

ATTACHMENT B

## **ATTACHMENT B**

**INTERNATIONAL FOOD BUSINESS  
INCUBATOR CASE STUDIES**



## **INTERNATIONAL FOOD BUSINESS INCUBATOR CASE STUDIES**

### **FoodLab Detroit, Detroit**

FoodLab is a community of food-based businesses and associates working on a common vision to deliver food security for all Detroit residents. The activities of the collaborative fall into three broad categories. First, it incubates food business startups, which integrate triple bottom line sustainability values into their operations: businesses focused on addressing food justice and food insecurity across metropolitan Detroit.

Secondly, the FoodLab is focused on cultivating a sustainable food business ecosystem in the city by fostering members build supportive networks. Finally, the FoodLab works with members and successful startup businesses on bigger picture collaborative projects aimed at larger transformations within the city's food system.

The FoodLab now has nearly 300 members involved in food processing, distribution, retail businesses and affiliated businesses, along with over 100 Detroit-based businesses and entrepreneurs who have participated in incubation programs. Estimates suggest that FoodLab Detroit employs about one per cent of the city's total food workforce, with each enterprise employing on average 2.3 workers.

### **DC Central Kitchen, Washington DC**

DC Central Kitchen is a non-profit organisation with a diverse set of operations. It employs adults with histories of incarceration, addiction, homelessness, trauma and chronic unemployment, training them for further work in the culinary industry.

The kitchen diverts food waste to emergency food provision, preparing meals for those in need. In 2015, the kitchen diverted 380,891 kilograms of food from waste, transforming it into 1.8 million meals.

In 2015, 91 adults graduated from DC Central Kitchen's culinary job training program, 88 per cent of whom secured subsequent employment, and 50 per cent of these graduates secured a wage increase within the first 12 months of their new employment. Recidivism rates amongst graduates of the program (with a history of incarceration) are 90 per cent lower than the US national average.

DC Central Kitchen runs several operations in addition to food waste diversion for emergency food provision: commercial catering, health-focused, local-food school catering and fresh produce distribution to corner stores in disadvantaged neighbourhoods. The food waste diversion model has also been replicated in kitchens on university campuses across the country.

### **La Cocina, San Francisco**

La Cocina is a non-profit kitchen incubator established in San Francisco's Mission District by Arriba Juntos, The Women's Initiative for Self-Employment and The Women's Foundation of California. The incubator operates on an understanding that economic deprivation in the Mission demands entrepreneurialism in the community, and this entrepreneurialism can be transformed into secure livelihoods by providing access to resources that the community would otherwise be denied.

La Cocina has commercial kitchen spaces that it uses to run a kitchen incubator focussed on women of colour on low incomes. The same space is also leased out at market rates as a commercial share-use kitchen in order to finance the incubator. La Cocina also acts as a joint catering brand for the family of businesses in the incubator.

In the ten years to 2015, at which time the incubator was home to 26 businesses, the incubator has graduated 14 independent businesses.

### **Hot Bread Kitchen, New York City**

Hot Bread Kitchen is a social enterprise in New York City. The kitchen's core mission is to provide baking training to women who are experiencing or are at risk of economic insecurity.

Training takes place on-the-job in a retail production environment where bread sales fund the greater part of the enterprise's operating costs. All of Hot Bread Kitchen's bakers in training who seek employment secure full-time employment positions on completion of the program. Since 2011, Hot Bread Kitchen has run an incubator program as an anchor tenant in the redevelopment of a historical market, La Marqueta, in New York.

In Australia, The Bread and Butter Project undertakes a very similar operation, employing and training refugees and asylum seekers in retail production baking.