



Fostering a Local Food Economy in Revere, MA: Food Business Growth and Community Engagement

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Page. Top Right from Revere Farmer's Market Facebook Page.

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Pictured Above from Left to Right: Sylvia Chiang, Dimple Rana, Elise Simons, Paulina Muratore, Laura Flagg, Matthew Amato, John Festa and Penn Loh.
Photo courtesy of Dimple Rana.

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Executive Summary

This report seeks to present and analyze the existing food economy in Revere, Massachusetts to inform future activities of the student team's project partner, Revere on the Move. In recent decades, the City of Revere has been witness to significant demographic shifts, transforming what was once a primarily Italian-American community into a diverse mix of Hispanic, Cambodian, Moroccan and Turkish immigrant communities, to name a few. These changes have created both challenges and opportunities for Revere's foodscape. Many of the newer food businesses are physical representations of the shifting demographics in the City, but are usually segregated by culture. Thus, this report is not only a quantitative snapshot of Revere's food economy, but also a qualitative glimpse at the potential for food to create social cohesion between the diverse communities in Revere.

The research for this report focuses not only on formal food businesses, but also informal ones. The researchers make a distinction between the formality of food businesses for two reasons. First, Revere on the Move hypothesizes that there exists an underlying group of individuals in the City who operate small food businesses out of their home kitchens. The student team refers to these as informal businesses, characterized by not having a tax identification number, not having registered with the State, and not appearing in any preexisting food business data sets. A crucial part of this project was to explore the existence of informal food businesses and to begin a conversation with their owners about the challenges they may face in formalizing their operations. The second reason the researchers distinguish between formal and informal food businesses is because Revere on the Move believes that informal businesses are primarily run by immigrant community members. Given the current political climate in which the subject of immigration is a delicate one, the student team faced the challenge of encouraging informal businesses to participate. Continued outreach and trust-building with informal businesses by Revere on the Move is necessary.

Revere's food economy tells a story that extends far beyond numbers and electronic data sets. It is a story about a dynamic, changing City in which residents and business owners alike take pride in their food and share values that run deeper than cultural boundaries. Through food business surveys and a community workshop, the student team identified recurring themes. They found a wide variety of cuisines offered in Revere and found that fresh food is valued by all cultures. Furthermore, they determined that food diversity is seen by some as an avenue to community cohesion. They concluded that there is a need for continued research focusing on food business policies and regulations, and that this information should be presented to existing and interested food business owners in a clear and concise manner. They established that business expansion takes on various meanings, not always in the form of physical expansion. Finally, the researchers found that business owners unanimously value customer satisfaction, but customer service standards vary between cultures.

As a diverse, community-led coalition, Revere on the Move is uniquely positioned to tackle many of the challenges that face Revere's food economy. In partnership with local organizations and community groups, Revere on the Move could provide workforce, small business, and cross-cultural customer service trainings to not only build the food economy but also to increase cultural competency. Similarly, the creation of cultural food events could be a great way to promote local businesses and build social cohesion around food. Revere on the

Move should continue to actively engage the community through the methods utilized in this project, such as business surveys and community workshops. Revere is bound to experience striking changes in the coming months and years ahead. With major development projects slated throughout the City, it is crucial to effectively and thoroughly plan for future growth while simultaneously building a strong local food economy. While there is still work to be done, the student team succeeded in starting a dialogue around the current and future food economy in Revere.

1 | Introduction

Revere on the Move (ROTM) is committed to analyzing the current local food economy in Revere, MA, as well as assessing the potential for growth within this sector. While development in any sector of the economy is important to a City, ROTM partnered with Tufts University to investigate the food economy for three reasons. First, Revere on the Move has an interest in gauging the community's understanding and ideas about the local food economy. A long-term goal of ROTM is to create a Local Food Plan in the City, thus starting a conversation and engaging the community is a crucial first step. Second, ROTM sees a window of opportunity for economic development and job creation for food entrepreneurs in the formal and informal food sector in the City. We define businesses within the formal food sector as established businesses that have a business plan, a tax ID number and operate under the City of Revere's legal framework. Businesses within the informal food sector, as we define them, are people or groups of people who produce raw materials or make food in their home to sell to extended friends and family. Informal businesses often do not have a formal business plan or tax ID number.¹ The third reason Revere on the Move wishes to investigate the food economy is that ROTM views food-related economic development as a way to increase social cohesion, using food as an avenue to connect generations of Italian-American Revere families with new immigrant and minority groups.

This report explores some strategies for growing food businesses based on existing food economy literature. It then defines the main research questions, as well as methods through

which we gathered new data, and compares this data to existing data sets. Lastly, the report provides results and analysis, followed by recommendations for further action by ROTM.

Project Partner

Revere on the Move (ROTM) is a community-led initiative funded by Partners Healthcare and co-led by the City of Revere's Healthy Community Initiatives department and MGH Revere CARES Coalition. ROTM is also part of Mass in Motion, a Massachusetts Department of Public Health initiative that promotes opportunities to make the healthy eating and active living the easy choice.² ROTM is led by a Task Force that represents many close partner organizations and dedicated community members (See Appendix A for full organizational structure). Together, the shared mission is to work with Revere residents, businesses, and stakeholders in leading healthier lives, raising healthier families and building healthier communities.

Created in response to a 2006 Revere CARES community assessment that found childhood obesity as a key concern among residents, ROTM has two main goals: to increase access to healthy foods and to increase opportunities to be physically active. Since its creation, ROTM has evolved to tackle a wide variety of policy, systems, and environmental issues facing the community. Initiatives have included everything from advocating for more walkable streets to a mini-grant program used to fund projects related to healthier eating or active lifestyles.

¹ An example of an informal business is someone producing baked goods or bread in their home and selling it to a local convenience store to be sold as retail goods or simply to friends and family.

² "About Mass in Motion," *Mass.gov Health and Human Services*, accessed February 26, 2017, <http://www.mass.gov/cohhs/gov/departments/dph/programs/community-health/mass-in-motion/about-mim/>.

About Revere

Revere is located five miles north of downtown Boston and is commonly referred to as the Gateway to Northern Massachusetts (see Figure 1 for geographic context). Revere has a population of roughly 51,000 people³ and a workforce of 30,351.⁴ Of the total population, 49% are male, 76.9% identify as white, 24.4% identify as Hispanic or Latino, 6% identify as black or African American, and 6.1% identify as Asian.⁵ 48.5% of the population

primarily speak a language other than English, which is significantly higher than the national average of 21%.⁶ The most common non-English languages spoken are Spanish, Arabic and Portuguese, and Revere has a relatively high number of Mon-Khmer, Cambodian speakers.⁷

Over the past 25 years, the City has not only witnessed overall population growth, but also a shift



Figure 1: Revere, MA in Geographic Context. Created by Paulina Muratore.

³ “American FactFinder,” Profile of General Population and Housing Characteristics, *U.S. Census Bureau*, accessed February 26, 2016,

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>.

⁴ “American FactFinder,” Selected Economic Characteristics, *U.S. Census Bureau*, accessed February 26, 2016,

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>.

⁵ “American FactFinder,” Profile of General Population and Housing Characteristics, *U.S. Census Bureau*, accessed

February 26, 2016,

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>.

⁶ Data USA, “Revere, MA,” accessed April 25, 2017, <https://datausa.io/profile/geo/revere-ma/>.

⁷ Data USA, “Revere, MA,” accessed April 25, 2017, <https://datausa.io/profile/geo/revere-ma/>.

in demographics. One example of this shift can be seen in Figure 2. The maps show an increase in the total Hispanic or Latino population from the 1990 census (left) to the 2015 ACS estimates (right) by percent/census tract. In some cases, the total population that identified as Hispanic grew from 1-5% in 1990 to 20, 30, or even 50% in 2015. Additionally, the population that identifies as “white alone” decreased by 14% from 2010 to 2015.⁸ It is important to keep in mind the shifting demographics of the City, as Revere’s social fabric plays a major role in how residents interact and in which businesses they frequent.

Revere is still a relatively affordable option when compared to the cost of living in Boston. In 2015, the median monthly rent in Revere was about \$1,341, which was noticeably less than the median monthly rent in Boston of \$1,472.⁹ However, when compared to neighboring cities Lynn and Chelsea, with median monthly rents of \$1,210 and \$1,269 respectively, Revere is slightly more expensive. The median annual income in Revere in 2015 was approximately \$50,886 compared to \$47,429 in Lynn and \$47,733 in Chelsea¹⁰. 13.9% of Revere's working age population reported working in the food sector (including restaurant workers, grocery workers and specialty food stores) and earned a

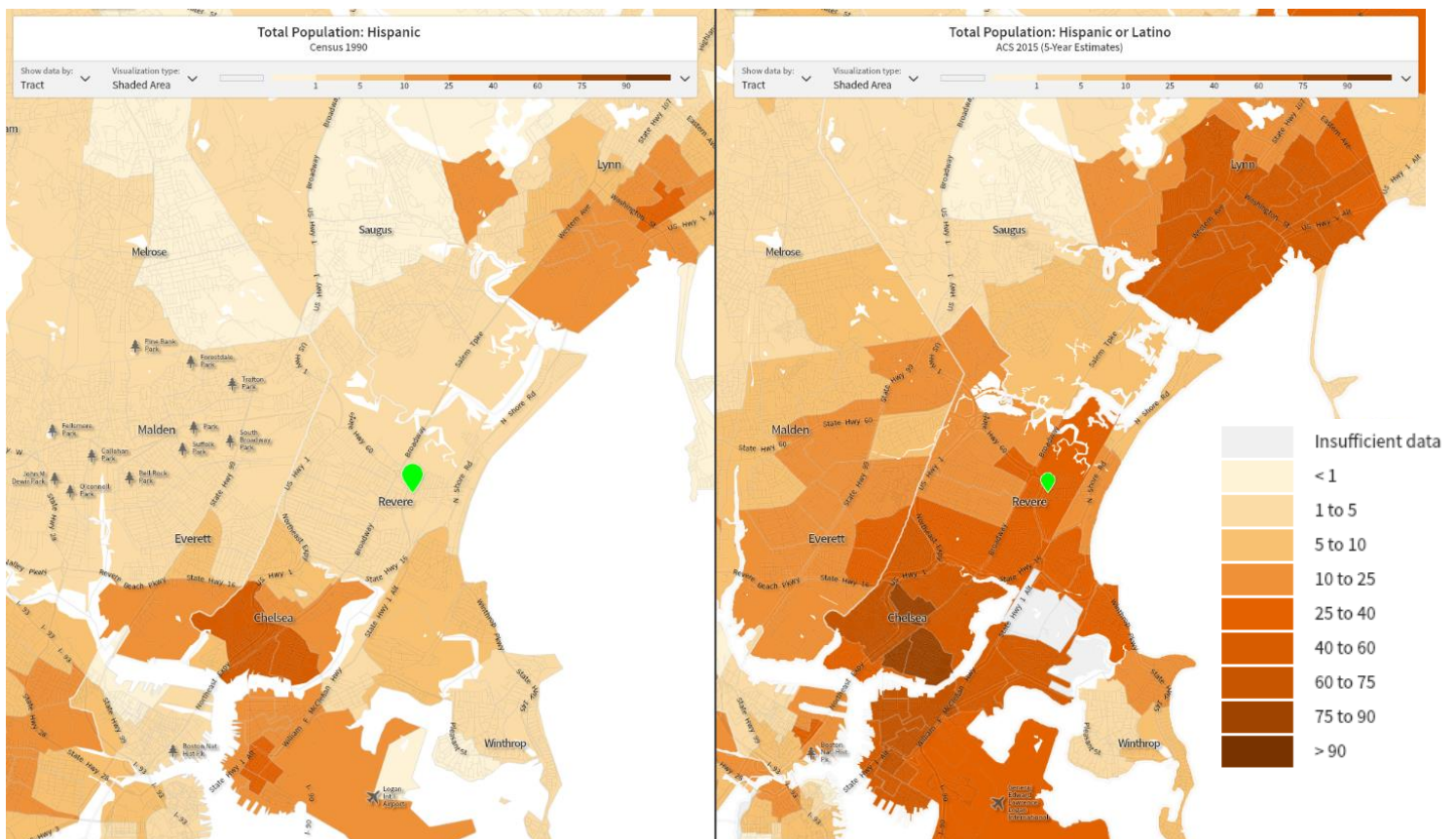


Figure 2: Shifting demographics in Revere, MA. The color gradients represent the percentage of the population that identified as Hispanic per census block in 1990 (left) compared to 2015 (right). Created by Paulina Muratore.

⁸ Census Viewer, “Revere, Massachusetts Population: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts, accessed April 25, 2017, <http://censusviewer.com/City/MA/Revere>.

⁹ American Community Survey, “S2503 – Financial Characteristics”, accessed April 15, 2017 [Boston](#)

¹⁰ American Community Survey, “S2503 – Financial Characteristics”, accessed April 15, 2017 [Revere](#), [Chelsea](#), [Lynn](#)

median annual income of around \$23,000¹¹. Because of the relatively low rent compared to Boston, the availability of public transportation, and the relative abundance of jobs in Boston, Revere is often perceived as an affordable option for workers who commute to Boston from the suburbs for either school or work. For this project, we were unable to track specific commuter patterns, so it is possible that many of Revere's food sector employees work outside City limits.

What is the Food Economy?

To analyze the food economy, one must first have a clear understanding of some key terms to

conceptualize this sector within the broader economy. According to Green for All, the food economy (or food system) consists of five stages: production, processing, distribution, retail, and nutrient recycling. The food economy includes any act that is a part of the process that puts food on our table, including both commercial and noncommercial activities. We briefly define each sector of the food economy below, and Figure 3 represents a graphic of this sector.

Production refers to the growing or raising of food. Commodities include both raw materials such as corn, wheat, and soy, as well as products for consumption such as fruits and vegetables.



Figure 3: Food Economy Map. Created by Laura Flagg in Piktochart.

¹¹Executive Office of Labor and Workforce Development, "Employment and Wages report (ES-202), accessed April 22, 2017 [Mass.gov](https://www.mass.gov/info-details/es-202).

Processing is the transformation of raw materials into consumable products. Aspects of this stage of the food economy include butchering, cleaning, processing and packaging of animal products, milling grains, pressing oils, and preparing, packaging and preserving food.

Distribution refers to the storage and delivery system through which food moves to consumer markets. Included in this aspect of the food economy are businesses that specialize in the aggregation, wholesale and delivery of processed foods.

Retail is where food is sold to the consumer. There are typically two types of food retail: grocery and food service.

Nutrient Recycling is the final stage of the food economy, where food or food byproducts are recycled. Discarded food and food byproducts are referred to as food waste. Food waste includes edible food that goes uneaten, as well as byproducts from food production, processing and distribution.

The Food Economy in Revere

Revere is home to a diverse and changing foodscape. While many of the newer food businesses are physical representations of the changing demographics in the City, these businesses are segregated by culture and rarely interact with the older, primarily Italian-American generations in Revere. Thus, this report is not only a quantitative analysis of Revere's food economy, but also a qualitative glimpse at the potential for food to serve as a bridge between the dichotomous cultures. When one looks at the food economy in Revere, one will only find three of the five abovementioned food economy stages: food processing, food distribution, and food retail. As this report focused specifically on what exists on the ground in Revere,

there will be no mention of food production or nutrient recycling. Food businesses that exist in the processing, distribution and retail spheres in Revere include:

- Bakeries, which are classified as food processors, retailers, and at times, distributors;
- Small grocery and convenience stores that sell shelf-stable items and produce;
- Restaurants;
- Specialty food processors, such as sausage and ravioli makers;
- And informal food businesses that operate out of individuals' homes.

We distinguish between formal and informal food businesses for two reasons. First, ROTM hypothesizes that there exists an underlying group of food processors in Revere that do not appear in any preexisting City, State or Federal food databases. Second, ROTM believes that the informal food businesses in Revere are primarily operated by individuals in the newer immigrant and minority communities. Thus, to provide a more complete snapshot of Revere's food economy, it was critical to include informal food businesses to gain an understanding of what barriers they face, and inquire about the potential to formalize those businesses.

2 | Strategies for Growing Food Businesses

To contextualize our project, we will briefly review existing food economy literature from similar projects and researchers with a focus on strategies for growing food businesses. Growth and development of businesses in any sector of the economy is difficult, we hope to provide a window into best practices and common themes that may be of use to our partners at Revere on the Move. Throughout our research, we identified five topics of relevance to the economic, political, and cultural climate of Revere's food economy:

- Policy and regulations
- Shared processing facilities
- Creation of "good jobs" in the food economy
- Food sector workforce trainings
- Immigrant and minority economic development in the food industry.

Policy and Regulations

Zoning

Zoning is the allowed shape, density and use of development in an area. This can lead to highly controversial and contested discussions, as zoning dictates what and where one can build as well as what is permitted within the boundaries of one's property. Revere experienced a steady increase in the number of food establishments from 2011 through 2015. If new food businesses develop, or if shared processing facilities are to be further investigated, it is necessary to research the zoning districts that exist in Revere and those which have the potential to support food system development.

Revere encompasses a variety of zoned areas that permit food businesses: general business (GB), central business (CB), highway business (HB), neighborhood business (NB) and high rise mixed use (RC2).¹² Broadway, which runs through the center of the City, is zoned as both the community commercial center (CB) and for general business (GB). Shirley Avenue and Revere Street are primarily zoned for general business (GB) and Squire Road is zoned for general business (GB) and as a highway business district (HB). Shirley Avenue is of particular interest because it is not only one of the largest zoned business districts in the City, but is also home to the many immigrant communities that thrive in Revere. As displayed in Figure 4, these four areas represent most of the business zones, and therefore were the focus of our study. For a full City of Revere zoning map see Appendix B.

Three additional areas of interest are Revere Beach Boulevard, Suffolk Downs horse track and Wonderland dog track. Most of Revere Beach Boulevard is zoned RC2 (high rise mixed use) and is adjacent to the Wonderland dog track, which was recently sold and zoned as a planned development district. This area is important because of its proximity to the Blue Line train station and Revere Beach. The Suffolk Downs horse track was also recently sold and rezoned as a planned development site. Adjacent to the Blue Line train station, it shares development space with the City of Boston. The City of Revere could be on the precipice of major change with the impending development of these two large parcels of land. It is more important than ever to comprehensively analyze the food economy in Revere, as these areas could be critical to the success and development of this industry.

¹² City of Revere, Revere Department of Engineering - <http://www.revere.org/departments/engineering>

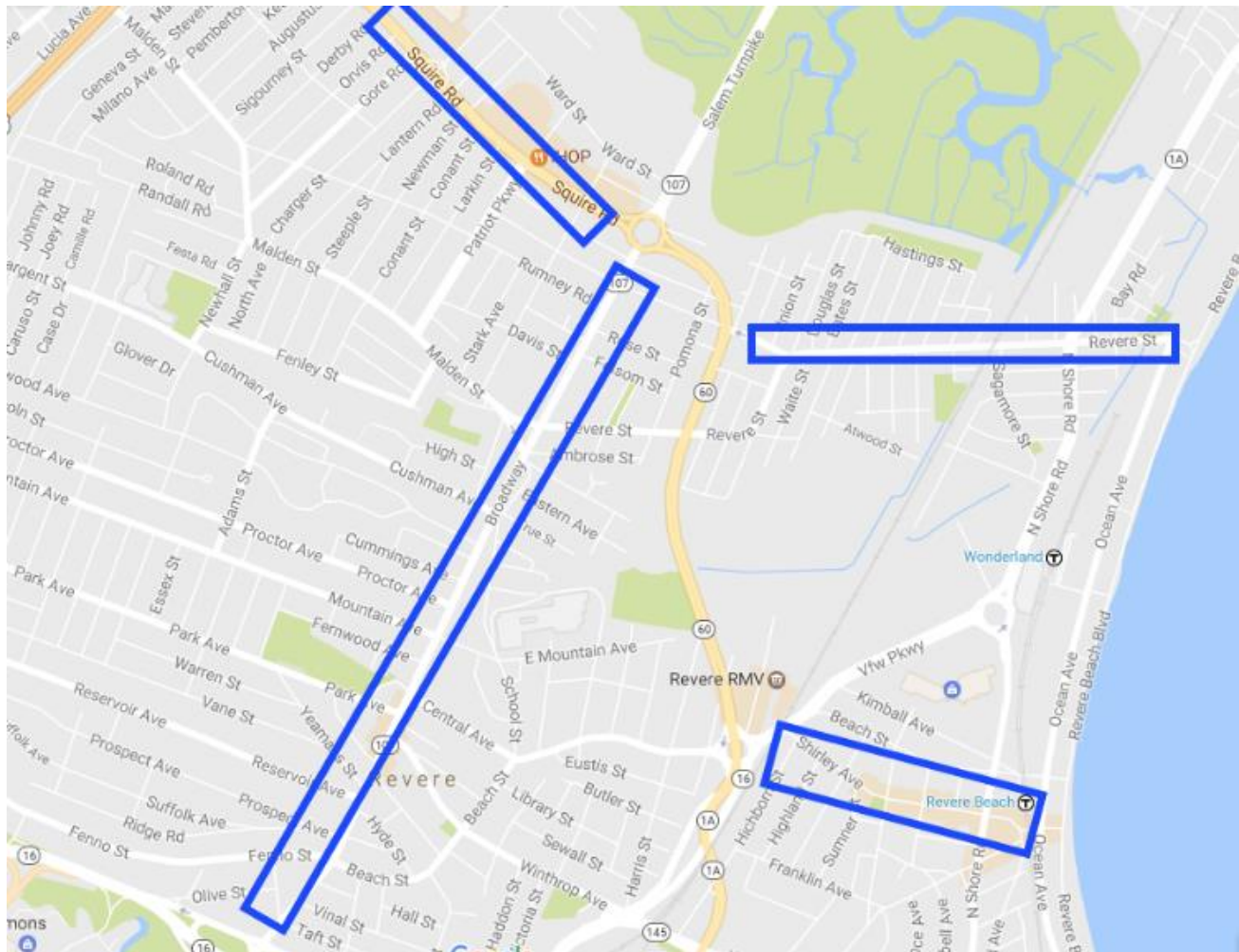


Figure 4: Main Business Districts in Revere, MA. Google Maps.

MA Cottage Food Laws

As informal and developing food businesses in Revere are a focus of our project, it was beneficial to research the existing rules and regulations that govern these businesses. In many states, Cottage Food Laws allow for processing and food businesses to exist in individuals' homes. These businesses are a way for families or individuals to make supplemental income, and often develop into larger

formal businesses. Massachusetts currently operates under the "Good Manufacturing Practices for Food," or the 105 CMR 500.000 regulation, which is enforced by the Massachusetts Department of Public Health.¹³ To operate a home-based business to process food products, residents must adhere to the specific regulatory limitations outlined for "Residential Kitchens."¹⁴ This law allows Massachusetts residents to operate home based businesses to process foods such as cakes, cookies,

¹³ Massachusetts Department of Public Health, "Good Manufacturing Practices for Food, 105 CMR, <http://www.mass.gov/cohhs/docs/dph/regs/105cmr500.pdf>.

¹⁴ Massachusetts Department of Public Health, Bureau of Environmental Health, "Residential Kitchen Questions and

Answers,"

<http://www.mass.gov/cohhs/docs/dph/environmental/foodsafety/residential-kitchens-faq-sheet.pdf>.

breads and other similar food products. Residential kitchens are not permitted to prepare any potentially hazardous foods such as cream-filled pastries, cheesecake, custard and other foods that could support the growth of foodborne bacteria. Similarly, any perishable foods that require refrigeration such as cut fruit and vegetables are not permitted in residential kitchens. Residential kitchens are not permitted to sell as wholesalers, cannot hire employees who do not live in the household, and may not make sales across state lines.

While these laws protect consumers, and formalize the existence of home-based businesses, the literature is quick to acknowledge that it is difficult for an individual to start a home food business, as residential kitchens are considered “food establishments”¹⁵ and there exist many costs and barriers to market entry.

In general, we found navigating the various steps to setting up a food business in Revere to be unclear. Based on the City of Revere website and a conversation with City Hall staff, we found that the City of Revere requires inspection and licensing of all home-based food businesses by the local Board of Health, and businesses could be subject to inspection at any time. The yearly application (see Appendix D) cost for a residential kitchen is \$100 and payment must be mailed to the Board of Health by a check or money order (online payment is not accepted). Residential kitchens must adhere to all state regulations outlined in 105 CMR 500.000 and have all permits available for viewing and confirmation.¹⁶ We were informed that Revere has no official residential kitchens and only permits residential kitchens to operate in general business

(GB) zoned areas. This finding did not coincide with the information on the website or the application form. Revere currently has no permanent food trucks but the City does accept applications for mobile food businesses for a fee of \$100. The City usually receives \$3,000 per food truck for a long weekend (three days) during the sand sculpting festival held every July on Revere Beach. The staff at City Hall were friendly and quick to assist, but there was a noticeable lack of diversity, which could be intimidating and inaccessible for non-English speakers.

Shared Processing Facilities

Individuals interested in starting a food business face many challenges and barriers including, but not limited to, local zoning policy, health regulations, and start-up costs. To address these challenges, some food entrepreneurs join shared processing facilities such as shared kitchens and food business incubators. As the Massachusetts Local Food Action Plan (MLFAP) exemplifies, shared processing facilities provide a shared kitchen rental space, warehouse/storage options, and business development and technical assistance training.¹⁷ These facilities provide entrepreneurs with resources and services at reasonable rates in a collaborative environment, which decreases the risk and capital requirements that typically come with independently establishing a business.

One prime example of a shared local processing facility is Commonwealth Kitchen (CWK), located in Dorchester, Massachusetts. CWK, as defined in their mission statement, is a collaborative community, which combines shared

¹⁵Forrager, Cottage Food Community, “Massachusetts,” <http://forrager.com/law/massachusetts>.

¹⁶ Revere Department of Health, “Food Establishment Permit Application,” <http://www.revere.org/docs/dm/Food-Permit-Application.pdf>.

¹⁷Metropolitan Area Planning Council, Franklin Regional Council of Governments, Pioneer Valley Planning Commission, Massachusetts Workforce Alliance, “Massachusetts Local Food Action Plan,” Prepared for Massachusetts Food Policy Council, December 4, 2015.

kitchens with business assistance to help aspiring entrepreneurs build great food companies, create jobs, improve healthy food access, and strengthen the regional food economy.¹⁸ For new and potential entrepreneurs, CWK offers help with business plan establishment, financial analysis, trademarking assistance and insurance, as well as website design and social media training. Established businesses operating within CWK are offered food testing, ServSafe Manager Certification,¹⁹ food process flow planning, recipe scaling, distribution assistance, and help navigating the health department permitting process, among many other benefits. CWK also offers a full range of industrial kitchen appliances and ovens as well as dry storage, cold storage, frozen storage, and shared office and conference rooms. For those in Revere who are immediately interested in incubating a small food business, CWK may be a good place to start while still allowing the business owner to sell products in Revere.

Creation of “Good Jobs” in the Food Economy

The food economy is traditionally characterized by low-wage, high-turnover, and unjust jobs. Thus, a key component of growing the food economy in Revere will be to incorporate “good jobs” and build an awareness about good food jobs criteria. The good jobs movement focuses on winning dignity and respect for all workers, regardless of their occupation or identity.²⁰ Aspects of a good job include a living wage, benefits, and career advancement opportunities.²¹ Good food jobs

provide safe working environments for all workers, provide continued training, and allow workers to organize or unionize.²²

The good food movement, which works to create an alternative food and agriculture system focusing on regional, local, and small-scale food economies has struggled to find ways to collaborate with the good jobs movement. The good food movement aims to directly connect producers and consumers to decrease the negative environmental impacts of large scale, industrial farming, which still dominates the U.S. food economy. This movement also strives to increase access to healthy and affordable food for all.²³ The collaborative struggle between the good jobs movement and the good food movement stems from fear on both sides that getting involved in issues outside of their direct scope might dilute their respective missions.²⁴ However, to achieve a truly equitable, just and sustainable food system, these two movements should work closely to ensure good jobs and good food for the entire community. As Revere continues to grow a robust local food system, it will be crucial to simultaneously support good jobs to provide workers with dignity and purpose.

Restaurant Opportunities Centers (ROC) United is an example of an organization working toward the creation of good jobs within the food economy and may be of interest to Revere businesses. ROC United’s mission is “to improve wages and working conditions for the nation’s

¹⁸ “About Us,” *Common Wealth Kitchen*, accessed February 26, 2017, <http://www.commonwealthkitchen.org/about>.

¹⁹ ServSafe Manager certification trainings include: the importance of food safety, good personal hygiene, time and temperature control, preventing cross-contamination, cleaning and sanitizing, safe food preparation, receiving and storing food, methods of thawing, cooking, cooling and reheating food, hazard analysis and critical control points (HACCP), and food safety regulations.

²⁰ Yvonne Yen Liu, *Good Jobs and Good Food For All: Challenges and Opportunities to Advance Racial and Economic Equity in the Food System*, Applied Research Center, July 2012.

²¹ Ibid.

²² Ibid.

²³ Ibid.

²⁴ Ibid.

restaurant workforce.”²⁵ The organization developed a model that engages all aspects of the food industry by engaging workers, employees and consumers. ROC United consists of 18,000 restaurant workers, 200 socially responsible employers, and thousands of engaged consumers, all of whom organize for higher wages, race and gender equity, and greater mobility for those within the industry. ROC United’s work includes the One Fair Wage campaign, which fights to eliminate the two-tiered wage system between tipped and non-tipped workers.²⁶ In addition to working with employees, ROC United works to engage employers through their national restaurant employer association RAISE (Restaurants Advancing Industry Standards in Employment). Through RAISE, ROC United works to help employers take the “high road to profitability,” which is an ethical, pragmatic and profitable approach to doing business that benefits not only the employer but also the employees, consumers, and ultimately the entire community. The association is made up of 200 national employer partners and gives members access to valuable information, a support network, and problem-solving opportunities.²⁷

Food Sector Workforce Trainings

Workforce training and education within the food economy contribute to the good jobs movement when professional training leads to more marketable employees and a clear career advancement path. Employees that have undergone extensive workforce training and education are valuable to employers seeking to fill vacancies.

According to the Massachusetts Local Food Action Plan (MLFAP), there exists a need to increase the alignment between business and worker needs for training and education.²⁸ Food businesses throughout Massachusetts have expressed concerns about having access to an adequate labor supply.

To help fill these jobs within the food system, the MLFAP report emphasizes several goals, recommendations and actions to align Massachusetts’ workforce development system with its growing local food economy. A few of these goals include: business and workforce development to meet the needs of the growing food processing industry and food processing infrastructure to meet the needs of the growing local food economy. These goals address how business and workforce development, and the creation and maintenance of food processing infrastructure, will help grow the Massachusetts food system. The goals specifically address existing businesses in the food system, and focus on how training and workforce development for low-level food workers could help fill higher level positions that are currently vacant.

One notable training program that exists for those in the food sector in New England is SnapChef, which is the largest culinary training and staffing company in New England. The company puts all applicants through a rigorous week-long culinary training session and then matches them with establishments that meet their skill level.²⁹ They offer internships for new employees to explore different areas of the food industry and simultaneously build their resumes in the food sector. SnapChef staff offer robust feedback and assist their employees in

²⁵ Restaurant Opportunities Centers United, “About Us,” accessed April 4, 2017, <http://rocunited.org/about-us/#our-mission>.

²⁶ Restaurant Opportunities Centers United, “Our Work,” accessed April 4, 2017, <http://rocunited.org/our-work/#advocacy>.

²⁷ Ibid.

²⁸ Metropolitan Area Planning Council, Franklin Regional Council of Governments, Pioneer Valley Planning Commission, Massachusetts Workforce Alliance, “Massachusetts Local Food Action Plan,” Prepared for Massachusetts Food Policy Council, December 4, 2015.

²⁹ SnapChef, accessed April 4, 2017, <http://snapchef.com/>.

acquiring ServeSafe certification— a license that almost all restaurants require. They have two training centers, one in Dorchester and one in Worcester. Due to the success of both the company and SnapChef employees, SnapChef recently announced that it will franchise the SnapChef concept nationally and hopefully expand their regional success to other parts of the country.³⁰

Another training program is the Agriculture and Food Service Career Pathway at North Shore Community College (NSCC). The Agriculture and Food Service Career Pathway was developed for students interested in food system professions. According to the NSCC website, students can earn a two-year Associates Degree in Culinary Arts and Food Services while gaining hands-on food service experience.³¹ The course combines in-class training and study with on-the-job experience, and offers students internships with local food businesses and the opportunity to prepare food and baked goods to be sold on campus in the dining facilities.

While these are some examples of institutional workforce training and education services, there are also community-based examples, such as in western Massachusetts with the Alliance to Develop Power (ADP).³² ADP focuses on community outreach and organizing to develop solutions for good food and good jobs in and around Springfield, MA. Together with a Community Financial Development Institution (CFDI), they jointly applied for USDA funding to address “food deserts” and received low interest loans to start three community-owned grocery cooperatives in low-income neighborhoods. The community grocery

stores developed relationships with local farmers to supply local produce to the community. This investment is credited with creating 15 living-wage jobs and injecting \$1million in cash flow each year into the local economy. ADP credits their success to community engagement and community building activities. Since ROTM believes that food economy growth can contribute to community building and social cohesion, the ADP example may be a good option for continued research.

Immigrant and Minority Economic Development in the Food Industry

As previously mentioned, the City of Revere has recently experienced rapid demographic and ethnic shifts. Our partners at ROTM recognize that this shift has not always been well received by the entire community. By analyzing the potential for food-driven economic development, we hope to demonstrate that food can be a common language among all people, serving as a bridge from one culture to another. We’ve heard from ROTM and from the Revere community itself that multicultural food events are a great way to bring different cultures together and encourage residents to interact in a common language: celebrating around food. Ideally, strong local food systems increase community building and create opportunities for those who were previously underserved or unwelcome in the community.

Recently, immigrants have been breathing new life into communities across the country that have suffered from disinvestment and population

³⁰ Janelle Nanos, “*Snap Chef Serves up Workers for Kitchens Short on Staff*,” Boston Globe, March 22, 2016.

³¹ North Shore Community College, *Culinary Arts and Food Service Degree*, accessed April 4, 2017, <http://www.northshore.edu/academics/programs/cld/requirements>.

³² Liu, Yvonne Yen, “*Good Jobs and Good Food For All: Challenges and Opportunities to Advance Racial and Economic Equity in the Food System*,” Applied Research Center, July 2012.

decline.³³ Statistics show that immigrants have accounted for 48% of overall growth in business ownership and are 60% more likely to export products than other entrepreneurs.³⁴ By encouraging and supporting immigrant economic and workforce development, local economies can grow in a way that is multicultural and inclusive to more than just one portion of the population. While supporting immigrant communities alone will not necessarily build bridges between different cultures, we believe that building a shared narrative around food and community is a critical aspect of formulating a local food plan—a sentiment that came directly from the communities we spoke with in Revere and is expanded upon in Chapter 4 of this report.

In New York City, *La Marqueta* and Hot Bread Kitchen (HBK) serve as prime examples of community food-driven economic development in immigrant and minority communities. *La Marqueta* historically served as a food marketplace for Spanish Harlem, but slowly deteriorated during the second

half of the twentieth century. To revitalize the neighborhood in 2010, the New York City Council and the Economic Development Corporation decided to bring a culinary incubator into the market as an anchor-tenant.³⁵ ³⁶ The tenant they chose was Hot Bread Kitchen. HBK's goal is to create economic opportunity through careers in food. Not only is HBK a major producer of breads from all over the world, but it also acts as a food incubator at *La Marqueta* to support the growth of start-up businesses. HBK brought an entrepreneurial food spirit back to the historic Harlem marketplace, while aiding the creation of good jobs and good food in the community.³⁷ To make the program accessible to all, they provide subsidies on kitchen rental and storage.³⁸ There is no “one-size-fits all” solution to growth in the food economy, but if the community in Revere is interested in a shared kitchen space or food incubator, then HBK would be a good model for Revere to explore.

³³ Welcoming America and Global Detroit, “*Seeds of Growth*,” Ewing Marion Kauffman Foundation.

³⁴ Ibid.

³⁵ “Who We Are,” *Hot Bread Kitchen*, accessed February 26, 2017, <https://hotbreadkitchen.org/who-we-are/>.

³⁶ “La Marqueta,” *NYCEDC*, accessed February 26, 2017, <https://www.nycedc.com/project/la-marqueta>.

³⁷ “Who We Are,” *Hot Bread Kitchen*, accessed February 26, 2017, <https://hotbreadkitchen.org/who-we-are/>.

³⁸ Ibid.

3 | Methods

Our research goals were to assess the potential for economic and workforce development in Revere's food sector, and to evaluate the extent and interest of Revere residents for this type of growth. The research questions that guided our work included:

- What is the extent and magnitude of the existing formal food economy in Revere?
- What kinds of food businesses are operating informally in Revere that may not be captured in any existing data sets?
- Where are the gaps or areas of expansion that could be addressed within the formal and informal food processing sectors?

Prior to this research, in the Fall of 2016, three Tufts graduate students mapped the Revere community food system and presented their findings to Revere on the Move (ROTM).³⁹ They established a list of current food retailers and processors using geographic information systems (GIS) and other visual aids. This group ultimately identified several locations deemed “potentially favorable” for a food hub or shared processing center. As a next step, the group recommended ground truthing: a method involving field visits to verify the existence of reported food businesses. They also suggested focus groups or meetings with community members and stakeholders to gather input on their ideas and priorities for economic and food system development.

We used this group's previous efforts as part of the baseline knowledge of the existing food economy in Revere. With their recommendations in mind and in conjunction with ROTM's long-term goals, the primary focus of our data collection was

extensive ground truthing, public outreach and analysis. We utilized several types of data collection tools including document review, field visits, surveys, and a public workshop.

Review of Existing Data

We examined secondary sources to contextualize our project, understand the opportunities in the local food economy, and gain a basic understanding of the existing food economy in Revere. We reviewed Community Food Assessments, reports, and case studies that highlight solutions to challenges within local food economies. Relevant data sources to our project included the U.S. Census Bureau data, Bureau of Labor Statistics (BLS), the American Community Survey (ACS), the Massachusetts Executive Office of Labor and Workforce Development (EOLWD), City of Revere databases and website, and Reference USA data.

In addition to the reviewed literature, we engaged in extensive learning conversations with ROTM, Heidi Stucker and Josh Eichen from the Metropolitan Area Planning Council (MAPC), Alex Schroeder with the Massachusetts Workforce Alliance, and Roz Freeman from CommonWealth Kitchen to leverage their existing knowledge of food-related economic and workforce development. We also visited Revere City Hall and spoke with the Engineering Department to gain an understanding of zoning in Revere, and the Board of Health to advance our knowledge about residential kitchens and food business permits.

³⁹ We built off work done by three Tufts graduate students in course UEP278: Environmental Justice.

Gathering New Data

Revere on the Move (ROTM) takes pride in being a true community collaboration. Thus, it was critical that our research incorporate community engagement. ROTM worked with us to gain a deeper understanding of community partnerships, expert community knowledge, and community needs. We collected this community data in three different ways. First, we examined and verified data on the existing food economy through field visits, otherwise known as ground truthing. Second, we distributed and administered surveys to both existing food businesses and informal food businesses. Third, we facilitated a community workshop, held at Revere High School Cafeteria on April 13, 2017 from 5:30 - 8pm.

Ground Truthing

Ground truthing is a method used to verify information through direct observation. This method involves physically visiting food businesses to confirm their existence, categorizing the businesses and/or conducting visual analysis otherwise not possible without a direct field visit. As suggested by the previous Tufts student group working with ROTM, we continued ground truthing existing businesses in Revere with a focus on Broadway and Shirley Avenue. Of the 118 food businesses that we used as our baseline, we successfully ground truthed 70, added 10 new businesses to the list, and identified 2 businesses that closed. We verified that some data provided by the Bureau of Labor Statistics and the U.S. Census Bureau are inaccurate and out of date. Ground truthing added an important layer of accuracy to our project and helps tell a more complete story of the food economy.

Surveys

To gather data on formal and informal food businesses in Revere we distributed and administered four surveys: formal food businesses surveys (English and Spanish) and informal food businesses surveys (English and Spanish). Through various methods of survey dissemination, we collected 19 formal business surveys (14 English, 5 Spanish) and 6 informal food business surveys.

The primary goal of the survey for existing formal food businesses was to gain an understanding of existing community and business workforce demands, desires, and challenges. We asked businesses about their longevity, employee structure, benefits, and business goals. A full copy of the formal business survey in English and Spanish can be found in Appendix E. The primary goals of the informal food business surveys were to gauge the extent to which informal food businesses exist in Revere and to understand whether there is the desire or capacity amongst these informal operations to formalize. A full copy of the informal business survey in English and Spanish can be found in Appendix F. We disseminated the surveys through a variety of methods:

- Canvassed businesses throughout Revere (for formal business survey only)
- Presented at The Neighborhood Developers, Revere Community Committee on February 28, 2017 and The Beachmont Improvement Committee on March 7, 2017
- Promoted the surveys online thanks to the City of Revere's social media platforms
- Posted flyers in Revere with links to the surveys
- Used word-of-mouth with the help of our partners at Revere on the Move, MGH Revere CARES and the City of Revere.

Our primary method of survey dissemination was through direct outreach to business owners and face-to-face conversations. As time was a major constraint, the total number of surveys collected was limited. Yet, the in-person approach with business owners and managers generated fruitful conversations and insight. By administering the survey in person, we cleared up any confusion or questions about the survey.

Community Workshop

Our final method of data collection was through a community workshop held on April 13, 2017 from 5:30 - 8pm in the Revere High School Cafeteria. Approximately 20 individuals attended the workshop, including City Hall officials, Italian-American residents, Spanish-speaking residents, Moroccan residents, Cambodian-American residents, and Turkish residents. The main goal of the community workshop was to engage Revere residents in the assessment of Revere's food economy and to understand their needs, desires and knowledge of a local food economy. We advertised the community workshop similarly to the surveys but with additional outreach through a press release from the City of Revere (Appendix H), flyers (Appendix G) and articles in the Revere Advocate and Revere Journal (Appendix H).

Challenges and Limitations

We encountered challenges and limitations that forced us to re-think and at times re-work our outreach strategies. Our Tufts Institutional Review Board (IRB) approval process took longer than expected, which left us with very little time for the extensive outreach we had planned. As soon as we began distributing our surveys, we realized we would need to spend as much time as possible canvassing businesses in person, rather than relying on the

online version of the surveys. The student team spent approximately 40 combined hours over the course of two weekends and a few weekdays persistently visiting and talking with formal food businesses to collect survey responses. Even with this "feet on the street" approach, we ran into language barriers, disinterested business owners and limited time.

The major challenge with our informal business survey was simply identifying informal food businesses. We started with a baseline understanding that it would be impossible to know how many such businesses operated in Revere. Our partners at ROTM were helpful in identifying a few informal businesses through personal knowledge, but locating informal operations proved to be inherently difficult. Our collection of informal food business surveys relied primarily on word-of-mouth. ROTM hypothesizes that many informal businesses are run by immigrants. Thus, we were concerned that very few of these businesses would be willing to come out and speak, even confidentially, given the current tense political climate.

A challenge with the formal business surveys was that respondents found some language to be overly technical. Respondents were confused by phrases such as "written and accessible grievance procedure" and "written and accessible promotion/upward mobility procedure." Additionally, the first page of consent language was dense and potentially intimidating for participants. While we cannot confirm how the surveys were perceived by the informal business respondents, we assume that confusing or technical language was a stumbling block. We were unable to administer informal surveys in person, which could be a reason why our responses were limited.

The key challenge for the community workshop was gathering a group that included

people in all sectors and backgrounds of Revere's food economy including food workers, food business owners, informal food business operators and interested residents. The greatest challenge to gathering this diverse group was time. In addition to time constraints, we had to work diligently to frame our work in such a way that businesses and the public understood the benefits of participating. It is often difficult to build trust and establish a shared understanding of work in such a short period of time. Recognizing this, the research team spoke extensively with the project partner to clearly define the project and purpose of this data collection to articulate when conducting outreach. In addition to time constraints and challenges to building and establishing trust, the community workshop was held during a holiday-heavy week (Passover, Holy Week for the Latino community, and Easter weekend), which may have contributed to the small number of participants at the community workshop.

The greatest limitation to our study overall was our small sample size (19 formal business surveys, 6 informal businesses surveys, and 20 community workshop participants). While analyzing our data we took caution not to draw broad conclusions based on participants' responses. This was especially important to keep in mind given that most participants were English speakers, which we assume excludes a large portion of those that

participate in Revere's food economy. We provided Spanish translations of the survey and workshop flyers, but as previously mentioned, the surveys included technical language that may have been perceived as intimidating or confusing. Additionally, we were unable to provide translations of the survey in Arabic or Portuguese, which are the most common non-English languages spoken in Revere after Spanish.

4 | Results and Analysis

Through survey data, the community workshop, and ground truthing, we identify the following themes:

- There exists a wide diversity of cuisines
- Fresh food is valued by all cultures and backgrounds
- Food diversity is seen by some as an avenue to community cohesion
- Existing and interested food business owners desire greater access to information
- Business expansion takes on various meanings
- Business owners unanimously value customer satisfaction, but customer service standards vary between cultures.

Ground truthing and the community workshop brought to light the diversity of cuisine available in Revere. While a large portion of food businesses in Revere are Italian (22.6% according to the data set provided by ROTM), 14 unique types of food cultures were identified at the workshop, and

we identified 17 unique cuisines during our ground truthing data collection (see Appendix C for full list). Even though there exists a wide range of ethnic food businesses, they share a common value of fresh food. This value was emphasized both in our conversations with formal business owners and the participants in the workshop. Revere business owners noted that fresh produce is often in high demand and is purchased by a diverse cross-section of the community. Thus, there may exist a need for expanding fresh food options to meet the high demand from all residents.

A theme that emerged from the surveys and workshop was the desire for organized and compiled information on rules and regulations for food businesses. Both existing and potential business owners noted that this would be helpful, as current information is scattered and at times overly technical. Access to this information is key for existing businesses to expand and for informal businesses to formalize. While expansion is typically

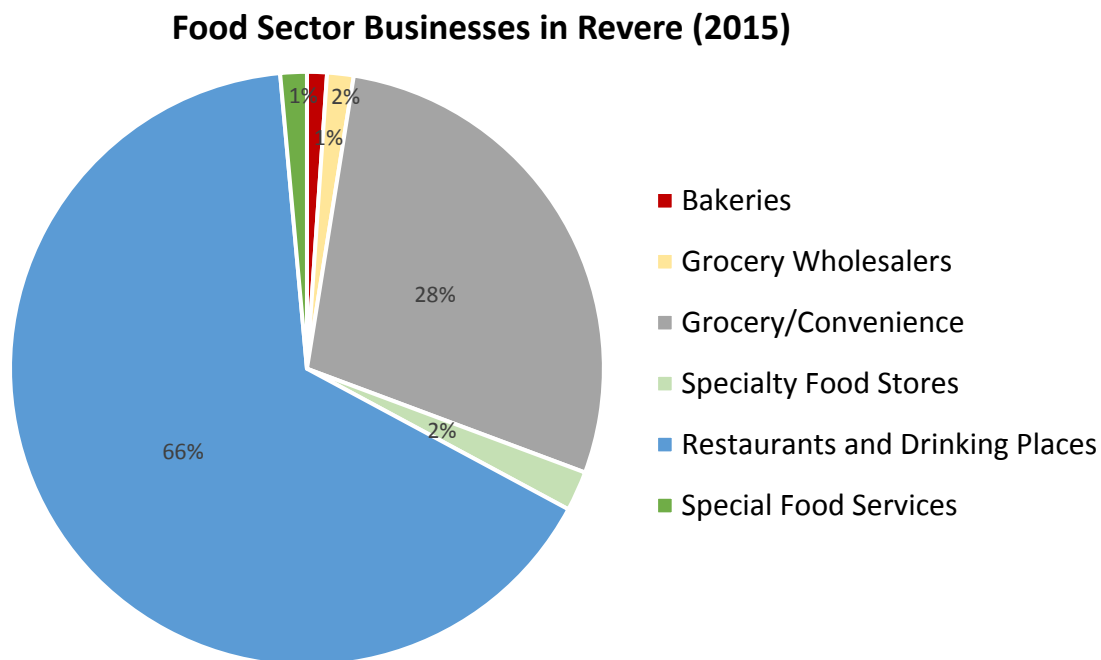


Figure 5: Food Sector Businesses in Revere, MA, Employment and Wages Report (ES-202), Massachusetts Executive Office of Labor and Workforce Development (EOLWD)

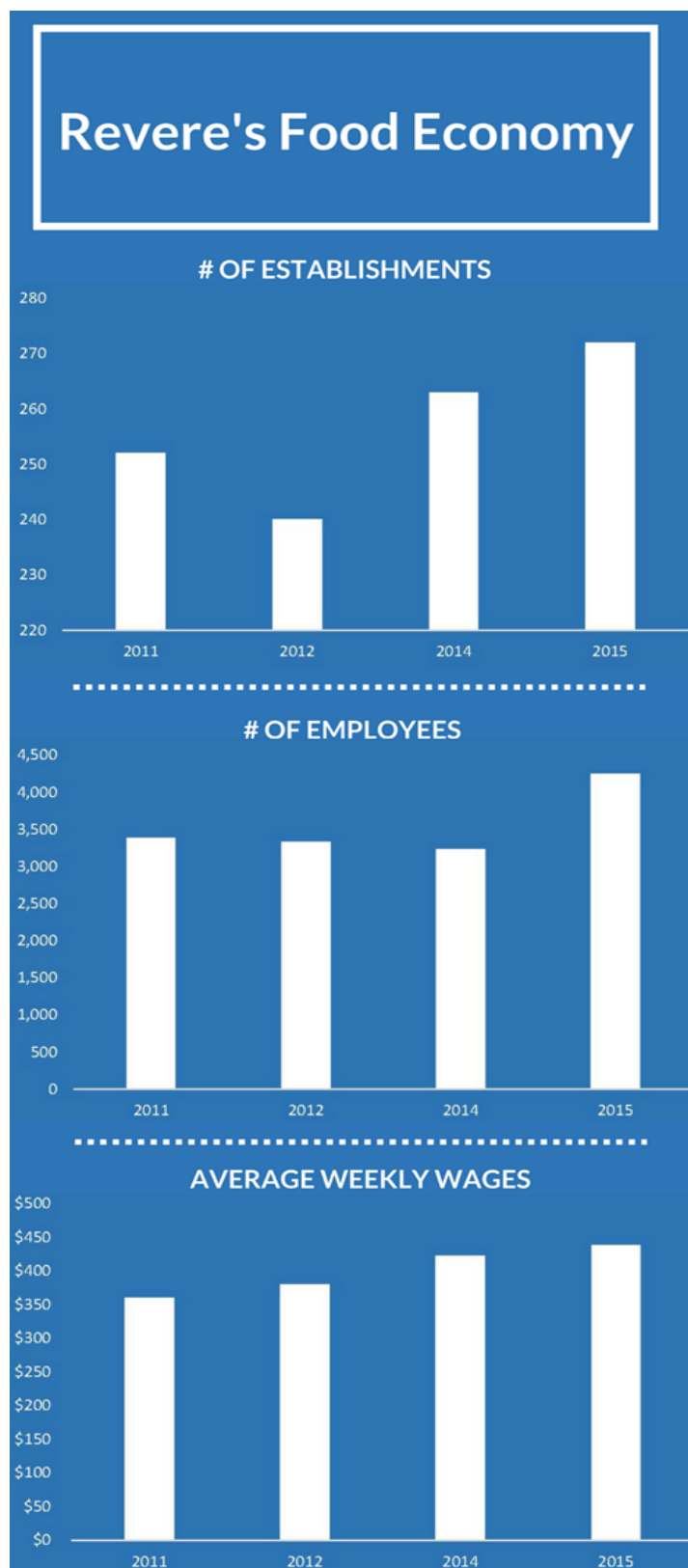


Figure 6: Revere's Food Economy, Employment and Wages Report (ES-202), Massachusetts Executive Office of Labor and Workforce Development (EOLWD), American Community Survey, 5 Year Estimates (S2403)

thought of as a physical expansion of the current store or the addition of more stores, we heard interest from business owners in expanding distribution rather than physical size. This type of expansion may require a different set of resources, tools and technical assistance than the traditional type of expansion.

Customer satisfaction was a main goal in both the formal and informal surveys. However, during the workshop, participants stated that cultural differences lead to varying degrees of acceptable customer service in some of the immigrant-run businesses. This is a possible area for further investigation and research around the cohesion of older generations and the changing demographic of the City. In the sections below we expand upon these common themes to provide a well-rounded assessment of Revere's food economy.

Baseline Conditions

To analyze Revere's food economy, we first needed an understanding of what already exists. Using data from the previous Tufts Environmental Justice project, the Massachusetts Executive office of Labor and Workforce Development (EOLWD), and the American Community Survey (ACS), we compiled a list of existing Revere food businesses and some of their demographic information. As data from the EOLWD and ACS are both self-reported by business owners and employees, we expected some degree of error and out of date information. Reported data were valuable in establishing a baseline during the beginning phase of our project, but ground truthing provided a more complete, accurate picture of the food economy and will be useful to ROTM for future work on this topic.

Secondary data, as reported by the Massachusetts Executive Office of Labor and

Workforce Development reports that 66% of the roughly 277 existing food businesses in Revere are restaurants and drinking places (see Figure 5).⁴⁰ While these types of food businesses make up the majority in Revere, wages for tip earners are reportedly the lowest in the food sector at an average of \$321⁴¹ per week (for a full breakdown of the search criteria for this data please see Appendix J). Grocery and convenience stores account for 28% of the reported food businesses and represent the second largest portion of Revere's food economy (see Figure 5). Revere is home to two Stop and Shop grocery stores, one Price-Rite grocery store and the recent addition of a local favorite, Market Basket. Ground truthing allowed us to examine and confirm these numbers and record the changing landscape of the City.

EOLWD data reports that Revere had a steady increase of retail workers in the food economy from 3,384 in 2011 to a peak of 4,246 workers in 2015 (see Figure 6). The addition of Market Basket in 2014 could be responsible for a large portion of this increase in the workforce, as they reportedly added 475 workers when they opened their doors for business in their first year alone.⁴² It is possible that many of the larger grocery store workers commute from other cities.

There has been a steady increase in both the number of food establishments and the weekly wages in Revere from 2011 through 2015 (see Figure 6), but these wages are not adjusted for inflation and, as noted below, the

⁴⁰ "Employment and Wages Report (ES-202)," *Massachusetts Executive Office of Labor and Workforce Development (EOLWD)*, accessed May 9, 2017, http://lmi2.detma.org/lmi/lmi_es_a.asp.

⁴¹ *Employment and Wages Report "Revere 2015 - (ES-202)," NAICS Code 7225 - (EOLWD)* - Accessed 4/21/2017

⁴² Boston Globe, "Market Basket celebrates the opening of its new supermarket in Revere." October 30, 2014. [Market Basket Article](#)

Bake Sale!



Bakeries were a unique case study for our analysis of Revere's food economy. Bakeries employ a combination of processor, retailer and often delivery service. They usually demand more skilled laborers and, as we found during our ground truthing, are representative of the changing demographic of the City. According to data from the BLS, Revere is home to three bakeries. During our ground truthing of Revere, we found 10 formal bakeries in operation, with most new bakeries in the first five years of operation. Of these bakeries, four are multi-generation, family-owned Italian bakeries. The remaining bakeries are relatively new establishments targeting immigrant communities. Casa Blanca Pastry Shop, which caters to the Moroccan community of Shirley Avenue, Lorena's 3 Leches Cakes, Lupita Bakery, Melo's Bakery, and Chocollaffe, which represent the growing Hispanic community in the City, are prime examples of this. The owner of one Hispanic bakery informed us that they chose Revere because they heard immigrant food businesses were achieving success in the City and had access to a large customer base.

number of existing businesses decreases once we begin ground truthing.

By spending time on the ground in Revere, we quickly realized that electronic data sets did not accurately match what exists in the City. The EOLWD reported 403 existing food businesses in Revere, compared to 255 reported by the previous Tufts Environmental Justice (EJ) student group. The Tufts EJ data set incorporated gas stations, fast food restaurants, large chain grocery stores, liquor stores, bars, and hotels. The EOLWD data included liquor stores, hotels, and bars, which we removed from the data sets as they are not significant to our project (for the detailed search criteria used to access the EOLWD data see Appendix J). Once we restricted our data, the Tufts EJ project data set included 118 food businesses, and the EOLWD data set included 277 food businesses. As the Tufts EJ project data included business names and included some degree of business verification, we based our ground truthing on this data set rather than the data set from the EOLWD. Of the 118 businesses reported to us by the previous Tufts Environmental Justice (EJ) project, we identified and ground truthed 70 businesses, added 10 new businesses and identified 2 businesses that closed. While we have not successfully ground truthed every food businesses in the City, we verified over 50% of the list and will provide an updated Excel worksheet to Revere on the Move for continued research. Ground truthing altered what we thought of as our baseline. The addition of new businesses proves that data reported to the State could contain inaccuracies and is often out of date.

Surveys

During a four-week period from mid-March until mid-April 2017, we collected 19 formal business surveys (14 English, 5 Spanish) and 6 informal business surveys. While the sample size was limited, the conversations we had during the

survey process yielded valuable information about business owners' experiences and goals. We cannot make any specific claims about the entire formal and informal food business sectors in Revere, but we can begin to understand the existing food economy and some core themes.

Formal Business Surveys

We received a wide range of primary business goals from survey respondents. Most respondents stated maintaining profits, maintaining quality, and providing good customer satisfaction as their main goals. One business owner stated that paying all business bills and employee wages month to month was their primary goal. They adamantly stated, "pay bills, pay bills, pay bills," but seemed to have an optimistic outlook on the future of their business. Other goals reported included community integration, providing fresh food and good service, and expansion to wholesale.

"Pay bills, pay bills, pay bills."

-Anonymous Survey Respondent

Prior to administering the formal business surveys, we hypothesized that many of the existing businesses would have an interest in expanding their operations. Surprisingly, of the 19 formal businesses surveyed, only 4 reported a desire to expand. When asked if they had the capacity to expand, 5 respondents stated that they had the capacity and 7 stated that they did not. 7 businesses reported to be growing and profitable, 1 as growing and breaking even and 4 as simply maintaining. One owner of a specialty grocery store stated that when their store previously expanded, the overhead expenses grew and the business became less profitable. They stated that many of the specialty products do not appeal to the new demographic of the City and if not for lottery, alcohol and cigarettes, the business would

not be able to survive. The store has been in Revere for generations and the owner was much less interested in expanding the business, but rather interested in the raising property value and the sale of their establishment.

Similarly, one owner of a bakery noted that they would like to expand their business not by multiplying the number of locations, but by entering the wholesale distribution market. They recently began researching options for expansion but lacked the resources and ability to seriously pursue this option. This business owner was interested in finding resources that could help develop a business distribution plan. Generally, existing businesses we encountered were not interested in physical expansion but rather in expanding capacity and distribution. Growth of Revere's food economy, thus, may come in various forms. While traditional expansion may work for some, it is not the best assumption for overall growth.

We found that the years of business operation varied widely throughout the City. The youngest business reported only one month in operation and the oldest reported 60 years. Three of the five Spanish language respondents reported having been open less than one year, which points to shifting demographics and customer bases. During a survey visit to an immigrant-owned bakery, the business owner, who is of Colombian descent, informed us that they were in the first year of operation. They were excited to have new customers enter their business and were enthusiastic about participating in this survey, as it was the first time anyone had inquired in this manner about their relatively new business. They stated that the business started in their home, then moved to a shared processing facility (they did not disclose which processing facility). When the business found continued success they decided it was time to open their own shop and they moved their business to Revere. They stated that wholesale opportunities

and catering events, like weddings and birthday parties, contribute to business growth and they are interested in expanding distribution. This example supports the idea that Revere is experiencing a shift in demographics from white and Caucasian to Latino, Hispanic, and other groups. Immigrant business owners have become more prevalent, and could be interested in participating in further discussions around the food economy if approached in a positive manner.

"I believe food brings people together, and having different types of restaurants which represent the ethnic background of the owner brings awareness to our community."

-Anonymous Survey Respondent

Almost all of the formal businesses owners reported that some of their produce and supplies come from large distributors like U.S. Foods, Cisco, the New England Produce Center in Chelsea, and Restaurant Depot, but some also reported using local companies for specific products. For example, some stores reported stocking local produce and processed goods, such as bread from LaMarca Bread Company out of Malden MA, fish from local fishermen, and coffee from Boston's Best Coffee Roasters.

Business owners made it clear that fresh vegetables and fresh ingredients were important to customers and one business owner stated that the changing demographics of the City have been beneficial to the business. They recognized that the new communities, such as the Latino and Moroccan populations, value the selection of fresh fruit, vegetables and dairy offered at the store and make up a large part of their client base. The owner stated that no matter the country of origin, one thing all

people have in common is the desire for fresh produce and ingredients.

One of the unique characteristics of all the formal businesses surveyed is that they were typically small, family-owned and operated. As such, some of our survey questions didn't directly apply to their business model and management structure. In general, businesses reported that workers received no benefits other than paid sick days and had no posted grievance policy, staff review process, or promotion policy. Several owners stated that because the businesses were family owned, these formal policies and processes were unnecessary because communication among staff is relatively informal and very frequent. While this is only a small sample of the many business owners in Revere, it provides crucial qualitative feedback and insight into the evolving food economy of the City. Most businesses we spoke to quickly acknowledged that this was the first time they had ever been approached about the health of their business, underscoring a need for continued outreach and support.

“Contribuir con la Ciudad de Revere e integrarnos con todas las comunidades.”

(Translation of Business Goal: “To contribute to the City of Revere and integrate with all the communities.”)

-Anonymous Survey Respondent

Informal Business Surveys

Of the 6 surveys from informal businesses, many were incomplete and provide little discussion. Due to the small sample size and difficulty of identifying informal businesses, we cannot draw any firm conclusions, but the responses we did receive make space for continued investigation. We hope that ROTM can continue to seek out informal producers and understand their needs and potential interest in expansion.

One of our working assumptions was that there was a desire to expand amongst informal businesses operating in Revere. Interestingly, only 2 out of the 6 respondents noted that they had interest in creating a formalized business plan or the capacity to complete one. When asked about resources that could help the business expand, 1 noted small business loans, 1 noted technical assistance, 1 noted workforce training, 2 noted distribution assistance, 2 noted access to storage, and 2 noted shared kitchen space. However, only 1 respondent said that they would be willing to pay for any of these services. When asked about their top business goals, expansion was not mentioned. Respondents noted goals surrounding good quality of food, increased profit, navigating health and tax laws, good food education, and community building through food.

A second working assumption was that informal food businesses are operated by a diverse group of people. While few in number, our results supported this assumption. Respondents represented a mix of ethnicities including Brazilian, Italian, Caucasian and Hispanic. Out of the 4 informal businesses that reported gender, 3 were female and 1 was male. This adds some evidence to ROTM's hypothesis that small informal businesses are owned and operated primarily by women and by minority groups. To draw any firm conclusions, a larger sample size is necessary.

All respondents reported that they work alone, or with the help of one person, between 0 and 10 hours each week. Processing and packaging of goods takes place in home kitchens, and goods are sold in Revere and surrounding areas. Product advertisement is done through social media, word of mouth or direct contact. Prices are based on local markets and cost of supplies purchased from Target, Costco and Restaurant Depot.

A major concern cited by City officials about informal food businesses operations is whether they are up to health code, both in terms of the cleanliness of their operations and whether they handle food safely. This concern was noted during discussion at the community workshop as well. While some may assume that those operating informal businesses have no experience in the formal food sector, our survey results showed that all but one had prior experience in the food industry and all but two previously took food safety classes (ServSafe). While no conclusive statements can be drawn due to our small sample size, results seem to indicate that informal food business operators have previous experience in the food industry and

understand health and safety when it comes to the preparation and processing of their goods.

While we originally hypothesized that Revere was rich in informal food businesses and informal residential kitchens, we found it was much more difficult to connect with and survey these businesses. As community building and outreach takes time, especially when working with immigrant communities and informal businesses, we believe further surveys can be collected through continued community building and outreach. As recently as Tuesday, April 25th, we received an additional informal survey response, which leads us to believe there is continued community interest in this area. Due to the late entry of this survey, we did not include it in our full data analysis.

Community Workshop

To best engage the general-public and collect qualitative data, we held a community workshop on Thursday, April 13, 2017 in partnership with ROTM in the cafeteria of Revere High School. Our primary goal was to start a conversation about the local food economy. Sub-goals were to gain insight

“What types of cuisine are available here in Revere?”



Figure 7: Types of cuisine word cloud of answers provided by workshop participants. Created by Paulina Muratore.

about the community's understanding of existing laws and regulations that govern food businesses, gauge perceptions about the existing food economy, and listen to hopes and desires about the future of Revere's food economy through a visioning exercise.

A diverse cross-section of about 20 Revere residents, business owners and City officials participated in both group discussion and participatory activities. The workshop succeeded in bringing together portions of the community that don't typically interact due to ethnic and cultural differences, and united them around the common language of food.

Participants expressed a wide range of motives for attending the workshop. Many shared an interest in learning about small food business development, including shared kitchen spaces and food trucks. Others attended to share their experiences working or managing in restaurants and to discuss the many challenges along the path to opening a small business. Some participants simply stated that they were in attendance because they care deeply about the food culture in their community, emphasizing the importance of sharing meals and food experiences with family and friends. The workshop highlighted a need for continued conversations about food and community to build traction around ROTM's future food plan.

Participants expressed a clear need for access to information regarding business development and business regulations. Some participants stated that a comprehensive and easily Revere food economy, a characteristic in which residents took pride (see Figure 7). As previously noted, demographics of the City have shifted dramatically in the previous two decades, a trend that has not always been welcomed by older generations. Workshop participants noted that newer ethnic food niches tend to be segregated and that food has the potential to serve as a common

accessible document detailing the rules and regulations for opening a food business would be helpful. They noted that information is currently too scattered and difficult to understand. One participant specifically stated they were so frustrated by the lack of information about how to start a food truck in Revere that they sought to develop their idea outside of the City.

Inaccessible or complex regulatory information can be an obstacle to any resident who seeks to start or grow a small food business. While we only heard from 20 residents at the workshop, they emphasized that to grow a stronger local food economy, residents must be able to easily access clear and concise regulatory guidelines. Intricately tied to comments about inaccessible information was a sentiment that City Hall is unapproachable and intimidating, especially for non-native English speakers. This concern was also noted by the research team during their visits to City Hall. City Hall business hours, language barriers, and website limitations were all concerns of workshop participants. To foster a more inclusive and approachable atmosphere, ROTM can work with City Hall to directly address some of these issues, as we discuss in our recommendations section.

Another prevailing theme was resounding respect for the range of cultures represented in Revere's food economy, with simultaneous acknowledgement that different ethnic food niches are segregated. Workshop participants identified 14 unique types of food cultures represented in the

language and bridge between cultures. While there is potential for ROTM to use these comments to initiate integrated cultural food events (discussed in Chapter 5), further workshops and community discussion will add strength to participants' suggestions.

A final theme expressed by participants was a need and desire for cultural competency training

to increase integration of business cultures and understanding. As a wide range of cultures exist, so too do a wide range of standard customs and practices. Participants stated that the lack of customer service and the business culture in some

establishments are truly unacceptable. Cultural training and education around food could be an excellent way to both train workers and unite a community.

“What values matter to you when you think about food and your community?”



Figure 8: Food and community values word cloud of answers provided by workshop participants. Created by Paulina Muratore

5 | Recommendations

Revere is home to an exciting and diverse food economy. Through our surveys, community workshop, and conversations with business owners, it is clear that the analysis of the food economy extends far beyond numbers and hard data sets. Ground truthing and face-to-face interaction enhances existing data while simultaneously engaging the food community and building momentum toward a stronger food economy. There is a rich narrative embedded in the community's foodscape, extending through both the older food establishments and recent additions. Comments from community members at our public workshop only further confirm that the character of Revere's food economy is a special one, and one that is worth promoting, sustaining and growing. This is not to say that the food economy exists without problems and challenges. Indeed, as previously noted, it is difficult to access information on the rules and regulations of starting and owning a small food business. Diverse ethnic food scenes are highly valued but segregated. Although, customer service and satisfaction is a main goal of Revere businesses, cultural differences pose unique complications when it comes to building a satisfied customer base. Below is a set of recommendations that Revere on the Move (ROTM) can use to further advance research on Revere's food economy and work to build a stronger local food economy.

RECOMMENDATION 1: EXPANDED RESEARCH ON EXISTING POLICIES AND REGULATIONS FOR STARTING A FOOD BUSINESS

Revere residents with whom we spoke had a general understanding of how to open a food business in Revere, but also inquired about the process and practices in other cities. Since our research looked at Revere-specific policies and regulations, we suggest that ROTM research and analyze best practices in other cities for organizing,

promoting and advertising business policies and regulations to the public. By examining the practices in other cities, Revere could build a library of "case studies" to be used as a rough blueprint for how to best streamline small food business information.

RECOMMENDATION 2: CREATE A COMPILATION OF CONCISE AND EASILY ACCESSIBLE BUSINESS DEVELOPMENT GUIDELINES

As stated in Chapter 4, results from the community workshop demonstrated a clear need for access to streamlined, organized and compiled guidelines detailing the rules and regulations for opening a business or using a residential vs. commercial kitchen. Currently, information on the policies and regulations for starting a food business, including health codes, and the necessary applications are difficult to locate and often are written in technical language not easily understood by all members of the community. Additionally, this information is housed in multiple places and is not easily located. Currently, the way to obtain quick and direct answers is to speak with someone at Revere City Hall but, as noted in the community workshop, some community members view City Hall as inaccessible and intimidating due to cultural differences and language barriers.

As increased access to these business development guidelines is key, this information could be disseminated through factsheets and brochures, and electronically via the web. Topics for these factsheets and brochures could include: how to start a residential kitchen, interpreting zoning regulations, and decoding health and safety laws. These factsheets and brochures should be available in Spanish, Arabic and Portuguese. Electronically, information could be accessed through a web page dedicated to this information, housed on the City's

website. This web page could be developed by Revere on the Move or their partners, with assistance from the City of Revere's Department of Innovation and Data Management (DIDM), as this department is responsible for keeping the City's website up to date. This Department is already aware of our research thanks to the presence of a DIDM representative at our community workshop.

RECOMMENDATION 3: CONNECT AND PARTNER WITH EXISTING ORGANIZATIONS TO PROVIDE FOOD BUSINESS WORKSHOPS AND TRAININGS IN REVERE

Results from the surveys and community workshop brought to light limitations in access to workshops and trainings for those looking enter the food economy. While some such trainings already exist, most are expensive, time-consuming and unavailable in Revere. We suggest that ROTM partner with the Revere Chamber of Commerce and other community organizations to host low-cost, local trainings for current and interested food business owners. These trainings could cover topics such as interpreting policies and regulations for starting a food business, financial assistance, and navigating health codes. ROTM could consult organizations that work on existing training programs such as The Carrot Project (Appendix I).

In addition to technical assistance and trainings, there is a demand for cultural competency education to increase integration of business cultures and cross-cultural understanding. Participants at the community workshop noted that for some newer immigrant run businesses, cultural differences led to varying degrees of acceptable customer service. What is perceived as acceptable in some countries and cultures is considered offensive in others. ROTM, as a diverse coalition of Revere residents, is in a unique position to address this issue by

leveraging existing knowledge and ideas from the community. We suggest that ROTM and their partners facilitate increased cultural competency education in the form of technical assistance or stand-alone trainings. These trainings would delve into customer service, and provide businesses with ways to increase and maintain customer satisfaction.

RECOMMENDATION 4: CONTINUED COMMUNITY ENGAGEMENT THROUGH SURVEYS, COMMUNITY WORKSHOPS AND GROUND TRUTHING

While our research included valuable preliminary community engagement, it was limited due to time and resource constraints. We recommend that Revere on the Move continue community outreach and input through the development of the community surveys, community workshops and ground truthing. Additional methods of community engagement could include one-on-one interviews with business owners and targeted focus groups with business owners or interested residents. Many of these community engagement methods "meet people where they are," which will help grow resident participation.

While ground truthing the Tufts EJ group's data set, we identified 2 businesses that had closed and added 10 businesses to the data set. Due to these gaps in the data set, we suggest that all formal food businesses in Revere be surveyed and ground truthed. As some questions in the formal food business survey were not applicable to the smaller establishments, we suggest that ROTM revisit the survey language and edit the questions to be more applicable to the target research population. For the informal surveys, we suggest that they remain available for those community members who wish to provide their input. We recommend that in addition to Spanish, surveys be translated into Arabic and

Portuguese, which represent the top two languages spoken in Revere after English and Spanish. For survey translations and face-to-face business interactions, we suggest that the diverse members of the ROTM Task Force be utilized as a resource.

As previously mentioned, Revere is a diverse City that has witnessed rapid demographic and ethnic shifts. Thus, it is important that all communities within Revere participate in the development of their food economy and in ROTM's long-term goal of a local food plan. Holding regular community workshops on varying dates and at varying times will help ensure that all residents in Revere have a chance to voice their opinion on the food economy.

RECOMMENDATION 5: ORGANIZE CULTURAL FOOD EVENTS TO INCREASE CULTURAL COHESION AMONGST THE DIVERSE COMMUNITIES IN REVERE

Throughout each piece of our data collection, we found that there is a wide range of cultures represented in Revere's food economy. However, residents at the community workshop commented that different ethnic food niches are segregated. Food is a vehicle used to connect different cultures and increase social cohesion in a community-- a sentiment repeated by many we spoke and interacted with in Revere. Thus, we recommend that ROTM Task Force Members and partners help organize future cultural food events. There are many opportunities for these types of events including: pop-up restaurants featuring one of the many food cultures in Revere, food festivals that focus on immigrant-owned restaurants, as is done at YUM: A Taste of Immigrant City in Somerville, MA (see Appendix I), or a partnership with Taste of Revere to showcase the diversity of cuisines.

Another option for a cultural food event is culinary walking tours in Revere's main business districts (Broadway and Shirley Avenue). Culinary walking tours allow Revere residents to experience the wide range of food available in their community while simultaneously supporting local businesses. Such tours would enable residents to engage with local business owners to learn about their cultural background, using food as a vehicle for this discussion. We recommend that ROTM lead walking tours in conjunction with the Revere Chamber of Commerce and other community groups and organizations. Walking tours can be modeled after existing tours such as the Somerville Arts Council's Market Tours and the Arab American National Museum (AANM)'s Yalla Eat! Culinary Walking Tours in Dearborn, MI (see Appendix I).

6 | Conclusion

What unites Revere's food economy is the truly unique composition of food businesses and the potential for social integration and cohesion. Regardless of ethnic background, almost all businesses we spoke to or surveyed take pride in their work as small, family-run operations. As ROTM continues to expand its work, the unique character of Revere's food businesses should not be overlooked. Food establishments in Revere are physical representations of the diverse, hard-working residents and business owners who operate them.

Through our surveys and workshop, we succeeded in catalyzing a discussion about the food economy not only with Revere food businesses but also with the general public. We acknowledge that both time and resource constraints affected the total number of surveys and data collected. We were unable to gain input from large grocery stores and fast food businesses, both of which are abundant in Revere and employ large portions of food workers throughout the City. As this project progresses it will be critical to consider and evaluate the relationship between many of the smaller food businesses and the larger grocery and fast food establishments. Our results provide a necessary first step in a much longer food systems planning process in Revere.

Our work over the past four months highlights the detail and persistence necessary to effectively engage both businesses (formal and informal) and residents. Building trust with the community is fundamental to the success of any local planning process. Finding ways to communicate the importance of an inclusive, healthy local food economy can be challenging in any City as diverse as Revere with shifting constituencies. Building traction and trust amongst newer, immigrant communities will take more time and local knowledge than we were able to provide. Revere on the Move is uniquely positioned to continue this work into the future.

Revere is bound to experience striking changes in the coming months and years ahead. With major development projects slated for different parts of the City (Suffolk Downs, Wonderland Dog Track and NECCO)⁴³, it is more important than ever to effectively and thoroughly plan for future growth of the City. Urban development and expansion will naturally affect the foodscape, but with a local food plan in place and enough mobilized citizens, Revere will be ready to face the challenges that lie ahead.

⁴³ These properties were recently sold for future development. This development has the potential to affect Revere's food economy and social fabric.

Appendix A

Revere on the Move Organizational Structure & Partners

Coalition structure and membership:

38-member task force group
Farmers Market Work Group
Mini-Grant review committee
Community Garden Leadership Team
Youth Health Leadership Council
Food Justice work group

Municipal partners:

Mayor's Office
Department of Public Works
School Department
Office of Community Development and Planning
Health Department
Economic Development Department
Elections Department
Engineering Department
Inspectional Services
Recreation Department
Police Department
Fire Department
Traffic Commission
Public Library
Senior Center
Substance Use Disorder Initiatives
Veterans Office

Community partners:

Appalachian Mountain Club
Bike to the Sea
Chelsea, Revere, Winthrop Elder Services, Area
Agency on Aging
Casa Lucia
First Congregational Church
MassBike
Metropolitan Area Planning Committee (MAPC)
MGH Revere HealthCare Center

MGH Center for Community Health Improvement
MGH Pediatric Research
MGH Women, Infants and Children (WIC) Program
Office
Movement Ground Farm
The Neighborhood Developers
Point of Pines Yacht Club
The Revere Advocate
Pet Express
Revere After School Programs
Revere Beach Partnership
Revere Beautification Committee
Revere CARES Coalition
Revere Chamber of Commerce
Revere Community School
Revere Farmers' Market
Revere Food Pantry
Revere Historical Society
The Revere Journal

Revere Neighborhood Groups:

Beachmont Improvement Committee
Revere Community Committee
Revere Ward 4 Crime Watch & Neighborhood Team
Point of Pines Beach Association
North Revere Neighborhood Group
Riverside Association
Oak Island Neighborhood Group
West Revere Neighborhood Group
Revere Youth in Action
Saugus River Watershed Council
Share Our Strength: Cooking Matters Massachusetts
Social Capital Inc.
Turkish Cultural Center
UltiPlay Parks and Playgrounds Inc.
Walk Boston, Safe Routes to School
Women Encouraging Empowerment Inc.
Winnisimmet Regional Opioid Collaborative (WROC)

Revere Zoning Map



Appendix C

Types of Cuisine Identified in Revere*

From Workshop Participants:	From Ground Truthing:
Italian	American
Chinese	Brazilian
American	Cambodian
Cambodian	Thai
Moroccan	Chinese
Mexican	Colombian
Brazilian	Greek
French	Halal
Spanish	Italian
Middle Eastern	Japanese
El Salvadoran	Latin American
Portuguese	Mediterranean
Colombian	Taiwanese
Mediterranean	Middle Eastern
	Moroccan
	Central American
	Mexican

*Note: the names and types of cuisine listed above were directly reported from residents and business owners. We did not create any of the above categories.

Appendix D

Revere, MA Food Establishment Permit Application



Brian M. Arrigo
Mayor

The City of REVERE, MASSACHUSETTS

FOOD ESTABLISHMENT PERMIT APPLICATION (Please fill out both sides)

American Legion Building Rear
249 Broadway
Revere, MA 02151
Tel: (781) 286-8176
Fax: (781) 286-8369

BOARD OF HEALTH

- 1) Establishment Name:
- 2) Establishment Address:
- 3) Establishment Mailing Address:
- 4) Establishment Telephone Number:
- 5) Applicant Name & Title:
- 6) Applicant Address:
- 7) Applicant Telephone Number (24 hours):
- 8) Owner Name & Title:
- 9) Owner Address:

DATE:

10) Establishment Owned by: An association A corporation An individual A partnership Other legal entity _____	11) If a corporation or partnership: give name, title & home address of officers or partner.
---------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------

- 12) Establishment Type (check all that apply)
- | | |
|---------------------------------------------------------------|-------|
| ___ Retail Food:...0-1000 sq. ft. | \$75 |
| ___ Retail Food:...1000-7500 sq. ft. | \$150 |
| ___ Retail Food:...>7500 sq ft. | \$300 |
| ___ Milk | \$25 |
| ___ Ice Cream | \$30 |
| ___ Frozen Dessert Manufacturing | \$30 |
| ___ Residential Kitchen for Retail Sale | \$100 |
| ___ Residential Kitchen for Bed &
Breakfast Home | \$150 |
| ___ Residential Kitchen for Bed &
Breakfast Establishments | \$150 |
| ___ Wholesale Bakery | \$100 |

- | | |
|--------------------------------------------------------|------------|
| ___ Food Service:...0-50 seats | \$100 |
| ___ Food Service:...50-1 max over | \$300 |
| ___ Food Service-Take Out | |
| ___ Food Service-Institution
(_____ meals/day) | |
| ___ Food Delivery | |
| ___ Caterer | \$150 |
| ___ Mobile Food | \$100 |
| ___ Vehicle Registration # _____ | |
| ___ Temporary Food Service
(Carnivals, fairs, etc.) | \$50/stand |
| ___ Food Service Open-Air (Flea Market, etc.) | \$125 |
| ___ Tobacco Sales Permit | \$75 |

TOTAL AMOUNT DUE

\$ _____

**Make check payable to the CITY OF REVERE HEALTH DEPARTMENT
PAYMENT DUE WITH APPLICATION-NO CASH CAN BE ACCEPTED.
PAYMENTS MADE AFTER 30 DAYS ARE SUBJECT TO A 25% LATE FEE**

- 13) Person Directly Responsible for Daily Operations (Owner, Person in Charge, Supervisor, Manager, etc.)
Name & Title:
Address:
Telephone Number: _____ Fax Number: _____
- 14) District or Regional Supervisor (if applicable):
Name & Title:
Address:
Telephone Number: _____ Fax Number: _____
- 15) Name of Person in Charge Certified in Food Protection Management:

Revised as of 08/14/2012 in accordance with 105 CMR 590.003(A) (Please attach a copy of certificate)

Source: City of Revere, Documents, <http://www.revere.org/docs/dm/Food-Permit-Application.pdf>.

Appendix E

Formal Business Surveys (English and Spanish)

Survey Questions (English) Formal Businesses

Graduate students at Tufts University are conducting research on Revere's food business economy and we need your help!

The following is an *anonymous food business survey* that will help us analyze the existing conditions in Revere to:

1. Gain an understanding of workforce demands in the food business sector
2. Understand the types of food that are processed in Revere (for example: pastas, breads, pastries)
3. Find out if existing food businesses want to expand
4. Assess what your business might need in order to expand or attract more workers

There are no foreseeable risks for consenting to participate in this survey and no monetary compensation is available for participation in this project. Any challenges or setbacks faced by the community during the food economy surveys will be included in this report. Similarly any success stories or best practices will also be included with the intention of enriching the literature and understanding of work and assessments done in the food sector and with the food economy. Any information obtained in these surveys will be shared with the project partner (Revere on the Move) and is confidential and will be stored securely through Tufts University's Box software storage program. Data will not be shared without the permission of participants. No identifiable information about informal businesses or individual workers will be shared or included in our final report. Participation in our workshops or surveys is voluntary and can be discontinued at any time for any reason and under no penalty or loss of benefits to which you are otherwise entitled. Refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled.

A strong food system can help boost local economies, create new jobs, grow existing businesses and bring the community together. Thank you for completing the survey!

General Business Information

1. How long has this business been in operation?

2. What is your role/position at this business?

3. Describe the business. What is made/sold?

4. How would you categorize this business? Check one or more of the following options:

- ☐ Restaurant
- ☐ Bakery
- ☐ Wholesaler
- ☐ Retailer
- ☐ Grocery store
- ☐ Other

5. How many staff are currently employed (including the owner)?

a. Total

b. Part-time

c. Full-time

Staff Demographics

6. What is the ethnicity/origin/race of the business owner?

7. What is the gender of the business owner?

8. How many managers are currently employed? How many of these managers are women?

a. Total Managers

b. Total Female Managers

9. How many women are currently employed who are not managers?

Business Operations

10. Is the business location owned, rented or leased?

11. Where is the food inventory purchased? Locally? Regionally?

12. What is the range of wages for employees?

- ☐ Below \$11
☐ \$11-15
☐ Above \$15

13. Which of the following benefits does the business provide? Check one or more of the following:

- ☐ Paid vacation days
☐ Unpaid vacation days
☐ Sick days
☐ Health insurance
☐ Maternity leave
☐ Other

14. Is there a written and accessible grievance procedure?

- ☐ Yes
☐ No

14b. If yes, please elaborate.

15. Does the business provide on-the-job trainings?

- ☐ Yes
☐ No

15b. If yes, please elaborate.

16. Does the business provide staff performance reviews?

- ☐ Yes
- ☐ No

16b. If yes, please elaborate.

17. Does the business have a written and accessible promotion/upward mobility policy?

- ☐ Yes
- ☐ No

17b. If yes, please elaborate.

Business Expansion

18. What are your top three business goals?

19. Is your business:

- ☐ Growing and profitable
- ☐ Growing and breaking even
- ☐ Not growing
- ☐ Growing and losing money
- ☐ I'm closing my business

20. Does the business have the desire to expand?

- ☐ Yes
- ☐ No

21. Does the business have the capacity to expand?

- ☐ Yes
- ☐ No

22. If the business has the desire to expand would any of the following be helpful? Choose one or more.

- ☐ Small business loans
- ☐ Technical assistance
- ☐ Workforce trainings
- ☐ Distribution assistance
- ☐ Access to storage (cold, dry and frozen)
- ☐ Shared processing facility
- ☐ Other:

Survey Questions Negocio Formal

Estudiantes del posgrado de la Universidad de Tufts están conduciendo estudios de investigación sobre la economía alimentaria en Revere y necesitan su ayuda!

Lo siguiente es una encuesta anónima sobre negocios alimentarios que nos ayudara analizar las condiciones presentes en Revere para:

1. Lograr una comprensión de las demandas de personal en el sector de negocios de alimentos
2. Comprender los tipos de comida procesada en Revere (ej. pastas, panes, pasteles)
3. Descubrir si negocios actuales desean expandir
4. Asesar que necesite su negocio para expandir o atraer más trabajadores

No hay riesgos previsible para el consentimiento de la participación de esta encuesta y no hay una compensación monetaria disponible por participar en este proyecto. Cualquier retó que sea enfrentado en la comunidad durante el "food economy survey" va ser incluido en este reporte. Similarmente cualquiera historia exitosa o mejores prácticas van hacer incluidas con la intención de enriquecer la literatura y entendimiento del trabajo echo con el sector alimentario y con la economía alimentaria. Cualquier información obtenida por las encuestas va ser compartida con el socio del proyecto (Revere on the move). Esto será confidencial y guardado de forma segura en un programa de almacenamiento software colocado en Tufts University. Los datos no serán compartidos sin el permiso de los participantes. Ninguna información identificada de negocios informales o trabajadores individuales serán compartidos o incluidos en nuestro reporte final. Participación en nuestra encuestas o talleres es voluntario y puede ser anulado en cualquier tiempo por cualquier razón, sin penalización o pérdida de beneficios a lo que tienen sus derechos. Si no le gustaría participar igual no habrá una penalización o pérdida de beneficios.

Un fuerte sistema alimentario puede aumentar economías locales, crear nuevos empleos, crecer negocios actuales, y unir la comunidad. Gracias por participar en esta encuesta!

Información General de Negocio

1. Hace cuánto tiempo esta esté negocio operando?

- 2.Cuál es su rolo/posición en este negocio?

3. Describa su negocio. Que se crea o vende?

4. Como categorizaría este negocio? Escoja uno o más de las siguientes opciones:

- ☐ Restorán
☐ Panadería
☐ Vente en bulto
☐ Vendedor
☐ Bodega
☐ Otro

5. Cuanta gente tiene en empleo (propietario incluso)?

- a. Total
b. Medio-tiempo
c. Tiempo completo

Demográfica de Personal

- 6.Cuál es la etnicidad/origen/raza del propietario de negocio?

- 7.Cuál es el género del propietario de negocio?

8. Cuantos gerentes están empleados? Cuántos de estos gerentes son mujeres?

9. Cuántas mujeres están empleados que no son gerentes?

Operación de Negocio

10. Es la localización del negocio poseída, alquilada o arrendada?

11. Dónde se compra el inventario de alimentos? En la zona? Regionalmente?

- 12.Cuál es el rango de sueldo para empleados?

- ☐ Menos de \$11
- ☐ \$11-15
- ☐ Más de \$15

- 13.Cuál de los siguientes beneficios provee el negocio? Escoja una o más:

- ☐ Vacación pagada
- ☐ Vacación sin pago
- ☐ Fechas de enfermedad
- ☐ Seguro de salud
- ☐ Licencia de maternidad
- ☐ Otro

14. Existe un proceso de quejas escrita y accesible?

- ☐ Si
- ☐ No

14b. Si respondió afirmativamente, por favor elabora.

15. Provee el negocio entrenamiento en el lugar de empleo?

☐ Si

☐ No

15b. Si respondió afirmativamente, por favor elabora.

16. Provee el negocio revisión del esfuerzo de empleados?

☐ Si

☐ No

16b. Si respondió afirmativamente, por favor elabora.

17. Tiene el negocio un política escrita y accesible de promoción/ crecimiento?

☐ Yes

☐ No

17b. Si respondió afirmativamente, por favor elabora.

Expansión de Negocio

18. Cuáles son sus 3 objetivos principales de negocio?

19. Esta su negocio:

- ☐ Creciendo y rentable?
- ☐ Creciendo y cubriendo gastos?
- ☐ No creciendo?
- ☐ Creciendo y perdiendo dinero?
- ☐ Estoy cerrando mi negocio

20. Tiene su negocio deseo de expandir?

- ☐ Si
- ☐ No

21. Tiene su negocio capacidad de expandir?

- ☐ Si
- ☐ No

22. Si tiene el negocio deseo de expandir, sería útil cualquiera de los siguientes opciones?
Escoja una o más:

- ☐ Préstamos para negocios pequeños
- ☐ Asistencia técnica
- ☐ Entrenamiento de personal
- ☐ Asistencia con distribución
- ☐ Acceso de almacenamiento (frio, seco, y helado)
- ☐ Instalación de procesamiento compartida
- ☐ Otro

Appendix F

Informal Business Survey (English and Spanish)

Survey Questions (English) Informal Businesses

Graduate students at Tufts University are conducting research on Revere's food business economy and we need your help! The following is an ***anonymous food business survey*** that will help us analyze current informal food businesses to gain a deeper understanding of Revere's food economy.

An informal food business could include any of the following examples: a small side project in which you make bread for the people you know; a small catering operation (such as specialty cakes) made for friends and family out of your house; or a more developed business that you would like to formalize if you had the space to do so.

We are particularly interested in finding out:

1. How many informal food businesses might exist in Revere and what types of food these “home” businesses produce
2. If any informal businesses might be interested in expanding or formalizing
3. Any assistance informal businesses might need in order to expand

There are no foreseeable risks for consenting to participate in this survey and no monetary compensation is available for participation in this project. Any challenges or setbacks faced by the community during the food economy surveys will be included in this report. Similarly any success stories or best practices will also be included with the intention of enriching the literature and understanding of work and assessments done in the food sector and with the food economy. Any information obtained in these surveys will be shared with the project partner (Revere on the Move) and is confidential and will be stored securely through Tufts University's Box software storage program. Data will not be shared without the permission of participants. No identifiable information about informal businesses or individual workers will be shared or included in our final report. Participation in our workshops or surveys is voluntary and can be discontinued at any time for any reason and under no penalty or loss of benefits to which you are otherwise entitled. Refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled.

A strong food system can help boost local economies, create new jobs, grow existing businesses and bring the community together. Thank you for completing the survey!

General Business and Owner Information

1. How long has this business been in operation?

2. Have you ever worked in the formal food sector?

3. Have you taken any small business training classes?

- a. If so, what classes, when and where?

4. Have you taken any food safety classes (i.e. ServSafe, HACCP planning, etc.)?

- b. If so, what classes, when and where?

5. What is the ethnicity/origin/race of the business owner?

6. What is the gender of the business owner?

7. What is your role/position at this business?

8. How many hours a week are dedicated to the business?

9. Describe the business. What is made/sold?

10. How many people contribute to this business?

- a. Describe their contributions.

- b. How many women contribute?

Business Operations

11. Where do you process your products?

12. Where do you sell your products? In Revere or outside of the city?

13. How do you advertise your products now?

14. How do you price and package your product?

15. What partnerships do you currently have or plan to establish with suppliers, retailers, distributors, etc?

Business Expansion

16. What are your top three goals for your business?

17. Do you have the desire to develop a formal business plan?

- ☐ Yes
☐ No

18. Do you have the capacity to develop a formal business plan?

- ☐ Yes
☐ No

19. Do you have the capacity to formalize/expand your business?

- ☐ Yes
☐ No

20. If the business has the desire to expand would any of the following be helpful? Choose one or more.

- ☐ Small business loans
- ☐ Technical assistance
- ☐ Workforce trainings
- ☐ Distribution assistance
- ☐ Access to storage (cold, dry and frozen)
- ☐ Shared kitchen space
- ☐ Other

21. Is the business willing and able to pay for any of the above services?

- ☐ Yes
- ☐ No

Survey Questions Negocio Informales:

Estudiantes del posgrado de la Universidad de Tufts están conduciendo estudios de investigación sobre la economía alimentaria en Revere y necesitan su ayuda!

Lo siguiente es una encuesta anónima sobre negocios alimentarios que nos ayudara analizar los negocios de comida informales presentes para obtener una comprensión más profunda de la economía alimentaria en Revere.

Un negocio de comidas informal puede consistir de una de los siguientes ejemplos: un proyecto a medio-tiempo donde hace panes para gente que conoce; un servicio de comida pequeño (ej. especialidad de pasteles) hechos para familia e amigos desde su casa; o un negocio más desarrollado que desea formalizar si tiene el espacio para hacerlo. Estamos particularmente interesado en descubrir:

1. Cuantos negocios de comida informales existen en Revere y que tipo de comidas producen estos negocios "caseros."
2. Si algún negocio informal tenga interés en expandir o formalizarse.
3. Cualquier asistencia negocios informales necesitaría para poder expandir.

No hay riesgos previsible para el consentimiento de la participación de esta encuesta y no hay una compensación monetaria disponible por participar en este proyecto. Cualquier retó que sea enfrentado en la comunidad durante el "food economy survey" va ser incluido en este reporte. Similarmente cualquiera historia exitosa o mejores prácticas van hacer incluidas con la intención de enriquecer la literatura y entendimiento del trabajo echo con el sector alimentario y con la economía alimentaria. Cualquier información obtenida por las encuestas va ser compartida con el socio del proyecto (Revere on the move). Esto será confidencial y guardado de forma segura en un programa de almacenamiento software colocado en Tufts University. Los datos no serán compartidos sin el permiso de los participantes. Ninguna información identificada de negocios informales o trabajadores individuales serán compartidos o incluidos en nuestro reporte final. Participación en nuestra encuestas o talleres es voluntario y puede ser anulado en cualquier tiempo por cualquier razón, sin penalización o pérdida de beneficios a lo que tienen sus derechos. Si no le gustaría participar igual no habrá una penalización o pérdida de beneficios.

Un fuerte sistema alimentario puede aumentar economías locales, crear nuevos empleos, crecer negocios actuales, y unir la comunidad. Gracias por participar en esta encuesta!

Negocio General e Información de Propietario

1. Cuanto tiempo ha estado el negocio en operación?

2. Alguna vez trabajo en el sector formal de servicio de comida?

3. Alguna vez tomo clases de entrenamiento para negocios pequeños?

- a. Si respondió afirmativamente, donde y cuando?

4. Alguna vez tomo clases de seguridad alimenticia? (ej... ServSafe, planificación HACCP, etc.)?

- a. Si respondió afirmativamente, donde y cuando?

- 5.Cuál es la etnicidad/origen/raza del propietario del negocio?

- 6.Cuál es el género del propietario del negocio?

- 7.Cuál es su rolo/posición en este negocio?

8. Cuantas horas se dedica al negocio?

9. Describa el negocio. Que se crea/vende?

10. Cuántas personas contribuyen al negocio?

- a. Describa sus contribuyos.

- b. Cuántas mujeres contribuyen?

Operaciones de Negocio

11. Donde procesa sus productos?

12. Donde vende sus productos? En Revere o fuera de la ciudad?

13. Como hace publicidad para sus productos ahora?

14. Como cotiza y empaqueta sus productos?

15. Qué tipo de asociaciones tiene o planifica establecer con proveedores, minoristas, distribuidores, etc.?

Expansión de Negocio

16. Cuáles son sus 3 objetivos principales para su negocio?

17. Desea desarrollar un plan de negocios formal?

- ☐ Si
☐ No

18. Tiene la capacidad para desarrollar un plan de negocios formal?

- ☐ Si
☐ No

19. Tiene la capacidad de formalizar/expandir su negocio?

- ☐ Si
☐ No

20. Si tiene el negocio deseo de expandir, sería útil cualquiera de los siguientes opciones? Escoja una o más:

- ☐ Préstamos para negocios pequeños
- ☐ Asistencia técnica
- ☐ Entrenamiento de personal
- ☐ Asistencia con distribución
- ☐ Acceso de almacenamiento (frio, seco, y helado)
- ☐ Cocina compartida
- ☐ Otro

21. El negocio está en capacidad y dispuesto para pagar por cualquiera de los servicios descritos aquí?

- ☐ Si
- ☐ No

Appendix G

Community Workshop Flyers (English and Spanish)

CALLING ALL REVERE RESIDENTS WHO ARE INTERESTED IN FOOD!

Are you or do you know someone who:

- Works at a food business?
- Owns a food business?
- Loves to cook at home?
- Would like to start a food business?

Tufts University graduate students are working with Revere on the Move to research Revere's food economy to gain an understanding of current businesses, the potential for growth and the public's interest in the city's food system.

April 13, 2017

5:30 – 8pm

Revere High School Cafeteria

Please come chat with fellow community members to talk about how we can strengthen Revere's food economy.

Food and refreshments provided!

To RSVP or for more information email reverefood@gmail.com.



UN LLAMADO A TODO RESIDENTE DE REVERE INTERESADO EN COMIDA!

Es usted o conoce alguien que:

- Trabaja en un negocio de comida?
- Es dueño de un negocio de comida?
- Ama cocinar en casa?
- Gustaría iniciar un negocio de comida?

Estudiantes del posgrado de la Universidad de Tufts están trabajando con Revere on the Move conduciendo estudios de investigación sobre la economía alimentaria en Revere para obtener una comprensión de los negocios actuales, el potencial de crecimiento, e interés público en el sistema de comida de la ciudad.

13 de Abril, 2017
5:30 – 8pm
Revere High School Cafeteria

Por favor, ven a conversar con otros miembros de la comunidad sobre cómo podemos fortalecer la economía alimentaria en Revere.

Comida y refrescos presente!

A RSVP o para más información, contacte reverefood@gmail.com.



Appendix H

Revere Advocate Article, Revere Journal Article and City of Revere Press Release

Revere Advocate Article

With help from Tufts University, city hopes to learn about its food economy

By Sara Brown

City health officials want to learn more about their food economy and how they can help local businesses prosper. Through the City of Revere's Healthy Community Initiatives department, Revere on the Move is working in partnership with Tufts University's Department of Urban and Environmental Policy and Planning (UEP) graduate students on conducting research to assess Revere's food economy. This research includes collecting data through a city-wide business survey and public workshop. Through these

methods the students will analyze community workforce demands and small business development needs to support a growing local food economy.

There will also be a public workshop on April 13 from 5:30-8:00 p.m. at the Revere High School cafeteria to discuss what the city can do to strengthen Revere's food economy.

"We really want to engage Revere residents," said Laura Flagg, one of the Tufts University students who is working on the project. "We want to gain an understanding of the food economy here."

According to the program, surveys filled out by residents are 100 percent confidential. The information they receive from the surveys and workshop will be analyzed and sent to Revere on the Move, which will then develop ideas on how to continue to help the local food economy throughout the city.

"A strong food economy helps a strong economy overall," Flagg said. "If someone, for example, is making food out of their home and selling it but doesn't really know what the next step is for their business, we want to hear from them. This will give the city an idea of what trainings to offer and what not. We want to hear from everybody. From business owners to people running businesses out of their homes, we want everyone to be included."

All of the data will be collected and analyzed by the end of May.

"Revere is a diverse city and food is a part of its culture. It can bring people together so it's important to understand and do what we can to help," Flagg said.

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economies in the nation, and it is important we continue to develop a strong pipeline of skilled workers to fill critical job openings in STEM fields." Governor Charlie Baker said. "The Administration's ability to help provide this important support will ensure low-income students who are challenging themselves with advanced placement courses are given the opportunity to earn college credit for their hard work."

"With the AP exams approaching soon, I am pleased to announce that we are able to cover the cost of these exams for STEM subjects to support advanced placement testing and bolster more opportunities for student success," Lt. Governor Karyn Polito said. "We know this was a great concern for many educators, students and their families, and we are very happy that the Administration and the STEM Advisory Council can help."

The federal Every Student Succeeds Act eliminated specific funding for the cost of AP exams for low-income students, and included it in the Title IV block grant – causing concern for school superintendents and mayors.

Without federal funding, school districts would be forced to either pick up the cost of the exams for low-income students, \$38 per exam with the students paying \$15, or the costs would fall entirely to the students themselves at \$53 per exam.

Along with Lt. Governor Polito, the STEM Advisory Council is also co-chaired by U.S Rep. Joseph Kennedy III and Vertex Pharmaceuticals President and CEO Dr. Jeff Leiden.

"Barriers to AP tests leave too many underserved students at a disadvantage as

tended an opportunity to take

Food economy workshop and survey planned

Through the City of Revere's Healthy Community Initiatives department, Revere on the Move is working in partnership with Tufts University UEP Graduate Students on conducting research to assess Revere's food economy. This research includes collecting data through a city-wide business survey and public workshop. Through these methods the students will analyze community workforce demands and small business development needs to support a growing local food economy.

Recognizing the nutritional benefit of locally sourced foods, and the potential for positive economic and environmental impact, Revere is inspired to improve the food system's operations in our community, and in our region at large.

On Thursday, April 13th from 5:30-8pm at the Revere High School cafeteria, a public workshop will be held to discuss how we can strengthen

en Revere's food economy. Please RSVP your attendance to reverefood@gmail.com. Refreshments and food will be provided. Translation and childcare will be provided by request only.

We encourage residents and business owners to take our anonymous survey to help us in our research on workforce demands, potential business growth, and more.

If you are an "Informal Food Businesses" and make things like homemade breads, baked goods, jams, etc. sold primarily to friends/family please take this survey: <http://bit.ly/2nQkK0V>

If you operate a brick-and-mortar business that customers can walk in to, take the "Formal Food Business" survey <http://bit.ly/2oDwTn0>

For more information and survey links in English and Spanish please visit Revere on the Move on Facebook and at <http://www.revere.org/departments/healthy-community-initiatives>

St. Anthony's of Padua

PASSION PLAY

This Weekend
Schedule

Saturday – 4:00PM 7:00PM

Sunday – 7:30AM 10:00AM
12:00PM Noon

Collections at the end of each Mass will support the work of Project PX for their annual mission trip to the



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City of Revere Press Release

April 3, 2017

Revere on the Move to host a Revere Food Economy workshop and survey

Through the City of Revere's Healthy Community Initiatives department, Revere on the Move is working in partnership with Tufts University UEP Graduate Students on conducting research to assess Revere's food economy. This research includes collecting data through a City-wide business survey and public workshop. Through these methods, the students will analyze community workforce demands and small business development needs to support a growing local food economy.

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If you operate a brick-and-mortar business that customers can walk into take the "Formal Food Business" survey <http://bit.ly/2oDwTn0>

For more information and survey links in English and Spanish please visit Revere on the Move on Facebook and at <http://www.revere.org/departments/healthy-community-initiatives>

Appendix I

Recommended Model Projects

The following projects are models for Revere on the Move to explore when developing on the given recommendations. The Carrot Project relates to our third recommendation to provide food business workshops and trainings, and the following three model projects relates to our fifth recommendation for Revere on the Move to increase cultural cohesion amongst the diverse communities in Revere through the creation of cultural food events. These recommended projects were found through our research of what existing training programs and cultural food events exist in the surrounding areas.

The Carrot Project | Deepening Roots, Growing Success

Deepening Roots, Growing Success is a business training program for start-up urban farmers and food processors hosted by the Carrot Project. The training is held in Roxbury, MA and is meant for those who are interested in starting or are currently operating a Boston-based urban farm or food business. The program offers 9 sessions: 1 intensive crash introduction and 8 topical training sessions. Sessions include panel discussions and presentations from local experts, networking opportunities and trainings led by local business leaders and organizations. It costs only \$50 for all 9 sessions, and topics cover legal advice, entity formation, financial assistance, and tools for financial management. The Carrot Project engages various community organizations and City offices such as CommonWealth Kitchen, Urban Farming Institute of Boston, New Entry Sustainable Farming Project, Boston Mayor's Office of Economic Development, and the Haley House.

The Welcome Project | YUM: A Taste of Immigrant City

The Welcome Project, an organization that works with immigrants in Somerville, MA, hosts YUM: A Taste of Immigrant City. This is an annual event where people can sample dishes from immigrant-owned restaurants in Somerville. The types of cuisine offered include Mexican, Ethiopian, and Indian. The Welcome Project sees this event as an opportunity for cross-cultural exchange and understanding, and to promote immigrant run food businesses in Somerville.

The Somerville Arts Council | Market Tours

The Somerville Arts Council (SAC) hosts international market tours in Union Square meant to celebrate the diverse culture in Somerville. SAC sees the promotion of these markets to spur cultural economic development and preserve the international diversity in Union Square, as many of them are owned and operated by immigrants. Each market tour showcases three of the global markets in Union Square, including Capone Foods, Little India, New Bombay Market, Reliable Market, Mineirão, and La Internacional Foods.

The Arab American National Museum | Yalla Eat! Culinary Walking Tour

The Arab American National Museum (AANM) in Dearborn, MI hosts Yalla Eat!, a culinary walking tour of Dearborn's Warren Avenue and Michigan Avenue. Guests on these tours learn about the story of Arab Americans in metro Detroit, specifically about the history of Arab merchants in the area. These tours allow guests to engage with business owners, and learn about the story of their family-run business and sample the food offered at these establishment.

Appendix J

Database Search Criteria

1. Massachusetts Executive Office of Labor and Workforce Development:
Employment and Wages Report (ES - 202) -

http://lmi2.detma.org/lmi/lmi_es_a.asp#IND_LOCATION

Geography:	City or Town
Specific Geographic Area:	Revere
Year:	2010-2015
Time Period:	Annual Report
Ownership:	Private
Industry Codes (NAICS):	72, 722, 7223, 7225, 3118, 4244, 445, 4451, 4452

2. American Community Survey: Industry by Sex and Median Earnings in the Past 12 Months (Report S2403)
<https://www.census.gov/acs/www/data/data-tables-and-tools/subject-tables/>

Search by Zip Code:	02151
Years:	2011-2014

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