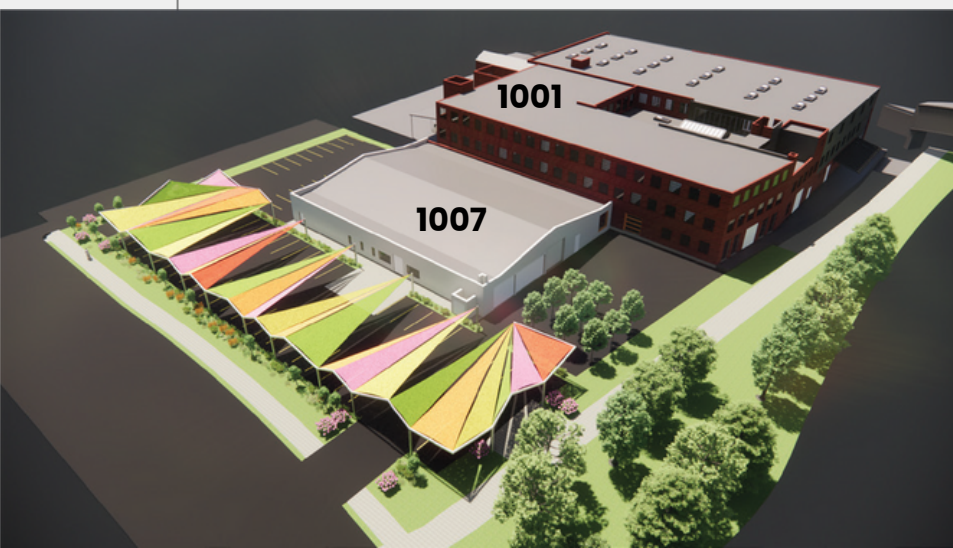
This study affirms the potential benefits and positive impact of establishing a commercial shared-use kitchen facility in Forsyth County, NC. By addressing the identified community needs and leveraging collaborative partnerships, the proposed facility has the capacity to catalyze economic development, foster culinary innovation, and promote community well-being. Implementation of the recommended strategies will be instrumental in realizing the vision of a vibrant and inclusive culinary ecosystem that enriches the fabric of Forsyth County and beyond.

# Introduction to the Research

In January 2024, Beta Verde, LLC approached the Piedmont Triad Regional Development Corporation (PTRDC), a nonprofit organization entrusted with fostering economic development and social welfare across the twelve-county Piedmont Triad region. Beta Verde sought PTRDC's assistance in conducting a needs assessment within shared-use kitchens across Forsyth County, NC. This comprehensive research endeavor utilized both qualitative and quantitative methods to provide insights and recommendations for Beta Verde's initiative to repurpose and redevelop the Camel City Coach Co. building (1007) and neighboring Bahnsen Company Building (1001) in Winston-Salem, NC. The goal of this redevelopment project is to establish the Winston-Salem Shared-Use Kitchen (WSSK), a shared-use commercial kitchen aimed at fostering food entrepreneurship and enhancing healthy food access throughout Winston-Salem and Forsyth County.

Through meticulous data collection, the research sought to determine the level of demand for access to a shared-use kitchen facility within the target service area, defined as Forsyth County, and across the broader 12-county Piedmont Triad region served by PTRDC. The findings underscored the compelling need for this community asset, highlighting its potential to catalyze economic growth, promote entrepreneurship, and improve food access within the region.

The PTRDC team emphasizes the importance of carefully reviewing and acting upon the recommendations outlined in the research report. By leveraging these insights, stakeholders can collaboratively work towards realizing the vision of the Winston-Salem Shared Kitchen and advancing the collective welfare of the community.



# Section 1: Organizational Backgrounds

## PTRC and Supporting Structures

The Piedmont Triad Regional Council (PTRC) is a collaborative organization comprising voluntary participation from urban and rural local governments across the 12-county Piedmont Triad region. These counties include Alamance, Caswell, Davidson, Davie, Forsyth, Guilford, Montgomery, Randolph, Rockingham, Stokes, Surry, and Yadkin. As one of the largest regional councils in North Carolina, the PTRC serves 76 municipal governments, including the major Triad metros such as Greensboro, Winston-Salem, and High Point.

The PTRC plays a pivotal role in providing management, planning initiatives, and technical support to its member governments. This ensures a cohesive regional approach and fosters innovative solutions to effectively tackle challenges and capitalize on opportunities. Additionally, the PTRC collaborates with the Piedmont Triad Regional Development Corporation (PTRDC) and the Piedmont Triad Food Council (PTRFC), harnessing their staff and resources to further enhance its impact and outreach.

PTRDC is a 501(c)(3) nonprofit organization committed to advancing economic development and enhancing the well-being of communities across the twelve-county Piedmont Triad region. Designated as an Economic Development District (EDD) by the Economic Development Administration (EDA), PTRDC actively fosters economic growth and employment opportunities through the execution of various community and economic programs accessible to both local governments and small businesses.

The goals that help define and tailor PTRDC's focus and efforts are:

- Boost the Region's Competitive Advantage and Leverage the Marketplace
- Establish and Modernize a Robust Regional Infrastructure
- Create and Connect Vibrant, Healthy, and Resilient Communities
- Develop and Retain Talented and Innovative Human Capital

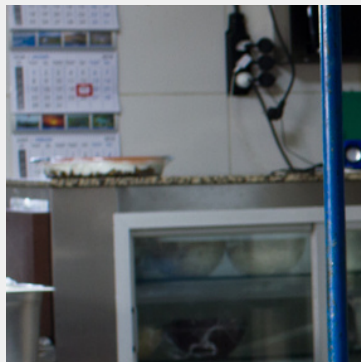
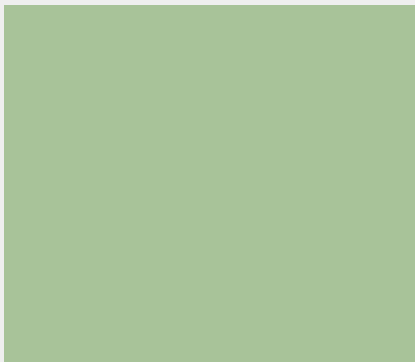
The PTRDC is bound by the Comprehensive Economic Development Strategy (CEDS) plan. This plan empowers PTRDC to engage in collaborative initiatives and establish partnerships aimed at enhancing economic potential throughout the Piedmont Triad region. Please feel free to explore more about PTRDC at [www.ptrc.digitalceds.com/en/](http://www.ptrc.digitalceds.com/en/).

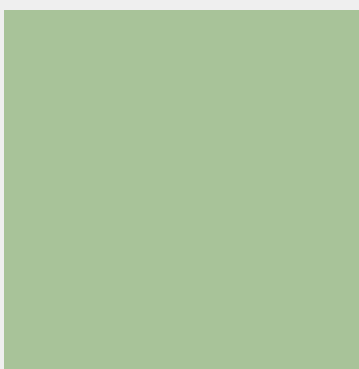


The PTRFC operates as a 501(c)(3) nonprofit organization dedicated to advancing impactful food policy, fostering regional collaboration, and fortifying food systems throughout the Piedmont Triad region. Central to its mission is the thorough research and analysis of the local food system, aimed at identifying economic development and policy opportunities. The PTRFC maintains a well-organized administrative structure to effectively leverage resources for these initiatives.

At the core of its activities, the PTRFC serves as a unifying force, bringing communities together and spearheading the vision for an inclusive, healthy, and resilient local food economy. Please feel free to explore more about PTRFC at [www.ptrc.org/services/regional-planning/food-council](http://www.ptrc.org/services/regional-planning/food-council).

Leveraging the resources and expertise of PTRC, PTRDC, and PTRFC, we have developed a feasibility study specifically addressing community needs and outlining the needs of funding a shared-use kitchen project within Forsyth County, NC.





## Background Information on BV Kitchen

Since its establishment in 2009, Beta Verde (BV) Kitchen has proven to possess a heart and level of success that exceeds its physical dimensions. Despite its modest size, BV Kitchen stands as the longest-running shared-use U.S. Department of Agriculture certified kitchen in Forsyth County, NC.

The founding mother-daughter duo of BV Kitchen cultivated their seasonal culinary explorations into an award-winning jam and pickle business, utilizing sustainably produced fresh fruits and vegetables. As they navigated their journey, they discovered the necessity of producing their goods in a certified kitchen, a resource not available in Forsyth County at the time. Unbeknownst to them, their modest "lab" soon emerged as a coveted resource in the local food community, serving as an incubator and launching pad for numerous new food ventures in Winston-Salem. To date, five small businesses that originated from BV Kitchen have grown into local and regional brands, establishing brick-and-mortar locations and, in some cases, franchising their business models. Nathan Atkinson, Co-Founder of Village Juice & Kitchen (BV Kitchen alumni) states, "Without access to BV Kitchen, we likely would never have been able to scale at the pace we have over the last 7 years." Olivia Wolff, Co-Founder of UpDog Kombucha (BV Kitchen alumni) states, "BV Kitchen is what allowed Updog to start conceptualizing production and was so critical in our early days. The network of people at BV and Cobblestone was and has been phenomenal." Naomi Gingerich, Co-Founder of Louie and Honey's Kitchen (BV Kitchen alumni) states, "We have grown into a multi-million-dollar business, serving customers from Raleigh to Charlotte and all around the Piedmont Triad. We credit much of our success to the early years at Beta Verde." These success stories represent just a glimpse of the many burgeoning ventures within BV Kitchen.

The staff at BV Kitchen boasts extensive training and years of firsthand experience in small business entrepreneurship, food processes, food laws, and codes, as well

as a background in electrical and mechanical construction. This wealth of expertise enables BV Kitchen to provide the necessary energy and avenues of resources for each kitchen user to thrive, fostering sustainable models for overall business management, growth, and success. Alongside its exceptional staff, BV Kitchen leverages a robust partnership with the Cobblestone Farmers Market. Cobblestone Farmers Market is a fully vetted, sustainable, producer-only farmers market within the City of Winston-Salem offering a variety of fresh farm products and artisan prepared foods. This collaboration not only grants kitchen users with convenient access to top-quality local growers and ingredients, but also provides opportunities and guidance on how to showcase their products at a market renowned for its consistent and dedicated customer base.

BV Kitchen presently operates a 1,600 square foot agriculture kitchen facility, inclusive of 500 square feet for both cold and dry storage. However, the organization seeks expansion by constructing a 10,000 square foot commercial kitchen facility that will be known as Winston-Salem Shared Use Kitchen (WSSK). This facility will be divided into various designations: 2,000 square feet for mixed-use/flexible space, 3,000 square feet for hot stations, 1,500 square feet for cold storage, and over 1,500 square feet for dry storage. The expanded WSSK facility will offer a range of on-site services, including training and educational opportunities for ServSafe certification, culinary workshops, and food demonstrations. It will also serve as a communal space for hosting community events and house specialty equipment for Consumer Packaged Goods (CPG) packaging capabilities.

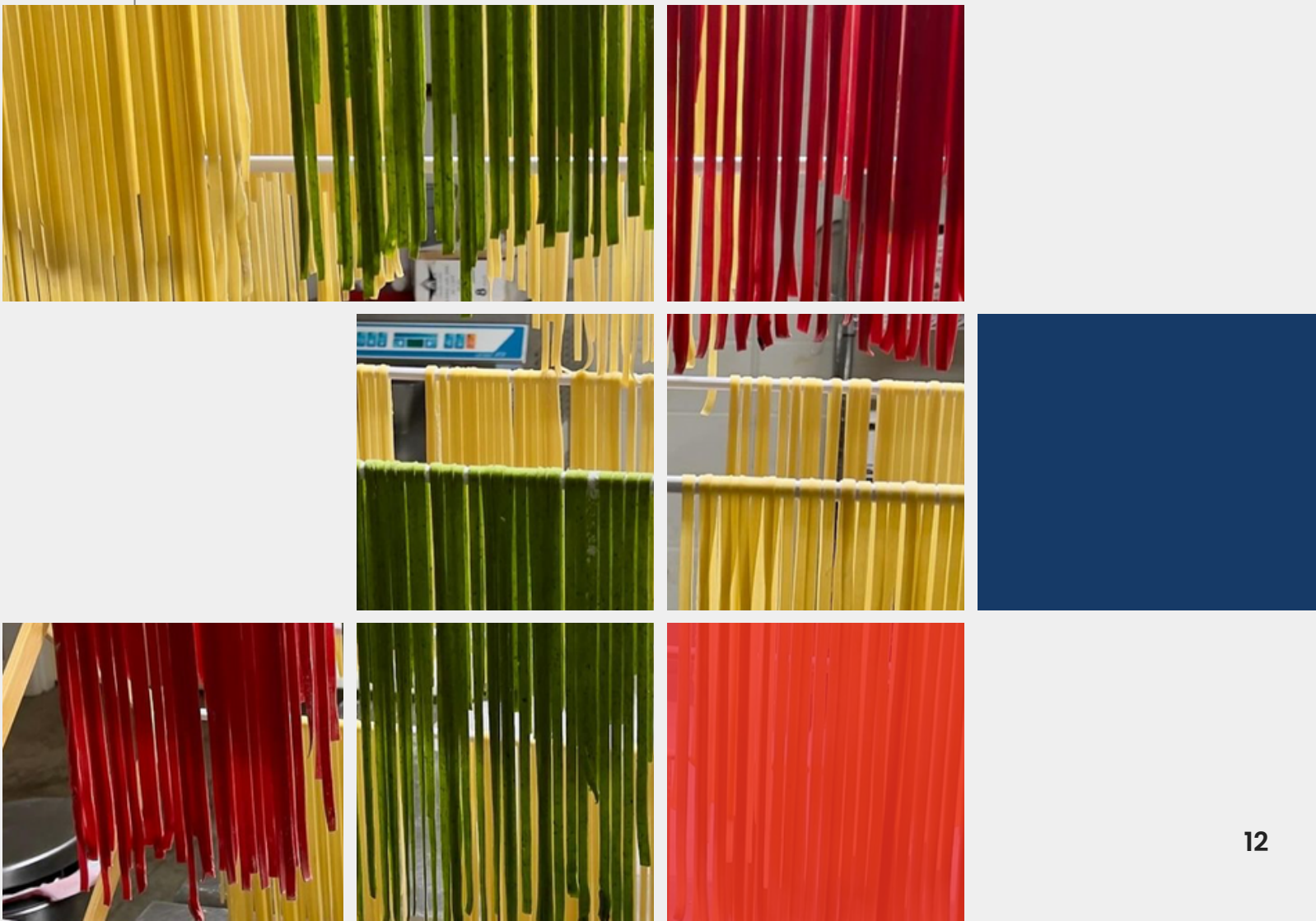
The shared-use component of this community commercial kitchen expansion adopts a hybrid model, combining aspects of traditional short-term leasing with incubator/accelerator models. Users will benefit from a sliding scale membership pricing structure tailored to accommodate diverse entrepreneurial needs and aspirations. This approach allows users the flexibility of accessing the facility for short-term leases or structured timeframes until their operations outgrow the facility's capacity.



One of the key advantages of the WSSK expansion is its location, which currently houses the Cobblestone Farmers Market, the largest farmers market in Winston-Salem. Beta Verde, LLC, BV Kitchen's parent company, operates the Cobblestone Farmers Market and will serve as the sourcing arm to bring potential and recurring consumers to WSSK users, thereby driving success and sustainable profit.

By implementing a sliding scale membership practice, the WSSK expansion aims to cater to entrepreneurs of all expertise levels and business operations, ensuring inclusivity and accessibility for all stakeholders.

BV Kitchen has established a remarkable food entrepreneurial foundation for Forsyth County, yet the vision extends beyond its current achievements. The proposed expansion project, situated at 1001 and 1007 S. Marshall Street in downtown Winston-Salem, aims to cultivate a shared-use kitchen facility. This initiative will further nurture the entrepreneurial spirit already thriving within its small-scale operation, providing increased opportunities for entrepreneurship and training to community residents.



# Section 2: Analysis of Community Indicators

The expansion of BV Kitchen's Winston-Salem Shared Use Kitchen (WSSK) facility at 1001 and 1007 S. Marshall Street, Winston-Salem, NC, is situated in the central hub of a community marked by historical challenges. Below, we break down the community indicators for Census Tract 9.00 and the City of Winston-Salem within Forsyth County.

## Socioeconomic Profiles

POPULATION OVERVIEW CENSUS TRACT 9.00 (Proposed Project Location)	
Total Population	3,279
Foreign-Born	8.0%
Veteran Status	3.0%
Poverty Level	33.1%
<u>Per Capita Income</u>	\$23,692

*US Census, ACS 5-Yr, 2022*

POPULATION OVERVIEW City of Winston-Salem	
Total Population	3,279
Foreign-Born	8.0%
Veteran Status	3.0%
Poverty Level	33.1%
<u>Per Capita Income</u>	\$23,692

*US Census, ACS 5-Yr, 2022*

The analysis of population demographics reveals that Census Tract 9.00 exhibits a poverty rate almost twice that of the overall City of Winston-Salem. This underscores a pressing need for increasing investments aimed at enhancing opportunities for community residents to connect with and benefit from economic and workforce development resources. BV Kitchen's proposed WSSK expansion

directly addresses the pressing demand for culinary training and business support in Forsyth County. By providing a facility for food businesses and entrepreneurs to scale up operations, as well as offering culinary training for community members, BV Kitchen is positioned to meet the high and growing demand for culinary aides, supervisors, and managers in the region. Placing local talent within this growing industry will help combat the poverty level within the surrounding community by allowing residents to enter the field and gain skills to help them advance.

The culinary industry in Winston-Salem and Forsyth County is experiencing significant growth, with entrepreneurship ventures and career advancement serving as key resulting economic drivers. To sustain and enhance this growth, it is essential for communities to create and participate in opportunities for individuals to receive culinary training and develop the necessary skillsets. These efforts not only empower aspiring entrepreneurs to thrive in the competitive culinary landscape, but also contribute to the continuous professional development of individuals working in the culinary industry.

BV Kitchen's WSSK expansion aligns perfectly with the evolving needs of the community, supporting both entrepreneurial ecosystem and individual career paths within the dynamic culinary sector of Winston-Salem and Forsyth County.

## Housing Stock

The housing trends below are broken down within Census Tract 9.00 and Forsyth County:

HOUSING CHARACTERISTICS OF CENSUS TRACT 9.00 (Proposed Project Location)	
<u>Homeowner Vacancy Rate</u>	4.9%
<u>Rental Vacancy Rate</u>	10.3%
<u>Percentage of Vacant Housing Units</u>	18.3%

US Census, ACS 5-Yr, 2022

HOUSING CHARACTERISTICS OF FORSYTH COUNTY, NC	
<u>Homeowner Vacancy Rate</u>	47.35%
<u>Rental Vacancy Rate</u>	12.72%
<u>Percentage of Vacant Housing Units</u>	9.02%

US Census, ACS 5-Yr, 2022

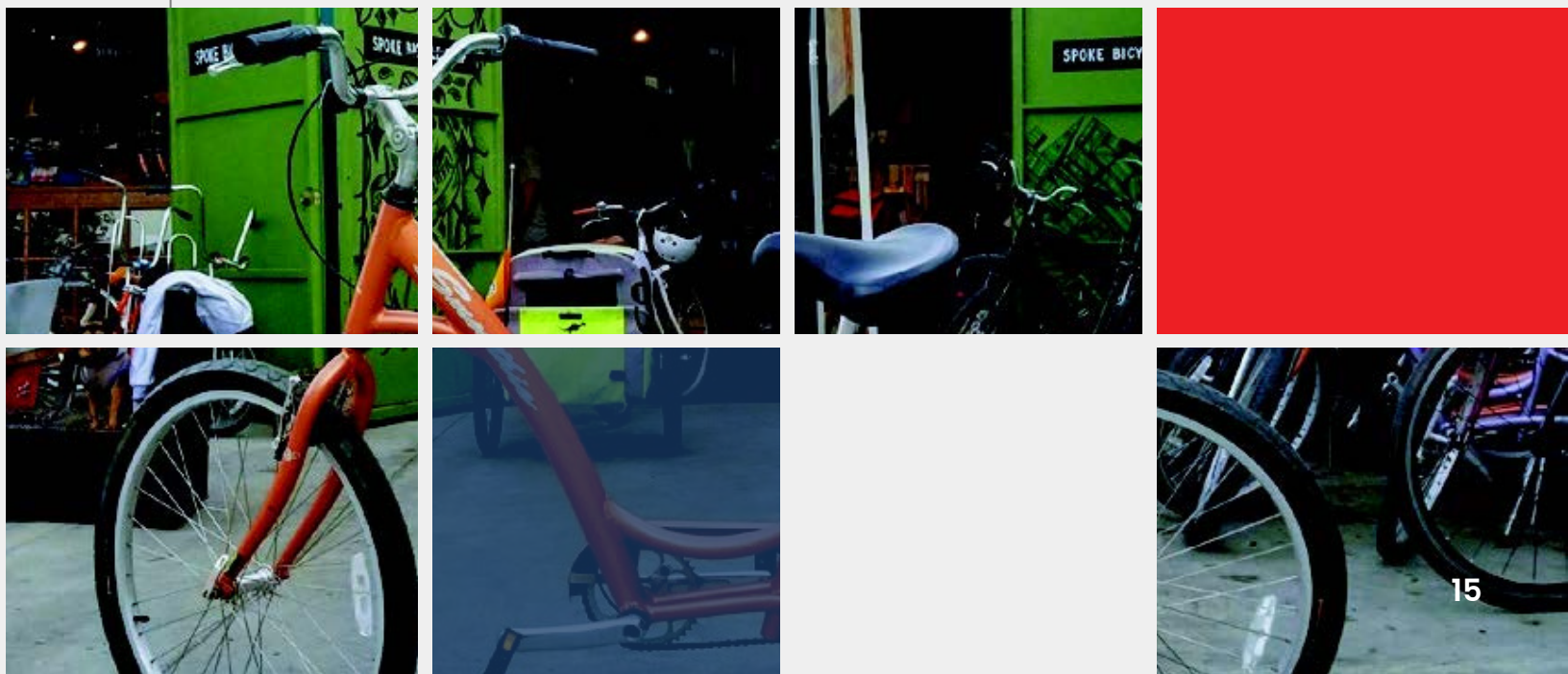
The examination of housing stock and features in both Census Tract 9.00 and Forsyth County reveals discernible trends highlighting challenges in community supply and demand dynamics. Census Tract 9.00 faces a vacant housing unit percentage rate nearly double that of Forsyth County, presenting significant socioeconomic challenges. This high vacancy rate adversely impacts property valuations, neighborhood aesthetics, and inhibits private economic development, thereby compromising the quality of life for residents. BV Kitchen's proposed investment aims to transform this narrative by catalyzing economic revitalization and enhancing social well-being within the community.

This investment serves as a catalyst for entrepreneurship and small business growth, particularly in the food and agriculture industry. It promotes economic diversification, strengthening the community's resilience. Furthermore, BV Kitchen's WSSK initiative is expected to attract additional private and public investments, leading to job creation and improved infrastructure, thereby increasing the overall value of the area.

This transformative approach is anticipated to reduce the vacancy housing units rate, fostering community stabilization and discouraging the ongoing blight and decay of the existing housing stock. BV Kitchen's investment is poised to bring about positive change, addressing the challenges faced by Census Tract 9.00 and fostering a more vibrant and sustainable community.

## Public Infrastructure and Transportation

The transportation needs of both the City of Winston-Salem and the Census Tract 9.00 community significantly impact residents' daily lives, workforce engagement, and the overall identity of the community. BV Kitchen's proposed investment is well-suited to address and meet the public transportation needs of residents across Census Tract 9.00, Winston-Salem, and Forsyth County.



Situated along a Winston-Salem Transit Authority (WSTA) public bus route and surrounded by walkable and bicycle-friendly sidewalks, BV Kitchen's WSSK expansion project benefits from existing infrastructure that connects nearby residences to this forthcoming asset. Leveraging these critical transportation elements, the project is strategically positioned to address accessibility needs, ensuring that community members can easily access the facility and engage with the opportunities it presents.

According to the US Census American Community Survey 5-year 2022 data, 101 (6.9%) commuters in US Census Tract 9.00 utilize public transportation to commute to work, while 105 (7.2%) commuters walk to work. This data underscores that community members within this area are already familiar with and utilizing public transportation infrastructure, indicating that they can readily navigate to and benefit from the BV Kitchen expansion.

BV Kitchen's WSSK expansion project not only aligns with the transportation needs of the City of Winston-Salem and Census Tract 9.00, but also takes advantage of existing infrastructure to create a facility accessible to a broad range of community members, fostering engagement and participation in the opportunities it brings.

## Section 3: Analysis of Current Market

### Competitive Landscape

Examining the landscape of community shared-use kitchens in the City of Winston-Salem and Forsyth County reveals two counterparts: the S.G. Atkins Community Development Center (SGACDC) and Short Street Kitchen.

#### **S.G. Atkins Community Development Center (SGACDC)**

Positioned approximately 2.7 miles from the proposed BV Kitchen WSSK expansion project, SGACDC is a non-profit, serving a different census tract within Downtown Winston-Salem. It caters to small-scale caterers and entrepreneurs seeking assistance in packaging and publicly selling food products, both in-person and online.



While SGACDC provides 895 square footage of dry and cold storage, the envisioned BV Kitchen's WSSK expansion is set to offer an expansive 3,000 square footage of dry and cold storage space. Additionally, 10,000 more square footage total of commercial kitchen space. This increased capacity is substantial and will better meet agricultural storage needs and facilitate stronger connections between rural-urban businesses and essential resources. Notably, BV Kitchen holds a competitive advantage as it is affiliated with the Cobblestone Farmers Market, the largest producer-only farmers market in Forsyth County. Located within a low-income/low-food-access area, this strategic positioning distinguishes BV Kitchen from SGACDC, which lacks a direct association with a farmer's market facility.

BV Kitchen's current shared-use kitchen operation accommodates 8-10 users, but with the expansion into 1001 and 1007 S. Marshall Street, this kitchen will serve 65 users. This significant expansion, roughly eight times the current capacity, will accommodate a larger number of food entrepreneurs, caterers, bakers, and chefs. In contrast, SGACDC's commercial shared-use kitchen currently serves 5-8 users and is operating at full capacity. The waitlist for entrepreneurs to gain access to this facility has reached 34 individuals, highlighting a substantial need for more shared-use kitchens in the local area. SGACDC's capacity falls short of meeting this demand, with a waitlist that is over four times the capacity of the facility in terms of square footage and equipment supply.

Unfortunately, SGACDC does not intend to expand to meet increasing needs and lacks available square footage within their current real estate footprint to expand the shared-use kitchen and better serve food entrepreneurs and small businesses. This creates a significant gap and unmet community need that BV Kitchen's proposed expansion project aims to address. The existence of waitlists underscores the proven demand for additional shared-use kitchen facilities. Rather than a competitive market, this demand indicates a limitless opportunity for expansion and support within the community.

SGACDC wholeheartedly endorses participating in a referral system between their facility and the proposed WSSK. Presently, all shared-use commercial kitchens throughout the region are operating at full capacity. Supporting the WSSK project will amplify SGACDC's initiatives and mission by providing additional opportunities and resources to entrepreneurs currently on SGACDC's waitlist. Moreover, current SGACDC users may have the opportunity to utilize both facilities if their businesses expand to meet that level of demand. This collaborative approach between SGACDC and BV Kitchen's proposed WSSK project epitomizes a symbiotic relationship, facilitating the referral and potential sharing of local area entrepreneurs. Such cooperation is essential for best serving the community's needs and represents a prudent utilization of public investment.

### **Short Street Kitchen**

Located approximately 11.3 miles from the proposed BV Kitchen's WSSK expansion project, Short Street Kitchen stands as a privately funded, for-profit operation. Spanning over 9,000 square feet, it operates as a massive commercial shared-use kitchen and culinary incubator in Kernersville, the largest suburb of Forsyth County, NC, with extensions into neighboring Guilford County. Short Street Kitchen holds the distinction of being the largest shared-use commercial kitchen in the Piedmont Triad region, fostering culinary incubation and product development within a community ripe for entrepreneurial creativity.

Situated within a census tract not considered distressed, Short Street Kitchen prides itself on being the "Not the Cheapest, but the Best" option for entrepreneurs. Its deliberate pricing strategy ensures that users who invest in Short Street fully recognize the value its state-of-the-art facility offers. Despite not being the most affordable option, the market demand for a shared-use commercial kitchen in the local area remains high, validating Short Street Kitchen's successful pricing approach.

Currently, Short Street boasts 50 kitchen members and accommodates approximately 35 members/users at a time, maintaining full kitchen capacity. Notably, not all kitchen members operate at a full-time status, allowing the 35-capacity occupancy to function effectively. With a growing waitlist of 22 potential users, Short Street Kitchen emphasizes its competitive advantage by offering full onsite wraparound services. This includes monthly ServSafe training classes and testing for certification/recertification, two full-time executive chefs available to assist members at any business growth stage, and certified Small Business Administration (SBA) counselors providing grant writing assistance, business plan development, and aid with loan applications.

Unlike SGACDC, Short Street Kitchen possesses available property and space to expand its operations, aiming to reduce its waitlist and increase capacity. While concrete construction and development plans are pending, Short Street Kitchen's leadership staff is actively developing future expansion strategies within the current facility and off-site, with a core focus on "learning labs" and "product development". Despite its strong business model and healthy funding source, Short Street Kitchen acknowledges that it still falls short of meeting the demand and community need for shared-use commercial kitchens, as evidenced by its existing waitlist of potential entrepreneurs.

Beyond its core function as a shared-use kitchen, BV Kitchen's expansion project foresees the implementation of training and professional development classes. These educational initiatives will cover advanced culinary training, safe food practices, and business management within the food services sector.

Complementing these efforts will be in-house productions of food demonstrations, providing hands-on nutritional education, enhancing cooking skills, promoting healthy living practices, and fostering economic empowerment. The integration of community engagement activities will further contribute to overall well-being, ensuring residents and entrepreneurs are informed about programs that benefit both individuals and communities.

The expansion project positions itself not only as a shared-use kitchen but as a multifaceted hub for the community. By incorporating training and education opportunities, it aims to serve as a center for residents, businesses, and entrepreneurs to pursue skill development and expand their knowledge base. This comprehensive approach reflects a commitment to building a stronger, more empowered community through shared resources, education, and collaborative efforts.

## **Kitchen Designation**

BV Kitchen's current facility operates as a USDA-approved and inspected kitchen, commonly referred to as an Ag Kitchen. This designation restricts the types of food businesses that can be accommodated. Ag kitchens are limited to producing "low-risk" food items such as dressings, jam/jelly, acid and acidified foods (pickles, BBQ sauce, etc.), and baked goods. While this classification aligns with some food entrepreneurs' products, many find themselves outside this designation or would need to scale down their operations to fit the USDA category.

BV Kitchen lacks the capability to transition from its USDA-approved Ag kitchen status to that of a commercial kitchen, regulated and inspected by the County Department of Environmental Health. A commercial kitchen status would enable users to produce both "low-risk" and "high-risk" food products, including seafood, processed fruits and vegetables, cooked rice, etc.



Since 2021, BV Kitchen has collected Shared-use Kitchen Inquiry and Interest Form Applications from food entrepreneurs across Forsyth County and the region to assess their needs and potential use of the facility. The Interest Form reveals that 49% of applicants have been turned away due to BV Kitchen's USDA shared-use kitchen status, indicating a significant demand for a commercial shared-use kitchen in the area. This underscores the fact that nearly half of the local food entrepreneurs require access to such a facility.

SGACDC and Short Street's commercial shared-use kitchen has reached capacity and operates off a waitlist, while BV Kitchen's current facility lacks the regulatory status and amenities needed to accept businesses in need of space. This disparity demonstrates that the current market offerings are inadequate in meeting the community's needs, with SGACDC and Short Street Kitchen operating at full capacity and BV Kitchen forced to turn away entrepreneurs.

However, BV Kitchen's WSSK expansion project aims to address this issue by obtaining commercial shared-use kitchen regulation and status, enabling it to accommodate all types of food businesses, including caterers, food trucks, and larger-scale food production enterprises. This expansion will fulfill the community's need for increased access and opportunities for food entrepreneurs to succeed and grow their operations.

# Section 4:

## WSSK Management Practices & Outreach

BV Kitchen's management practices for the WSSK entails unique approaches as this model combines elements of an incubator and community shared-use facility to capture and leverage the synergies that extend from both systems. The core focus to highlight revolve around the notions of tenet selection and outreach.

### Tenet Selection

Tenet selection within a commercial shared-use kitchen incubator is a critical process that molds the culture, efficiency, and success of the facility. Shared-use kitchens serve as vital spaces for culinary entrepreneurs, providing access to resources and a supportive community. The selection of tenets, or guiding principles, ensures that the shared kitchen facility operates smoothly while fostering collaboration and innovation among its users. Key aspects BV Kitchen will consider in the tenet selection process and development of policy for WSSK include:

#### **Food Safety and Sanitization**

Emphasizing strict adherence to food safety standards and sanitation practices is paramount. Tenets should outline guidelines for maintaining a clean and hygienic environment to ensure the safety of all food products prepared within the facility.

#### **Collaboration, Diversity, and Inclusion**

Encouraging collaboration and camaraderie among tenants fosters a supportive community atmosphere. Tenets should promote teamwork, knowledge sharing, and constructive feedback among kitchen users, facilitating a conducive environment for growth and learning. Promoting inclusivity and diversity within WSSK enriches the community and encourages participation from individuals of varying backgrounds, cultures, and culinary traditions. Tenets should reflect a commitment to inclusivity, welcoming participants from diverse demographics and fostering an environment of mutual respect and understanding.

### **Resource Management**

Efficient utilization of resources is essential for the sustainable operation of WSSK. Tenets should address responsible resource management, including energy conservation, waste reduction, and sustainable sourcing practices, to minimize environmental impact and promote sustainability.

### **Community Engagement**

Engaging with the broader community through outreach initiatives, events, and partnerships enhances the visibility and impact of WSSK. Tenets should encourage community engagement activities, such as food tastings, pop-up events, and collaborations with local organizations, to promote awareness and support for culinary entrepreneurship within the region.

Understanding the selection of tenets within WSSK will play a pivotal role in shaping its culture, operations, and overall success. By establishing these clear guiding principles that prioritize food safety, collaboration, inclusivity, professionalism, sustainability, and community engagement, WSSK will create a supportive and thriving environment that empowers culinary entrepreneurs to pursue their passion and realize their culinary dreams. BV Kitchen has successfully implemented these successful practices at their kitchen facility, and are prepared and eager to grow them with this proposed larger scale operation.

### **Outreach Efforts**

Outreach efforts that will be undertaken by WSSK, are essential to verify its commitment to being open and accessible to all aspiring culinary entrepreneurs, regardless of background, experience, or resources. These initiatives not only increase awareness about the shared-use kitchen facility but demonstrate its dedication to fostering inclusivity, diversity, and community engagement. Key outreach strategies BV Kitchen will implement within WSSK include:

#### **Community Events and Workshops**

Hosting community events, workshops, and information sessions presents an opportunity for WSSK users to interact with local residents, aspiring chefs, food artisans, and culinary enthusiasts. These gatherings will provide valuable insights into the facility's resources, services, and membership options, fostering interest among

individuals keen on delving into culinary entrepreneurship. BV Kitchen currently conducts enrichment classes and training workshops like Pasta 101, Sourdough Basics, Knife Skills 101, and others at its current kitchen facility, boasting significant success and attendance rates. Leveraging this expertise and content to reach a broader audience on a larger scale will strengthen the foundation of community outreach and inclusivity, extending a sense of belonging to all participants.

### **Partnerships with Local Organizations**

Establishing collaborations with local community organizations, educational institutions, and non-profit agencies will significantly broaden the impact of WSSK and enhance accessibility for underserved populations. Specifically, forging partnerships with entities dedicated to workforce development and food justice initiatives will pave the way for individuals from diverse backgrounds to enter the culinary industry. As mentioned earlier, BV Kitchen is fully committed to engaging in a collaborative referral system with the S.G. Atkins Community Development Center, pooling resources to comprehensively support local food entrepreneurs. Furthermore, BV Kitchen actively participates as a partner with PTRDC and the PTRFC, non-profits focused on fortifying the regional entrepreneurship ecosystem and ensuring equitable access to economic opportunities for all Piedmont Triad residents. The establishment of WSSK will not only augment BV Kitchen's existing network of partnerships but also function as a community space, facilitating connections between resources and local organizations. This collaborative approach underscores the commitment to fostering a thriving and inclusive culinary community in the Piedmont Triad region.

### **Targeted Outreach to Marginalized Communities**

Actively engaging marginalized communities, including women, minorities, and residents of low-income areas, is vital to maintaining the accessibility and inclusivity of WSSK. Tailoring outreach initiatives to cater to specific needs, cultural sensitivities, and language barriers will strengthen participation and involvement among underserved populations. Beta Verde, LLC, the managing partner of Cobblestone Farmers Market, the designated site for BV Kitchen's WSSK, already prioritizes these communities through its Food Access Program. Cobblestone Farmers Market proudly accepts Supplemental Nutrition Assistance Program (SNAP) payments and participates in the Farmers Market Nutrition Program (FMNP) for Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and Seniors (SFMNP) vouchers. Recognizing the lack of access to healthy food options in the surrounding neighborhoods of the proposed WSSK, characterized by unavailability, high costs, and limited transportation, Cobblestone Farmers Market's targeted outreach efforts will inform WSSK's strategy and emphasize the importance of engaging these communities.



### **Social Media and Digital Marketing Campaigns**

Utilizing social media platforms, email newsletters, and digital marketing campaigns enhances the visibility of WSSK and draws a wider audience of potential users. By sharing success stories, testimonials, and behind-the-scenes glimpses of kitchen activities, the facility becomes more relatable, inspiring aspiring entrepreneurs to become part of the community. BV Kitchen currently employs these strategies to announce events, classes, and resource sharing, generating excitement and informing the community. This approach will extend to the proposed WSSK project, connecting residents across the Piedmont Triad to the facility and its offerings. In today's digital age, a robust online presence is essential for thriving and engaging with entrepreneurs. Through effective use of digital platforms, WSSK will boost visibility, establish brand credibility, connect with current and prospective users, gain valuable insights, manage costs efficiently, and stimulate capacity growth in an ever-evolving digital environment.

### **Feedback Mechanisms and Community Input**

Gathering feedback from both current and prospective users through surveys, focus groups, and community forums plays a crucial role in facilitating continuous improvement and ensuring WSSK remains responsive to the evolving needs of its diverse community. By integrating community input into decision-making processes and program development, WSSK fosters a sense of ownership and belonging among its users. BV Kitchen already conducts surveys and interviews with current and potential users to address needs and make necessary adjustments. Some of the survey results are further elaborated on in Section 5 of this report. This practice has already become a standard approach for Beta Verde, LLC, and BV Kitchen leadership, and it will be seamlessly integrated into the management practices of WSSK.

Through the implementation of these tenet selection and outreach strategies, WSSK will effectively showcase its dedication to establishing an inclusive, dynamic, and supportive culinary and entrepreneurial ecosystem. This environment ensures that all individuals have the opportunity to pursue their culinary innovation passions while accessing the necessary support system to develop and sustain their entrepreneurial endeavor.



## Section 5: Analysis of Community Survey

BV Kitchen conducted a survey targeting community members involved in the food industry and aspiring food entrepreneurs considering utilization of the existing facility. The survey aims to gather essential insights into user preferences, needs, efficient space utilization, and feedback for continuous improvement. The information obtained from the survey contributes to an enhanced overall experience and supports a community-oriented approach in managing the shared resource.

**Below, we present key findings and a detailed analysis extracted from the survey results:**

### Key Finding #1

38% of local food entrepreneurs identified they needed the shared-use facility to “scale up” their existing business operations.

BV Kitchen serves as a valuable community resource to for local food businesses across the City of Winston-Salem and Forsyth County looking to scale up their current operations and expand their business. Ways this facility contributes to this growth and development is by providing: reduced overhead costs, collaborative networks, innovative testing, market access, and supportive training.

### Reduced Overhead Costs:



BV Kitchen provides an affordable alternative to setting up and maintaining a dedicated commercial kitchen, significantly reducing overhead costs for local food businesses, allowing them to allocate and focus resources more efficiently.

### Collaborative Networks:



BV Kitchen fosters a collaborative environment where small businesses and local residents can interact, share ideas, and potentially collaborate on projects. Networking within the shared space can open up new opportunities, partnerships, and markets for local food businesses.



### **Innovative Testing:**

Entrepreneurs and small businesses can use BV Kitchen as a testing ground for new products and recipes. This allows for innovation without the need for a significant investment in a new kitchen setup. The shared environment provides a low-risk space for experimentation.



### **Market Access:**

BV Kitchen is strategically located within close proximity to the Cobblestone Farmer's Market enabling users incredible market access. The shared parking lot with BV Kitchen serves a permanent year-round farmer's market that hosts over 50 regional agricultural businesses weekly. Cobblestone Farmer's Market is responsible for generating annual gross sales revenue of \$1.5 million dollars, circulating through the local food economy and empowering small-scale food businesses. This directly benefits businesses currently utilizing BV Kitchen by providing proximity to potential customers, suppliers, and distribution channels, facilitating easier market entry and expansion.



### **Supportive Training:**

BV Kitchen offers training programs, workshops, and support services for businesses and users within their shared-use network. Some of these trainings include: business development assistance, marketing support, and educational culinary resources and training, and helping food businesses grow and thrive within the Winston-Salem market and regional ecosystem.

The WSSK expansion project proposed by BV Kitchen plans to directly stimulate local food businesses and entrepreneurs in the City of Winston-Salem, Forsyth County, and the Piedmont Triad. By extending the above activities that specifically address the pressing requirement for businesses to scale up their current operations, BV Kitchen offers a competitive advantage in the market. The provision of cost-effective solutions, access to resources, collaborative networking opportunities, and a supportive environment conducive to innovation and growth are key elements of this advantage. Expanding this outreach to serve more local businesses ensures that a greater number of entrepreneurs have access to this opportunity and community asset for support and scaling up their operations.

Key Finding #2

69% of local food entrepreneurs identified their culinary background and educational experience as being “self-taught”.

BV Kitchen is and can be beneficial for self-taught for local food businesses looking to advance their existing operations and enhance culinary knowledge and skillsets. The current use of this facility supports, welcomes, and empowers self-taught entrepreneurs by providing access to: professional equipment, training and workshops, community support, and market exposure.



**Professional Equipment:**

BV Kitchen is furnished with commercial-grade equipment, providing self-taught entrepreneurs with access to advanced tools and technologies that they may not have otherwise. This enables them to enhance the quality and efficiency of their techniques and operations. In the dynamic field of food service, often learned through hands-on experience, BV Kitchen empowers users with efficiency-driven equipment, facilitating quick adaptation and effective product delivery to the market.



**Training and Workshops:**

BV Kitchen's proposed expansion includes the addition of culinary training sessions and community workshops tailored to various skill levels, ranging from beginner to advanced, based on user feedback and needs. Self-taught entrepreneurs stand to gain significantly from these enhanced learning opportunities, which cover essential aspects of food preparation, safety protocols, and effective business management practices.

While self-taught entrepreneurs possess valuable product and process knowledge, they may lack formal certifications such as ServSafe: Food Manager, which are often required in the foodservice industry. Addressing these knowledge gaps and equipping local entrepreneurs with comprehensive resources ensures that BV Kitchen users are well-prepared for diverse career paths. BV Kitchen's survey also revealed that only 0.06% of respondents held a culinary degree. Therefore, expanding resources for training and mentorship presents an opportunity to track credential and degree attainment among this "self-taught" entrepreneur demographic, serving as a meaningful metric for evaluating the success of the proposed project.

Given the pressing need for a skilled workforce with recognized credentials in the regional foodservice industry, BV Kitchen's initiatives to provide access to training and skill development are poised to make a significant impact on addressing this demand.

BV Kitchen's expansion project is poised to become a valuable community asset and a crucial resource for food entrepreneurs across various levels of expertise, funding stages, and product development phases. By granting access to resources that cater to every stage of business growth, BV Kitchen fosters a supportive environment conducive to knowledge-sharing and mentorship opportunities. This nurturing entrepreneurial ecosystem facilitates the progression of individual business operations, career pathways, and access to a dynamic network primed for growth support.

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Key Finding #3

75% of local food entrepreneurs identified their largest barrier to entering the marketplace and being success was “the lack of access to a commercial kitchen and equipment” with “the lack of funding” being a close second at 31%.

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A shared-used kitchen facility is instrumental in assisting local food businesses and entrepreneurs who lack access to a commercial kitchen space. BV Kitchen is actively involved with this community need by currently providing a small-scale space, but needs to grow the facility and current offerings to better serve the community need of “lacking access to a space.” Expanding this asset will render entrepreneurial and community benefits within: Access to Commercial Equipment, Food Sustainability, Community Engagement/Buy-in, and Cultural Exchange.



### **Access to Commercial Equipment**

Shared-use kitchens come equipped with high-quality, commercial-grade kitchen equipment, which can be financially burdensome for small developing businesses and individual entrepreneurs. This creates a significant entry barrier for newcomers to the food marketplace, stifling innovation and impeding the growth of the local and regional entrepreneurial ecosystem. By providing access to commercial equipment, shared kitchens offer a platform for aspiring food businesses and entrepreneurs to initiate and expand their operations without facing prohibitive upfront costs. Unfortunately, Forsyth County and the City of Winston-Salem are currently experiencing a shortage of dedicated real estate for shared-use

kitchen spaces, as confirmed by the survey results mentioned earlier. BV Kitchen is actively addressing this issue by striving to meet the community's demand and reduce barriers to entry into the foodservice industry. Their efforts aim to foster a culture of innovation and entrepreneurship while empowering individuals to pursue their culinary aspirations.



### **Food Sustainability**

Shared-use kitchens play a vital role in promoting sustainable food practices by giving priority to sourcing inputs from local farmers, producers, and artisans. This support for local and regional food systems brings economic benefits to the area by localizing expenditures and bolstering the livelihoods of farmers, producers, distributors, and retailers. Moreover, it contributes to environmental sustainability by reducing the need for long-distance transportation of ingredients and mitigating the adverse impacts of large-scale agricultural practices on the climate. By practicing localized food purchasing, shared-use kitchens contribute to the establishment of a more resilient supply chain. This not only fosters entrepreneurial opportunities and market access for individuals and businesses in the food sector, but also empowers the local community through food sovereignty initiatives. These initiatives enable communities to take control of their food systems and build the capacity to withstand shocks and stresses.

The resilience of the food system is crucial for ensuring food security, economic stability, environmental sustainability, public health, social equity, adaptability, innovation, and community resilience. It embodies a holistic approach to addressing the interconnected challenges and opportunities within the food system, fostering a more sustainable, equitable, and resilient future for all.



### **Community Engagement**

Shared-use kitchen facilities serve as community hubs where individuals and businesses from various backgrounds converge, fostering networking, collaboration, and resource-sharing among entrepreneurs, distributors, producers, and food enthusiasts. This environment promotes community education and social connections, cultivating a sense of belonging and empowerment for community members to actively advocate for and shape their local food landscape. Such a sense of belonging is particularly significant for residents new to the Piedmont Triad area and is a compelling factor for visitors considering relocation and choosing to remain in the region.



## Cultural Exchange

Shared-use kitchens provide a platform for cultural exchange, fostering an environment where experimentation and exploration of diverse flavors and ingredients from different cultures thrive. Community members have the opportunity to sample and learn about foods they may not have encountered before, expanding their culinary horizons and preserving culinary heritage and traditions. This cultural exchange promotes inclusivity, tolerance, and respect for cultural differences. By sharing food practices and experiences, community members and entrepreneurs bridge cultural divides, fostering unity and belonging that transcends boundaries. Exposure to diverse culinary traditions sparks creativity and innovation in food entrepreneurship, inspiring fusion dishes, collaborations, and new food products that reflect the multicultural fabric of the community.

The City of Winston-Salem, known as the "City of Arts and Innovation," boasts prestigious institutions like the University of North Carolina School of the Arts, America's first public arts conservatory, Winston-Salem State University, a distinguished historically black constituent institution, and Salem College, a liberal arts gender-inclusive institution for women as the foundational anchors pulling into the area. BV Kitchen's WSSK expansion project is strategically located at the crossroads of these institutions, capturing the synergy and offering an asset to continue the city's legacy of diversity and innovation.

Through access to a shared-use kitchen, BV Kitchen's expansion project creates opportunities for celebrating diversity, exploring new flavors, fostering cultural understanding, preserving culinary heritage, promoting inclusivity and tolerance, inspiring culinary innovation, and building community cohesion.

Overall, funding a shared-use commercial kitchen to this area brings multiple benefits, including economic development, food diversity, social engagement, education, sustainability, innovation, food security, and cultural enrichment. Serving as a catalyst for entrepreneurship, community empowerment, and collective prosperity and resiliency within the City of Winston-Salem, Forsyth County, and the Piedmont Triad.



# Section 6: Recommendations



BV Kitchen’s expansion project will successfully implement into the community, fostering local collaboration, entrepreneurship empowerment, and leveraging a vibrant food ecosystem. The following recommendations support the need and reasoning for this expansion project to be competitively considered for funding.

**1. Job Creation and Economic Impact**

 BV Kitchen's expansion project serves as a direct catalyst for local entrepreneurs, chefs, and food-related businesses, offering them enhanced opportunities for training and business acceleration. This, in turn, contributes significantly to job creation and growth, with a projected creation of one full-time employee and two part-time employees for every business entering the facility. Projected estimates are provided to endorse 40-72 business concepts, leading to the creation of more than 150 new jobs across the next 3-5 years. BV Kitchen plays a pivotal role in fostering entrepreneurship and supporting small business development, providing individuals with culinary aspirations the means to overcome barriers such as a lack of resources and infrastructure to launch their ventures.

By addressing these challenges, BV Kitchen contributes to the overall economic landscape of Winston-Salem, acting as a catalyst for positive change. The projected impact on job creation and small business growth reinforces the pivotal role BV Kitchen plays in shaping the local economy. Recognizing the gap in the market, the expansion project recommended by the PTRC brings essential shared-use commercial kitchen and cold/dry storage square footage, addressing

a current deficit in available resources. As such, the PTRDC strongly recommends the need of BV Kitchen's expansion to further enrich and diversify the economic opportunities within the Winston-Salem community.



## 2. Training and Skill Development

BV Kitchen's expansion project makes a direct investment in education and skill enhancement by utilizing its space to offer a range of training classes, including general culinary, advanced culinary, and specialized equipment training. This initiative grants community members access to valuable opportunities for training, enabling them to build a strong foundation and attain credentials. The goal is to cultivate a more qualified and engaged workforce for the local and regional food and hospitality industry.

Recognizing the existing imbalance between the regional talent supply and job demand within Food Services occupations, BV Kitchen's expansion project aims to address this disparity. While the talent supply in the Piedmont Triad can support the high demand for job postings in Food Services, there is a disconnect between available talent and employment opportunities. BV Kitchen seeks to bridge this gap by providing a facility and training opportunities that actively engage community residents, equipping them with the skills and pathways needed to obtain credentials sought by employers in the Food and Hospitality industry. A strong partnership within the Community College system, specifically Forsyth Technical Community College, will be crucial to the training and credential obtainment components of the project.

The PTRDC strongly advocates for the recommendation of BV Kitchen's expansion project as it aligns with the community's need for increased educational and training opportunities within Food Services and Culinary Management across the City of Winston-Salem and Forsyth County. Food and Drinking establishments in the Piedmont Triad region have been grappling with a shortage of qualified labor to fill various positions, ranging from Kitchen Assistants to Lead Management. BV Kitchen's expansion project is poised to transform this narrative and address the talent gap within the industry and develop a pathway for individuals to upskill and qualify for higher paying jobs. Making this a top priority for investment.





### 3. Local Food Systems Support

BV Kitchen's expansion project is poised to significantly support local farmers and agricultural producers by dedicating kitchen expansion square footage to locally grown value-added products, consumer packaged goods, and bakery concepts. This strategic focus aims to process and prepare local ingredients for final marketable products, contributing to the development and sustainability of local food systems.

By concentrating on locally sourced items, BV Kitchen's expansion project will play a pivotal role in increasing community access to fresh, healthy, and regionally-produced food options. The facility is designed to promote capacity building for local food entrepreneurs and farmers, directly addressing the limited availability of healthy food options in Winston-Salem.

Situated in Downtown Winston-Salem, a district historically labeled as a "food desert," BV Kitchen's expansion project confronts this challenge head-on. A food desert is characterized by a scarcity of grocery stores, supermarkets, and fresh food markets, making it difficult for local residents to access a diverse range of healthy and culturally appropriate food choices. BV Kitchen seeks to reshape this narrative by expanding its facilities, providing the necessary space, equipment, and resources to increase local food production and improve the availability of nutritious options.

Recognizing the need for food resilience, the PTRDC strongly recommends BV Kitchen's expansion to bolster the local food resiliency chain. By incorporating more local food choices and options within the market, the project aims to diversify producers and enhance the area's ability to withstand potential issues in the food supply chain at regional, state, national, or international levels.

In the face of recent challenges, such as food supply shortages and pricing fluctuations, having the capacity to source food products and ingredients locally becomes crucial. BV Kitchen's expansion project not only addresses these challenges but empowers consumers with stable access to a diverse and resilient local food supply.



### 4. Strategic Location and Connectivity

BV Kitchen is intricately connected with Cobblestone Farmers Market, the largest producer-only farmers market in Forsyth County. Situated at the heart of a United States Department of Agriculture (USDA) defined Low-Income and Low-Access Food (LI/LA) Area and Census



Tract, this location has grappled with food insecurity, lacking consistent access to affordable and nutritious food options.

Leveraging its partnership with Cobblestone Farmers Market, BV Kitchen capitalizes on this acclaimed marketplace, known for its robust practices that highlight the seasonality of food products. Cobblestone continually seeks new vendors and serves as a vital community asset. With BV Kitchen's expansion, there is a deliberate effort to enhance food production capacity, providing entrepreneurs not only access to the shared-use kitchen but also an avenue to showcase and sell their products at the adjacent Cobblestone Farmers Market.

This interconnected cycle of upscaling business production and facilitating sales within the same property is poised to transform the area into an economic and community hub. This comprehensive approach contributes to the development of small businesses, supports professional development, and enriches the community across Winston-Salem and Forsyth County.

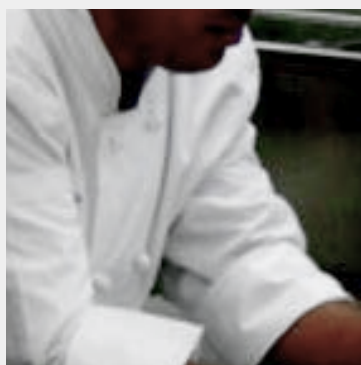
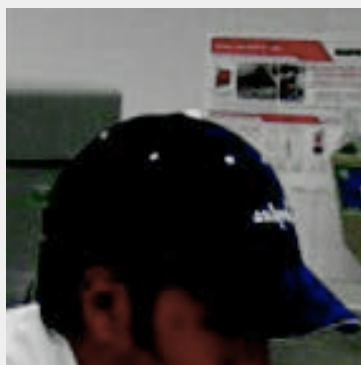
The strategic location and seamless connectivity between BV Kitchen's shared-use kitchen and the marketplace make this project compelling and essential for the community. The ability to harness both kitchen and market resources creates a unique and powerful ecosystem that can significantly impact local entrepreneurs and residents alike. In comparison, SGACDC and Short Street Kitchen, unfortunately, lack proximity to the marketplace, making BV Kitchen the superior choice for local entrepreneurs seeking an integrated and supportive environment.

Given these considerations, the PTRDC strongly recommends BV Kitchen's expansion as it aligns with the community's needs and offers a comprehensive solution that addresses both economic and food access challenges in the region.

The recommendations presented serve as a comprehensive guide for making informed decisions and addressing priorities when seeking funding for the implementation of the project. Each recommendation is the result of a meticulous analysis of market conditions, financial considerations, technical feasibility, and organizational capacity. These suggestions are crafted to mitigate risks, leverage opportunities, and ensure that the project is in alignment with the overarching goals of expanding opportunities within local food systems, thereby enhancing the chances of securing support and funding.

Flexibility and responsiveness to changing circumstances are imperative. Continuous monitoring and periodic reassessment of the project's progress will be essential to adapt strategies, address emerging challenges, and capitalize on new opportunities. This adaptive approach will contribute to the project's resilience and long-term success.

In essence, the recommendations provided aim to guide any organization toward a prosperous and sustainable future within the realm of expanding healthy food options and entrepreneurship opportunities for Piedmont Triad residents. By earnestly addressing the identified key factors and implementing the suggested strategies, any organization is well-positioned to organize its objectives and make a positive impact within the community.



# Appendix A: Glossary

<p><b>Food Desert</b></p>	<p>defined by the USDA as mostly being about proximity to food providers, rather than considering other factors such as racism, cost of living, people being time poor and cash poor, cultural appropriateness of available foods, the ability of people to grow their own foods, etc.</p>
<p><b>Homeowner Vacancy Rate</b></p>	<p>defined by the U.S. Census Bureau as the proportion of the homeowner inventory that is vacant and/or for sale</p>
<p><b>Low-Income and Low-Access Food (LI/LA)</b></p>	<p>defined by the USDA as “Low-income” refers to the poverty rate and median family income of a census tract, while “Low-access” means a significant number or share of the population in the tract had limited access to a food store (supermarket, supercenter, or large grocery store)—i.e., they lived more than 1 mile from a food store in urban areas or more than 10 miles in rural areas</p>
<p><b>Per Capita Income</b></p>	<p>defined by the U.S. Census Bureau as the mean income computed for every man, woman, and child in a particular group including those living in group quarters. It is derived by dividing the aggregate income of a particular group by the total population in that group</p>

Continued 

<b>Percentage of Vacant Housing Units</b>	defined by the U.S. Census Bureau as the percentage of all available units in a rental and/or owned property that are vacant or unoccupied during a given time frame
<b>Rental Vacancy Rate</b>	defined by the U.S. Census Bureau as the percentage of all available units in a rental property that are vacant or unoccupied during a given time frame
<b>Shared-Use Kitchen</b>	defined by the USDA as a licensed commercial space that provides a pathway for food entrepreneurs—ranging from chefs, caterers, food truck operators, and bakers, to value-added producers and packaged food and beverage makers—to launch and grow their businesses



# Appendix B: WSSK Financial Projections

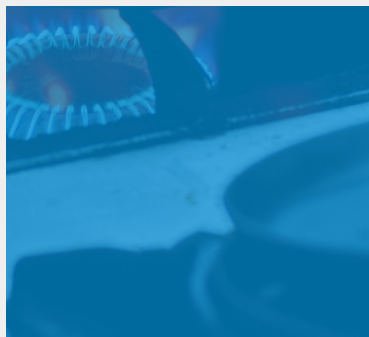
Click the following links to access each document:

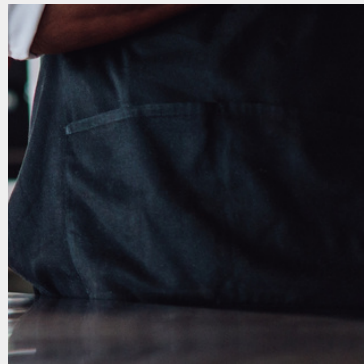
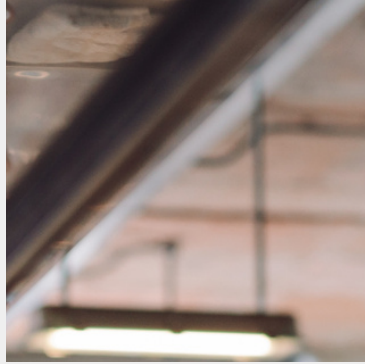
» [Furniture, Fixtures, & Equipment Budget](#)

» [Operating Assumptions](#)

» [Profits & Loss](#)


» [Projected Cash Flows](#)






# THANK YOU

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