



EDGEMERE, QUEENS

NYC Office of Environmental Remediation
Place-Based Community Brownfield Planning

FEB 2019



HESTERST

Contents

03	Introduction
04	Study Area
06	Neighborhood Context
07	Study Area Snapshot
08	Proposal
12	Site Selection
14	Design Concepts
16	Budget
19	Next Steps
21	Appendix

Introduction

BACKGROUND

Arverne and Edgemere, Queens are low-lying waterfront communities in the Eastern Rockaway peninsula facing socio-economic, physical and environmental challenges related to geography, infrastructure and high climate risk. The neighborhoods were among the communities hardest hit by Hurricane Sandy in 2012; thousands of residents—predominantly low-income and people of color—were without electricity, heat, clean water and health care for weeks. The social, economic, health and infrastructure challenges residents faced after Sandy both predated the storm and were exacerbated by it.

Since 2014 Ocean Bay Community Development Corporation (OBCDC) and Hester Street (HST) have partnered with local stakeholders and residents to lead participatory planning and development processes for health and economic opportunity on the peninsula. These include the 2014 Rockaways Community Planning and Envisioning study, a successful development proposal for a grocery store and community center on vacant public land, the 2016 Beach Channel Drive Commercial Corridor study and the 2018 Rock-Your-Way mobile health classroom.

This report builds on past OBCDC and HST studies, considers the City’s 2017 Resilient Edgemere Community Plan and addresses priorities identified by residents and by stakeholders of the Far Rockaway/Arverne Nonprofit Coalition (FRANC). FRANC is a Coalition of more than 17 nonprofits and community-based organizations committed to local development and revitalization initiatives. This report proposes design and development recommendations for a kitchen incubator along Beach Channel Drive in Edgemere that will support quality job training, workforce development and entrepreneurial support for small business owners in Far Rockaway.

BROWNFIELD PLAN

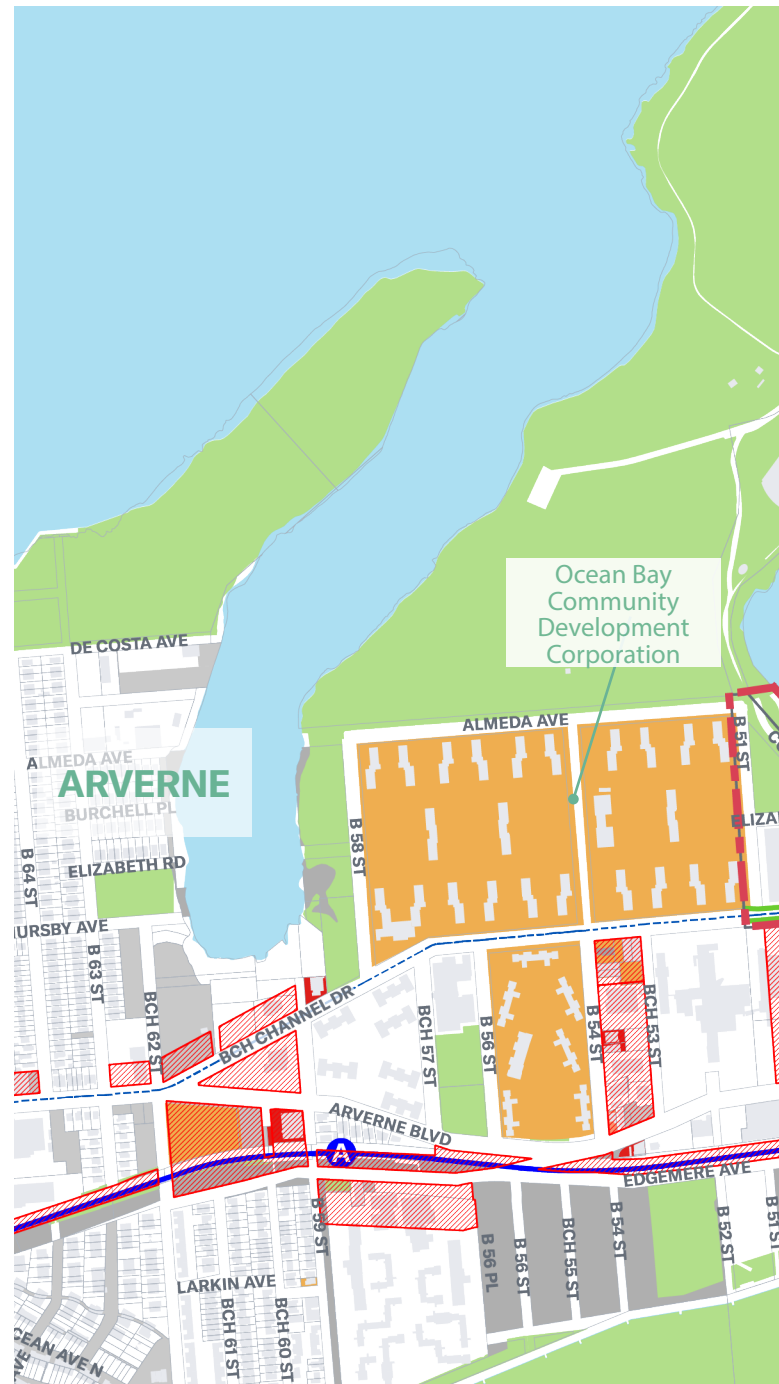
In 2018 OBCDC, with technical support from HST and support from the Mayor’s Office of Environmental Remediation (MOER), leveraged the work toward a more resilient and equitable Rockaways with a focused study to advance economic opportunity in the neighborhood. The study examined the Beach Channel Drive corridor of Arverne and Edgemere bound by Beach 74th Street to the west and Beach 43rd Street to the east and located within the Far Rockaway Brownfield Opportunity Area.

Study Area

The project team focused specifically on the Beach Channel Drive Corridor from Beach 51st Street to the west and Beach 35th Street to the east to maximize community benefit in the context of multiple concurrent public and private investments in Far Rockaway. This area reflects the boundaries of the Resilient Edgemere Community Plan study area and the Edgemere Urban Renewal Area, a strategic site outlined in the Existing Conditions and Brownfield Analysis prepared in 2016 by the NYC Department of City Planning. This study found that almost one third of land in the study area is vacant and has a high concentration of potential brownfields.

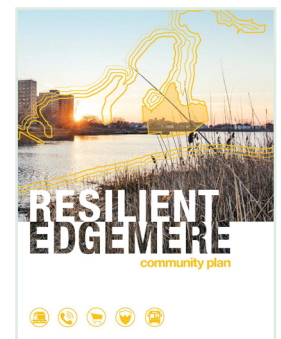
LEGEND

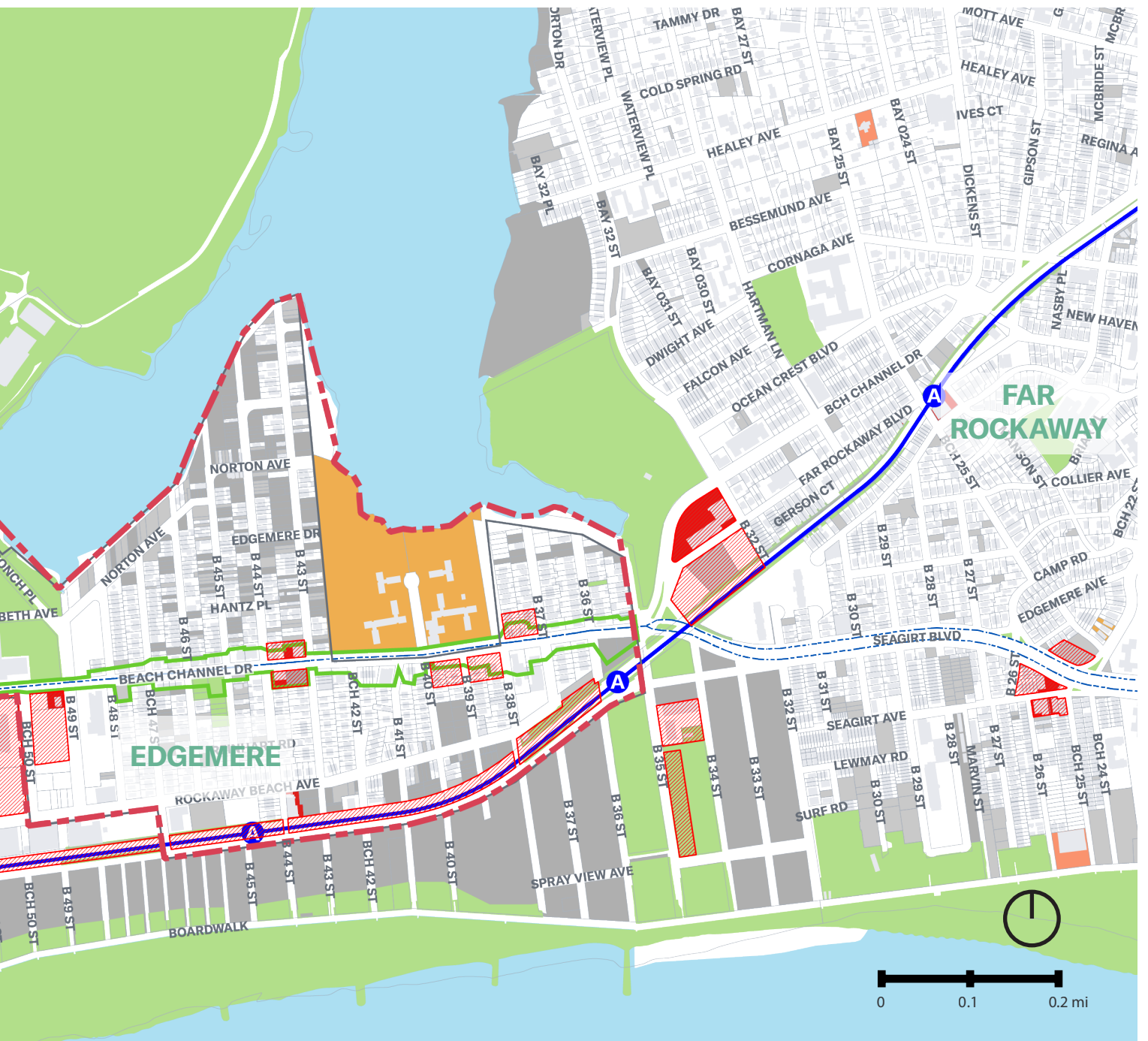
- Beach Channel Drive Study Area (project focus)
- - Resilient Edgemere Community Plan Study Area Boundary
- Edgemere Urban Renewal Area
- NYCHA
- Commercial Overlay
- Commercial & Office Buildings
- Mixed Commercial & Residential
- Parks
- Vacant Land
- Vacant City-Owned Land
- Bus lines
- A Subway



RESILIENT EDMERE COMMUNITY PLAN

Conducted in 2017, this plan recommends developing vacant lots south of Beach Channel Drive as residential buildings and converting vacant lots north of Beach Channel Drive to public open space. It also suggests increased density around subway stations with mixed-use commercial development.





VACANT STOREFRONTS

HST conducted an in-depth study and business census of Beach Channel Drive in 2016 and found that a significant number of storefronts and lots along the commercial corridor from Beach 74th Street to Beach 43rd Street are vacant. These sites provide opportunities for small business incubation and supports; markets and retail opportunity; and other pop-up stores or events.



Neighborhood Context

EDGEMERE

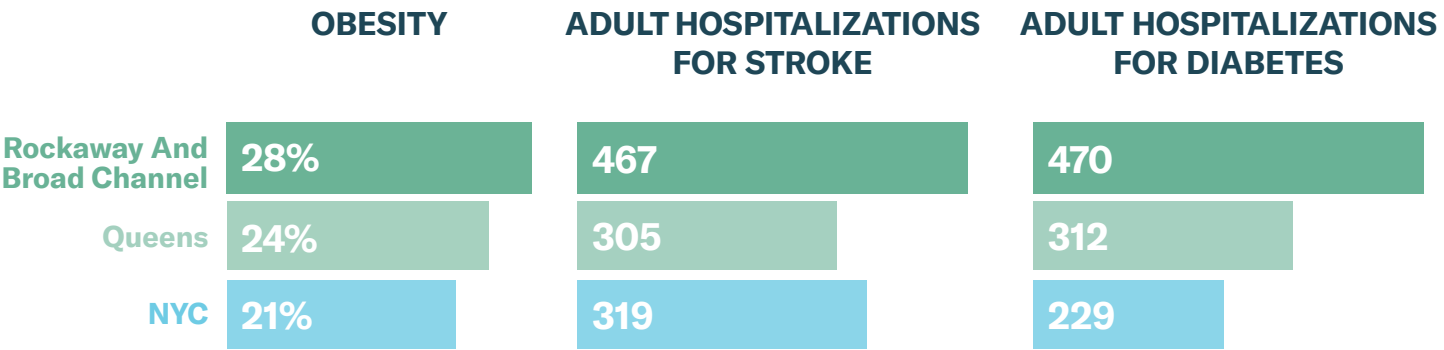
The Edgemere study area has a total population of 18,100 people, largely comprised of non-Hispanic Black (60%) and Latinx (32%) residents. The neighborhood median household income is the lowest on the peninsula at \$30,400¹, compared to \$44,000² for the peninsula at large and \$55,000³ in New York City. Roughly 36% of Edgemere residents live below the federal poverty line⁴, and the unemployment rate in the study area is 17%⁵.

OBCDC serves the community residing in New York City Housing Authority (NYCHA) houses on the peninsula: 10,000 residents in 3,576 apartments in 60 buildings across 5 campuses—including Ocean Bay, Hammel, Carleton Manor, Beach 41st Street and Redfern—all within a four-mile stretch⁶. Edgemere households tend to be larger and include more children. Roughly 1 in 4 residents have completed high school and 1 in 6 have completed college⁷.

Residents face serious health struggles relative to NYC as a whole. The Rockaway peninsula and Broad Channel have the highest rates of diabetes hospitalizations in Queens and third highest stroke

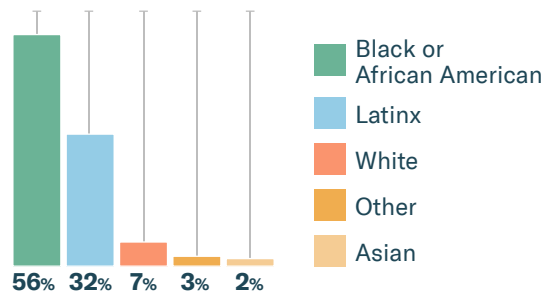
hospitalizations in the city⁸. The area's distance from the rest of the City creates various challenges for residents including long commutes on a transportation system still experiencing damage from Sandy and limited access to amenities and services.

In 1997, the City developed the Edgemere Urban Renewal Plan to support the development of hundreds of homes and direct investment in sewer and street improvements in the area. The City acquired land to create space for these new homes but, in the wake of the 2008 housing market collapse, less than half of homes expected were built and the rest of the construction was stalled. This left the neighborhood with a significant amount of City-owned and private vacant or underutilized land.

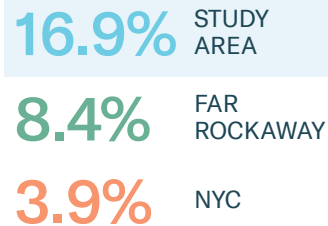


Study Area Snapshot

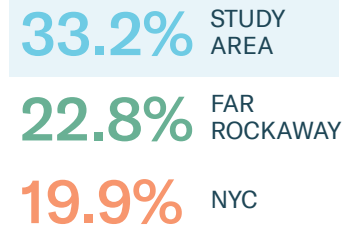
RACE/ETHNICITY



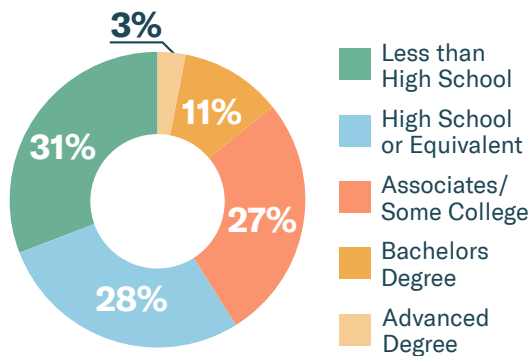
UNEMPLOYMENT RATE



POVERTY



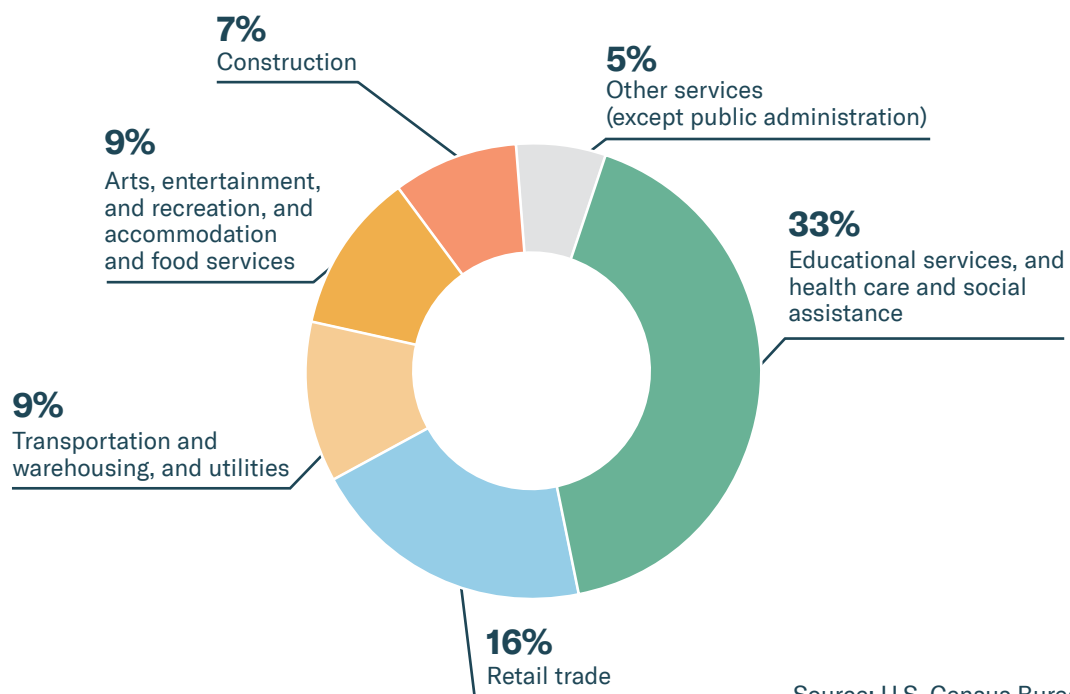
EDUCATIONAL ATTAINMENT



MEDIAN HOUSEHOLD INCOME



MAJOR EMPLOYEE SECTORS



Source: U.S. Census Bureau 2016

Proposal

INTRODUCTION

Following Superstorm Sandy, 90% of neighborhood businesses shut down. This natural disaster, combined with the 2008 recession, led to local businesses losing financial footing as well as physical infrastructure. Residents were forced to spend money outside of the community and commercial corridors have been slow to recover, if at all⁹. Even before the storm, Rockaway businesses were only able to meet 30% of consumer demand¹⁰. In the 2014 Rockaways Community Planning and Envisioning process, residents identified access to retail, workforce development and economic opportunity among priority needs.

In addition to reduced economic opportunity, Rockaways residents live in a federally-labeled food desert without access to healthy food options in their neighborhood. The obesity rate in Edgemere is 28%, compared to 21% in Queens and 24% in NYC overall¹¹. In the 2014 Rockaways Community Planning and Envisioning process residents identified need for high quality and affordable local food options along the commercial corridor.

Furthermore, data from HST's 2016 Beach Channel Drive Study shows a concurrent uptick in local entrepreneurial activity. Residents, in addition to desiring access to high quality local options, also seek re-investment in businesses and to start new ones themselves. According to a survey of over 300 residents:

- 68%** of respondents are dissatisfied with the commercial options in their neighborhood;
- 58%** of respondents said that they only shop locally when they have to;
- 46%** of respondents would move their business to the Rockaways if they could; and
- 45%** of respondents are interested in starting a business.

Source: Hester Street, Beach Channel Drive Study (2016)

In August 2018, the project team convened members of FRANC for a focus group to update these findings, help identify opportunities and brainstorm potential interventions to advance equitable outcomes for Arverne-Edgemere.

We discussed the availability of vacant publicly-owned space, need for healthy food access and jobs, and opportunity for prospective entrepreneurs and small business owners themselves to build economic opportunity in the neighborhood.

Grounded in their input and informed by existing projects and mapping analysis, this report outlines a planning framework with initial development recommendations for a kitchen incubator along Beach Channel Drive. The kitchen incubator will leverage the entrepreneurial energy of Edgemere to address community-identified needs and priorities for:

- Healthy food access
- Job opportunity
- Workforce development
- Local marketplace

OPPORTUNITY

To reduce retail leakage, restore Edgemere's commercial corridor and build the capacity of new and existing small business owners, this study recommends the development of a kitchen incubator on Beach Channel Drive. The idea of a kitchen incubator originated in the 2014 Rockaways Community Planning and Envisioning study and was reiterated in future studies and in the FRANC stakeholder meeting in 2018. Stakeholders emphasized the opportunity particularly for long-time Rockaway residents, NYCHA residents, new business owners and home-based entrepreneurs that are ready to grow.

WHAT

An incubator combines physical space with programming to support entrepreneurs in planning, developing and growing their businesses. Members pay a monthly or annual fee to use available resources and participate in workshops, trainings and other events.

A kitchen incubator specifically serves food entrepreneurs, and members use the kitchen by the hour or day to prepare food in a facility that complies with sanitary and other regulations. Small business supports can range from business planning and legal guidance to packaging, labeling and marketing.

WHY

A shared commercial kitchen with business support programs and interim vending spaces can:

- reduce the barrier to entry for low-income entrepreneurs and reinvest in local businesses;
- alleviate the financial strain on current and developing local business owners by relieving the stress of start-up risks and costs;
- improve the health of residents through increased supply of locally available and nutritious foods;
- increase incomes to entrepreneurs utilizing vending space; and
- build community resiliency by convening local entrepreneurs for collaboration and exchange.

There are numerous recommended steps to forming a kitchen incubator, which can be found in the Appendix. The project team encourages further study and community engagement to determine ownership and management structure, as well as guidelines and expectations for membership.

CASE STUDY: HBK INCUBATES



HBK Incubates (HBK) is a commercial shared kitchen space operated by Hot Bread Kitchen and located in East Harlem at La Marqueta. HBK supports aspiring bakers through providing subsidized rates to ensure the space is accessible for all food entrepreneurs. Currently, 30% of HBK's members are low-income and receive subsidized rates to use the kitchen.

Founder Jessamyn Rodriguez created HBK with a vision to support immigrant women food entrepreneurs, and thus far, the Kitchen has trained 96 women. HBK is fully equipped with multiple convection ovens, cooktops and deep fryers, among other essential food prep supplies. Members are able to use the space part- or full-time.

HBK also seeks to ease the transition from home kitchens to professional facilities through various workshops. Members can participate in trainings and technical assistance opportunities and collaborate with staff to develop business plans, enhance their skillsets and delve into new markets.

PROFILES OF EDMERE'S ENTREPRENEURS

David, Eugenia, Chefs Malisa and Marion are members of OBCDC and entrepreneurs based in Far Rockaway and Brooklyn. We interviewed them about their experience starting a business and asked them how a kitchen incubator could help them grow.



Name: David

Business: Kinfolk + Cousins; Calabash

David is starting a for profit, Kinfolk + Cousins, as well as a nonprofit, Calabash. Calabash, the traditional West African sharing bowl, is envisioned as a food business incubator that will take participants through a two-year program where they will learn all aspects of the food business, from food preparation to finances to managing people. Kinfolk + Cousins is inspired by the idea that the best meals you have are with family. In addition to being a catering company, they are building an app that can work with the Calabash to help people on food stamps plan their meals. Instead of struggling to make the money last until the end of the month, clients can order their meals for the month through Kinfolk + Cousins.

In the future, David envisions having multiple kitchen incubator spaces to host the program and operate the catering business, as well as attached farms to grow organic foods and a food truck to take classes to where people are. This innovative pairing of two businesses is difficult to propose to investors, and an incubator space would provide crucial marketing supports and an affordable space to kickstart his idea.



Name: Eugenia

Business: Stack's Catering

Named after Eugenia's father, Stack's Catering is a home-based soul food business serving the residents of Far Rockaway. Eugenia receives a high volume of orders but needs more space to get them done in time. As a result, she uses two kitchens—hers on the 5th floor and her mother's on the 13th floor of their building. She hosts up to 10 events a month and promotes her business through word of mouth among her friends and family, as well as by handing out business cards during events she's catering.

Eugenia's dream is to develop her own catering hall in Far Rockaway, especially since there are no sit-down soul food restaurants in the area. She's noticed that many restaurants in the neighborhood only survive for a short period of time, so she wants to better understand how to sustain her business in the long run. An incubator space appeals to Eugenia because it would cut down on time spent alternating between two kitchens and would offer her the opportunity to learn more about opening a business.



Name: Chefs Malisa and Marion

Business: Culinary Kids

Chef Malisa and Chef Marion are farmers, educators and cooks who run Culinary Kids, a nonprofit that teaches kids and families about sustainable agriculture, medicinal herbs and healthy food prep. They raise shrimp, crabs and tilapia and use the waste to fertilize the two farms that they have run for the past 11 years.

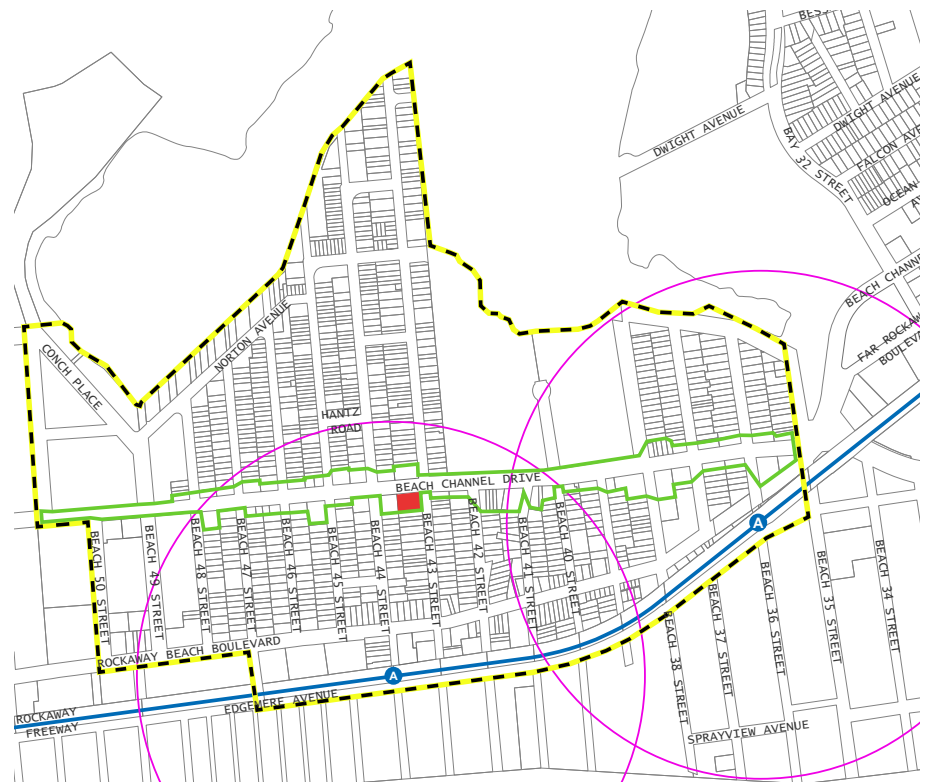
They would use the incubator for teaching, their catering business and making packaged foods. Adjacent open space would enable them to continue training people in aquaculture, permaculture and sustainable farming practices, as well as open a dining room to the public. They seek to expand their work to train people in how to run a food business and to make packaged foods such as sauces, marinades, holistic foods and juices, dried herbs and even cosmetics without using preservatives. They are also interested in attending classes that could help them get organic certification.



Site Selection

LEGEND

- Selected Site
- Beach Channel Drive Study Area
- Resilient Edgemere Community Plan Study Area Boundary
- A Subway
- 1/2 mile radius from subway stops



SITE SELECTION CRITERIA

To identify a site for development of the kitchen incubator, the study considered the following criteria:

Publicly Owned - There is a significant number of City-owned lots in the study area, and it can be difficult to acquire sites from private owners.

Vacancy - There is a significant number of large vacant parcels in the study area, which provide opportunity for quicker and phased development.

Within the Edgemere Urban Renewal Area - NYC has interest in innovative development proposals that meet the needs and desires of the community.

Zoned commercial or commercial overlay - Commercial zoning designation supports the proposed incubator use. We considered proposed commercial land uses in the Resilient Edgemere Community Plan.

Within walking distance of transit - 49% of Arverne/Edgemere residents do not own a car, and the majority rely on public transportation. We considered sites within a 1/2-mile radius from subway stops in the study area, Beach 44th St and Beach 41 St stations on the A subway line.

At least 3,000 SF - We considered parcels that are at least 3,000 SF or contiguous parcels that could be assembled to accommodate a 2,400 SF shared commercial kitchen, vending space and office/classroom space with flexible public open space.

Placemaking and Commercial Revitalization Opportunity - We considered sites facing commercial corridors such as Beach Channel Drive and Rockaways Beach Boulevard.

SELECTED SITE: 363 BEACH 43 ST

We identified one potential development site in the study area that meets the site selection criteria. The publicly-owned vacant lot at 363 Beach 43rd Street was strategically selected for the kitchen incubator because it fronts Beach Channel Drive and is adjacent to a few other storefronts as previously determined by the 2016 Beach Channel Drive Commercial Corridor study.

A kitchen incubator at 363 Beach 43rd Street has the potential to anchor a retail cluster at the eastern end of Edgemere, bringing much-needed resources and amenities to area residents. Additionally, the site's proximity to NYCHA housing at Ocean Bay Apartments and Beach 41st Street addresses equity goals of providing more healthy food access and economic opportunity to residents in the study area.

The development of this site aligns with the vision laid out in the City's Resilient Edgemere Community plan, and supports OBCDC's ongoing efforts to revitalize the Beach Channel Drive commercial corridor and provide workforce development and pathways to employment programming to Edgemere residents.



Aerial view of selected site outlined in red

SITE INFORMATION

Address: 363 Beach 43 Street, Queens 11691
Block: 15834 Lot: 38
Land use: Vacant Land
Owner: NYC Housing Preservation and Development
Lot Area: 9,414 sq ft (128.67' x 73.17')
Primary zoning: R4
Commercial overlay: C1-2
Maximum allowable residential FAR: 0.9
Maximum allowable facility FAR: 2



Street level view of selected site

Design Concepts

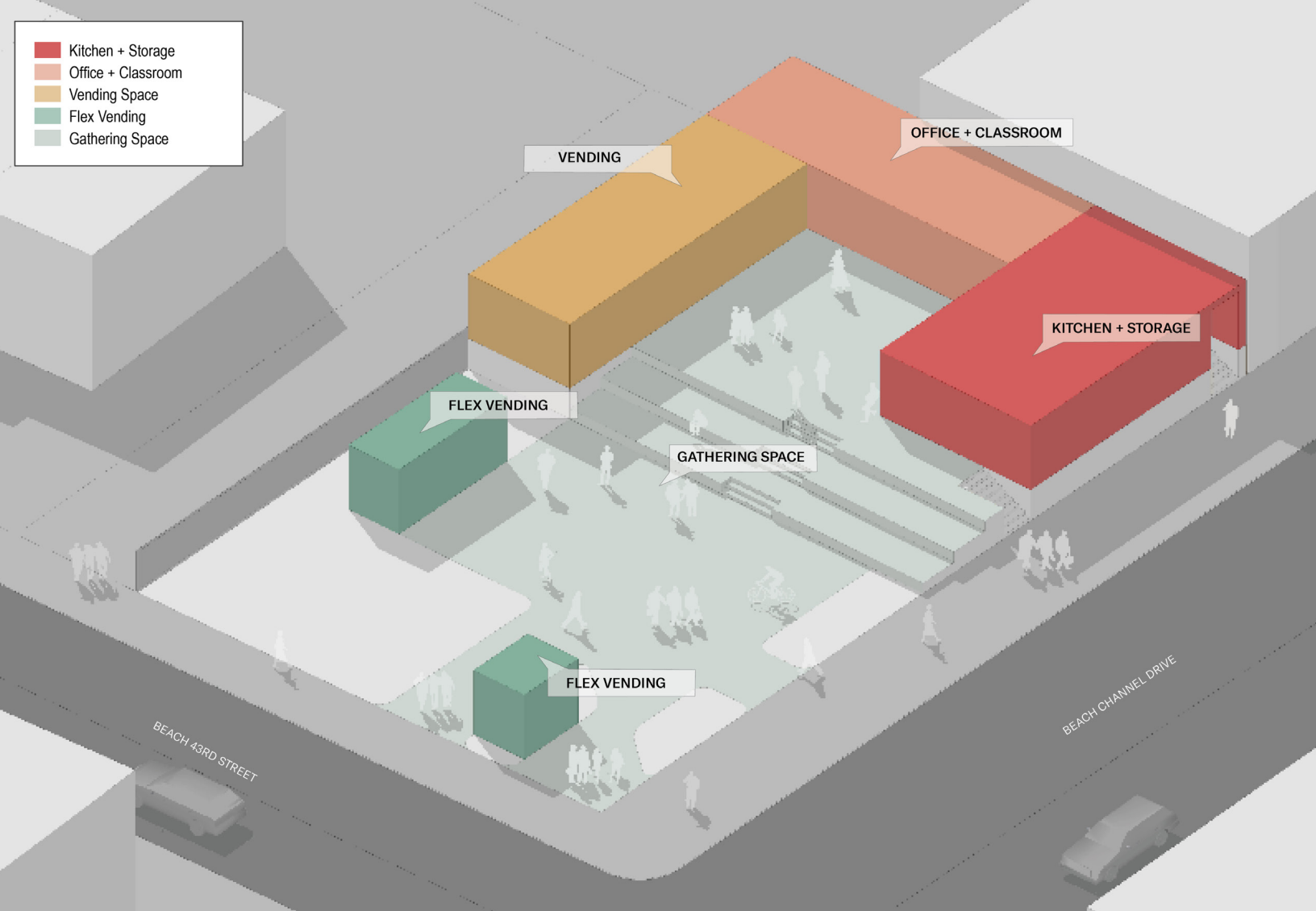
In addition to community-identified needs for workforce development and economic opportunity, flexibility, phasability and implementability were top considerations for the design of the incubator space. We considered prefabricated materials and construction that could be built quickly to bring quicker impact, especially in the context of neighborhood development projects with longer timelines.

The following are key considerations for the kitchen incubator design concept:

- (2) 300 SF cooking and catering kitchens
- (2) 300 SF baking kitchens
- Refrigerator, freezer and dry storage
- Flexible training and education space
- Vending space for entrepreneurs ready to sell their product
- Outdoor space that opens immediately to the street and invites passersby to buy, eat and gather
- Back of house administration

Additionally, the building is elevated to mitigate flood risk, constructed from shipping containers to reduce cost and minimize construction time, and designed to attract foot traffic from the Beach Channel Drive corridor. The modular shipping container design allows for flexibility and expansion according to the success of the incubator and entrepreneur need, as well as creates a frame for more permanent construction.

The design concept reflects community need, technical specifications based on recommendations of kitchen incubator experts at the Entrepreneur Space and comparisons to multiple incubators in NYC and beyond.



Budget

The kitchen incubator will develop 2,400 sf of new state-of-the-art shared commercial kitchen space that includes individual cooking, catering and baking space; ample storage; and education and vending space. The capital budget considers the material cost of prefabricated materials such as shipping containers that can be built quickly and available public funds. The program budget considers staffing for 2 part-time employees to lead training programs and manage operations as well as revenue from incubator memberships.

There are many scenarios by which to structure a small business incubator. The scenario proposed here considers market comparisons of similar incubators across NYC and in other major US cities and neighborhoods with similar rates of growth.

Its baseline assumptions are:

- Multiple options for buy-in or membership;
- Some start-up funding from public and private sources;
- Majority fee-for-service revenue after year 3 of operation;
- Net 0 revenue in the first year of operation with revenue growth at minimum 5% every year thereafter until maximum operating capacity is reached; and
- 3% growth of operating expenses annually.

Variables encouraged for further study include:

- Hours of operation;
- Membership fee structure and benefits; and
- Available program area.

				YEAR 1	YEAR 2	YEAR 3
EXPENSES				INCUBATOR		
Hard cost construction				\$1,080,000		
Hard cost contingency				\$162,000		
Soft cost construction				\$216,000		
Soft cost contingency				\$32,400		
Total development cost				\$1,490,000		
Build out + Equipment				\$150,000		
Total capital cost				\$1,640,000	\$214,000	\$214,000
Annual program cost						
Operations Expenses Annually				\$100,000		
Programming including staff				\$100,000		
Total annual program cost				\$200,000	\$206,000	\$212,000
TOTAL EXPENSES				\$1,840,000	\$420,000	\$426,000

The kitchen incubator's assumed hours of operation are 24 hours per day—allowing 6 shifts of 4 hours each—and 7 days per week. These shifts are reserved in advance by incubator members, and the maximum number of reservable shifts depends on their membership package.

All incubator programming is included at no additional cost to members. It's important to reiterate that these numbers are recommendations informed by market comparisons and other research but require further engagement with potential users of the space.

REVENUE						
Public funding				\$1,476,360	\$	\$
Private financing				\$		
Owner equity				\$164,040		
Total capital revenue				\$1,640,400		
Programmatic grants revenue*				\$300,000	\$300,000	\$300,000
Membership Revenue						
Light	4	8	14	\$4,800	\$9,600	\$16,800
Medium	6	12	20	\$12,600	\$25,200	\$42,000
Unlimited	5	8	12	\$13,500	\$21,600	\$32,400
First-time Member Deposits	15	13	18	\$7,500	\$6,500	\$9,000
Total programmatic fee-for-service revenue						\$100,200
TOTAL REVENUE				\$338,400	\$362,900	\$450,200
Deficit or Surplus				\$138,400	- \$57,457	\$23,663

INCUBATOR MEMBERSHIP PACKAGES			
Per Year	Per Month		Max Shifts/mth
\$1,200	\$100	Light	8
\$2,100	\$175	Medium	15
\$2,700	\$225	Unlimited	22
		Total	45

OPERATIONS		
Value	Description	Notes
6	shifts/day	24 hrs/day operations allows 6 shifts at 4 hrs/shift
4	stations	2 baking stations, 2 cooking/ catering stations
24	shifts/day	6 shifts X 4 stations
168	shifts/wk	24 shifts X 7 days
672	shifts/mth	168 shifts X 4 wks

*See Appendix for available grant sources.



NO PARKING
ANYTIME

Call
718-225-5

Next Steps

Edgemere residents and stakeholders have made it clear that redeveloping the neighborhood's commercial infrastructure and providing resources for workforce development, job opportunities and access to healthy food is of high priority.

The report's recommendation for a kitchen incubator at 363 Beach 43rd Street provides an opportunity to reduce barriers to entry and financial strain for entrepreneurs and build community resilience. It also serves to improve resident health by offering more locally-sourced and nutritious foods in the neighborhood.

Acknowledging the urgency in addressing residents' concerns, the design concept is a cost effective method with mitigated flood risk. It aims to ensure protection from future environmental disasters and provide immediate impact for Edgemere's new and existing entrepreneurs and community at-large.

To advance the goals in this study and develop a kitchen incubator, further research and community engagement with potential users is required to:

- Determine ownership and management structure;
- Identify guidelines and expectations for membership; and
- Identify equipment, workshops, and other resources required based on user need.

Edgemere is a vibrant community of residents who are eager to build opportunity and expand retail options in their neighborhood. Deeper community engagement strategies to understand specific needs and priorities within the incubator space will be vital for its success.



Appendix

FUNDING SOURCES

PRIVATE

Citi Foundation PROGRAM FUNDING

Their Financial Inclusion focus area supports programs that expand access to capital and provide critical business development services to enable entrepreneurs to successfully launch or expand their businesses and create jobs.

New York Woman's Foundation PROGRAM FUNDING

Have funded initiatives such as African Communities Together which provides career and business development training for low-income African immigrant women.

PIMCO Foundation PROGRAM FUNDING

Fund work related to hunger and gender equality. They funded organizations like Hot Bread Kitchen and Rising Tide Capital under their gender equality focus area. Must be invited to apply.

Robin Hood Foundation PROGRAM FUNDING

Their Jobs & Economic Security focus area has funded Blue Ridge Labs, Brooklyn Navy Yard Development Corporation, and Brooklyn Workforce Innovations. Through Blue Ridge Labs they started a business incubator to fight poverty. Selected participants get access to six months of funding, co-working space, and other support.

Santander Bank PROGRAM FUNDING

Economic development focus in areas outlined through Community Reinvestment Act. Awards grants three times a year through the Santander Bank Charitable Contributions Program, which invests in programs serving LMI individuals, families, and communities. \$50,000 in 2017 to First State Community Loan Fund to support an economic development initiative on Wilmington, Delaware's West Side that includes renovating a mixed-use property into supportive housing for people with disabilities and a future small business incubator, retail or office space.

Appendix

FUNDING SOURCES

GOVERNMENT

COUNCIL MEMBERS CAPITAL & PROGRAM FUNDING

They can utilize the discretionary fund or capital grants fund to support incubator space or programming. Examples of Council Member Moya's funded organizations include the 82nd Street District Management Association, the Arab American Family Support Center, the new Life Community Development Corporation for workshops, business development support, etc. Council Member Koo has funded the Queens Chamber of Commerce's small business resource sessions, merchant organizing training, and others.

Queens Borough President CAPITAL FUNDING

Nonprofits can apply to fund acquisition of land, construction or renovation of buildings, and purchasing of equipment.

NYC Economic Development Corporation (EDC) CAPITAL & PROGRAM FUNDING

NYC EDC's Industrial Development Fund can be used to get grants and loans for nonprofits to purchase and renovate old buildings.

NYC EDC's Build NYC Resource Corporation (Build NYC), a local development corporation incorporated under the New York Not-for-Profit Corporation Law, is administered by NYCEDC and assists qualified projects in obtaining tax-exempt and taxable bond financing. As a conduit bond issuer, Build NYC's primary goal is to facilitate access to private activity tax-exempt bond financing for a variety of eligible borrowers to acquire, construct, renovate and/or equip their facilities.

NYC EDC's Capital Access Loan Guarantee Program is a public-private partnership that helps micro and small businesses experiencing difficulty accessing conventional bank loans to obtain loans and lines of credit up to \$250,000 for working capital, leasehold improvements, and equipment purchases. Some microlenders will consider start-up loan applications.

Appendix

OTHER FUNDING SOURCES

Altman Foundation	Private	Program
Brooklyn Community Foundation	Private	Program
Capital One Investing for Good	Private	Program
Con Edison	Private	Program
Deutsche Bank	Private	Program
Hyde and Watson Foundation	Private	Program
Investopedia	Private	Program
JP Morgan Chase Foundation	Private	Program
Laurie M. Tisch Illumination Fund	Private	Program
M&T Bank Foundation	Private	Program
MUFG Foundation	Private	Program
New York Community Trust	Private	Program
Robert & Toni Bader Charitable Foundation	Private	Program
Starry Night Fund	Private	Program
TD Banknorth Foundation	Private	Program
Terrace Fund	Private	Program
The Price Family Foundation Inc.	Private	Program
United Way of NYC	Private	Program
Windhover Foundation	Private	Program
Workforce Development Institute	Private	Program
Zegar Family Foundation	Private	Program
Brooklyn Slate	Private	In Kind
King Arthur Flour	Private	In Kind
KitchenAid USA	Private	In Kind
Whirlpool	Private	In Kind
NY State Empire State Development	Government	Program
NYC Department of Small Business Services	Government	Program

Appendix

STEPS TO FORM

Perform Feasibility Study	<p>Kitchen incubators take a lot of time and effort to develop. You need to identify factors that could negatively impact the project and slow its progress. This step is important to ensure the project is possible and appropriate in context. Some things to consider:</p> <ul style="list-style-type: none">• <i>Performing a market assessment survey:</i> Who will be using the kitchen? For what? What are community needs?• <i>Your audience and operations:</i> will you be working with current business owners or residents who want to start a business?• <i>A model in place for long-term survival:</i> what's the appropriate size and cost of operations? How can you achieve proper amount of cash flow?• <i>Determine community impact:</i> Who will be impacted by the development of a shared-use kitchen? How much will they be impacted? Where will the impact be felt?
Develop Partnerships	<p>Building an incubator is a team effort. Cultivating partnerships with organizations, community stakeholders, churches, universities and other entities can play a key role in the success of the kitchen incubator. Partnerships pull in brain power and resources to help with funding, usage promotion, and product/member promotion.</p>
Legalize Your Business	<p>Start research on the legal resources you'll need to get your kitchen incubator up and running. There are many requirements that New York City mandates when opening up Food Service Establishments. The City requires those in restaurants or non-retail food establishments to receive a City certification in food protection practices through an online exam, and also requires them to apply for a Food Service Establishment permit. As a food establishment, you have a responsibility to maintain proper sanitation standards. To keep food businesses accountable, the City schedules unannounced inspections at least once a year for all restaurants in NYC. During this inspection, the inspector checks to ensure food businesses comply with city and state food safety regulations. You can find out more about licenses, permits, and the basics of starting a business in NYC at www1.nyc.gov/nycbusiness/.</p>

STEPS TO FORM (CONTINUED)

Develop Business Plan

A detailed business plan is vital for grant and funding submission and approval, as well as a way to develop a 5-10 year path to remain accountable and sustainable. This document should include plans for:

- *Operations:* how will the incubator operate in terms of administration and generating revenue? What is an appropriate scheduling model? How much should you charge for kitchen rates to make sure membership is affordable for prospective residents? What is your outreach plan?
- *Members:* what are the measures for recruiting members? What types of things will you require from members upon applying? What will be your selection process? How do you make sure members are developing the right tools to eventually graduate from the incubator?
- *Potential size and cost:* given interest and need, what is the appropriate size of the incubator and how much are you willing to spend? What types of funding resources are available to help offset costs?
- *Equipment needed:* based on the market assessment survey, what types of equipment will people need? Are people baking? Cooking? Both? What are members' food storage needs?
- *Facilities:* will you offer internet access? What about areas for lounging and workshops? What are your administrative concerns? Do you need an office? Where would you put paperwork?

Develop Support Services

In addition to providing members with shared kitchen equipment, an incubator is intended to serve as a collaborative learning environment where members can be educated on how to keep their businesses afloat and achieve long-term success. This is why it's important to offer trainings and workshops to guide and support tenants to eventually graduate from the incubator and develop their own private facilities.

Example workshops/events include:

- Entrepreneurship 101: Lessons Learned and Navigating Through Failure
- Navigating through food certification
- Navigating through regulations, permits, safety
- Branding: Discovering Personality, Identity, Voice and Tone
- Developing branding guidelines and sticking to them
- Packaging Design 101
- Learning Legal Basics
- Resource Exchange

Appendix

EQUIPMENT

ITEMIZED EQUIPMENT	COST
Open top burners	\$2,249
Five-shelf Convection Oven	\$350
Portable Convection Ovens	\$655
Proofer	\$849
Freezer	\$1,149
Refrigerator	\$1,511
Walk-In Freezer	\$3,158
Meat Slicer	\$197
Meat Grinder	\$350
Table Top Mixer	\$669
Floor Mixer	\$1,799
Immersion Blender	\$192
Microwave	\$238
Stainless Nesting/Mixing Bowls	\$25
Baker's Racks	\$86
Baking Sheets	\$5
Rolling Carts	\$185
Dry Storage Lockers	\$290
Food Warmer	\$975
Stainless Steel Prep Tables	\$177
2-Minute Cycle Dish Washer	\$2,211
Commercial Salad Spinner	\$68
60 Cup Rice Cooker	\$338
Total	\$17,726

References

¹ American Community Survey 5-Year Estimates, Median Household Income, 2012-2016

² Office of the New York State Comptroller, An Economic Snapshot of the Rockaways, 2012

³ American Community Survey 5-Year Estimates, Median Household Income, 2012-2016

⁴ American Community Survey 5-Year Estimates, Poverty Line, 2012-2016

⁵ American Community Survey 5-Year Estimates, Employment Status, 2012-2016

⁶ NYCHA, Official NYCHA Map, 2017

⁷ American Community Survey 5-Year Estimates, Educational Attainment, 2012-2016

⁸ Community Health Profiles, Rockaway and Broad Channel, 2015

⁹⁻¹⁰ Getting Back to Business, American Planning Association-New York Metro Chapter, 2013

¹¹ Community Health Profiles, Rockaway and Broad Channel, 2015



HESTERST