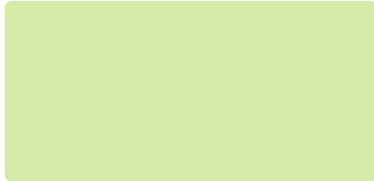
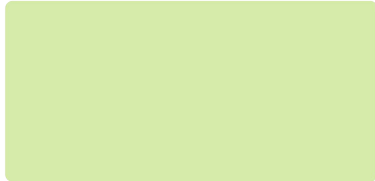
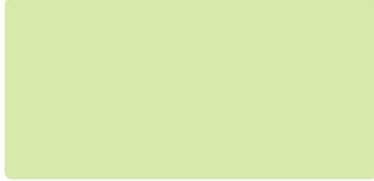
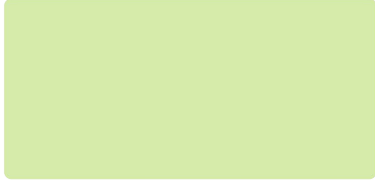




LOCAL FOODS, LOCAL PLACES

Technical Assistance Program



Local Foods, Local Places
Community Action Plan
for Three Sisters
Kitchen in
Albuquerque, New
Mexico

December 2017



For more information about Local Foods, Local Places visit:
<https://www.epa.gov/smartgrowth/local-foods-local-places>

Contact Information:

U.S. Environmental Protection Agency Project Contact: **John Foster**
Office of Sustainable Communities
U.S. Environmental Protection Agency
1200 Pennsylvania Ave. NW (MC 1807T)
Washington, DC 20460
Tel 202-566-2870
Foster.john@epa.gov

Local Contact: **Anzia Bennett**
Three Sisters Kitchen
Physical Address: 109 Gold Ave SW
Mailing: 115 Gold SW, Suite 205
Albuquerque, NM 87102
Tel 505-247-2272
anzia@threesisterskitchen.org

Community Story

Located in central New Mexico, Albuquerque is the state’s most populous region with approximately 900,000 residents.

Albuquerque is a diverse city—almost half of all residents are of Hispanic or Latino origin, and 20 percent of residents speak at least two languages.¹ Downtown Albuquerque, about a 30-block area, was once the vital center of this southwest U.S. city. Decades of disinvestment stemming from a variety of factors, including mid-century federal urban renewal policies, have left the downtown neighborhoods, once characterized by vibrant local businesses and civic life, now recognized for their abundant surface parking and vacant buildings. As downtown neighborhoods deteriorated, large employers fled the city center for other areas and downtown unemployment and poverty rates exploded.² Poverty and unemployment rates are almost 20 percent higher downtown than in the city overall. Unemployment rates are also higher—and median income is lower—in downtown. Homelessness, crime, and negative perceptions all contribute to difficulties in attracting new businesses and new residents to downtown Albuquerque.³



Figure 1 – Streetscape in Albuquerque with the downtown core in the distance

Signs of change have recently been popping up in downtown Albuquerque. Efforts like Innovation Central ABQ (an innovation corridor district) and the groundbreaking for a new \$38.5 million entertainment district called One Central are evidence of the revitalization of downtown.⁴ Increasing access to fresh, healthy food is another initiative that is being addressed from a variety of angles—from public investment to new non-profit enterprises. Another significant investment is the Albuquerque Rapid Transit along Central Avenue starting at Coors Boulevard on the west side through downtown Nob Hill and east to Louisiana Boulevard in the International District. It is currently under construction but plans to open in 2018. There is a newly opened conventional grocery store in the neighborhood in an area that hasn’t had a grocery store in several decades. However, the Downtown Growers’ Market has been active for two decades and provides a home to over 100 vendors every week. The Railyards Market—a community organized and



Figure 2 – Lobo Rainforest, one of the new buildings in Innovation Central ABQ

¹ DowntownABQ MainStreet Initiative. “2016-2017 Downtown Albuquerque Databook.” downtownabq.org. Accessed Sep. 19, 2017.

² Local Foods, Local Places Application, 2016. DowntownAbq MainStreet Initiative.

³ Local Foods, Local Places Application, 2016. DowntownAbq MainStreet Initiative.

⁴ DowntownABQ MainStreet Initiative. “2016-2017 Downtown Albuquerque Databook.” downtownabq.org. Accessed Sep. 19, 2017.

developed project—also provides fresh produce options in a repurposed building near the Albuquerque’s railyard.⁵

Three Sisters Kitchen is one of downtown Albuquerque’s newest homegrown, healthy food start-ups. The aim of Three Sisters Kitchen is to “make fresh, local food accessible, affordable, and fun to cook, and create pathways for food entrepreneurs to experiment and build businesses that succeed, contributing to a healthier and more vibrant Albuquerque.”⁶ Currently, Three Sisters Kitchen hosts community food and cooking events downtown.



Figure 3 – Team members looking at the future Three Sisters Kitchen space pre-renovation

In 2016, DowntownABQ MainStreet, as the sponsoring agency of Three Sisters Kitchen, applied for and was awarded technical assistance through the Local Foods, Local Places program to further develop the Three Sisters Kitchen as a larger community space that might include a community kitchen, a test/incubator kitchen, and a local foods shop. The proposed location of the facility—near the city transportation center—is in one of downtown’s most distressed areas. Persistent challenges such as homelessness, crime, substance abuse, and illegal prostitution have been difficult to solve. A perceived lack of safety has led to the loss of many businesses and the reluctance of new businesses to open in their place. Three Sisters Kitchen is hoping to catalyze change and economic growth in this neighborhood by establishing their new facility in a currently vacant space. By bringing new life and energy into the transportation center district, Three Sisters Kitchen anticipates that this project will support area farmers and micro entrepreneurs, bringing more fresh food options into downtown to improve nutrition and food access. The project can also address social needs in the area by providing jobs and opportunities for vocational training.

A variety of community partners came together in Albuquerque to form a Local Foods, Local Places steering committee in preparation for this technical assistance award (see Figure 4). Prior to the LFLP process, these engaged stakeholders had already spent significant time and effort identifying the food niche that the Three Sisters Kitchen needed to fill within the downtown Albuquerque growing food market and entrepreneurship scene.

Three Sisters Kitchen and the steering committee initially identified two primary goals:

1. How do we make the Three Sisters Kitchen sustainable and properly resourced?
 - What programs do we want to offer?
 - How can we finance it?
 - How can we manage it?
2. How do we connect the Three Sisters Kitchen to larger community goals, opportunities, and outcomes?
 - To the local food system network?
 - As part of the revitalization of downtown Albuquerque?

⁵ Local Foods, Local Places Application, 2016. DowntownAbq MainStreet Initiative.

⁶ Three Sisters Kitchen. “Nourishing Each Other from the Ground Up.” www.threesisterskitchen.org. Accessed Sep. 20, 2017.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the action plan and next steps for achieving the community’s goals. Over the course of three planning calls and workshop discussions, the community’s goals evolved from those in the initial request for technical assistance to the five shown later in this report. They reflect the holistic, collaborative approach to community development already underway in downtown Albuquerque, New Mexico.

Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5 below. The assessment phase consists of three preparation conference calls with the steering committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. See **Appendix A** for additional data collected during this phase. The convening phase includes the effort’s capstone event—a two-day workshop in the community. The next steps phase includes three follow up conference calls as well as process reporting and documentation.

The community workshop was held on September 11th and 12th, 2017. It included a small lunch gathering with the steering committee members and federal partners, a tour of the community, and an evening community meeting on Day 1, and an action-planning session on Day 2. The community meeting and action-planning session were held at 119 Gold Avenue SW, near the proposed new Three Sisters Kitchen location. The workshop sign-in sheets are provided in **Appendix B**.

LOCAL FOODS, LOCAL PLACES STEERING COMMITTEE MEMBERS

Anzia Bennett, Director, Three Sisters Kitchen

Lola Bird, Executive Director, DowntownABQ MainStreet Initiative

Lucas Pedraza, Director, Barelás MainStreet

Elizabeth Skinner, Market Manager, Downtown Growers Market

Rick Rennie, Asset Manager, Historic District Improvement Company

Mary Meyer, Executive Director, Kids Cook

Tina Garcia-Shams, Executive Director, Street Food Institute

Figure 4 – LFLP steering committee in Albuquerque, New Mexico

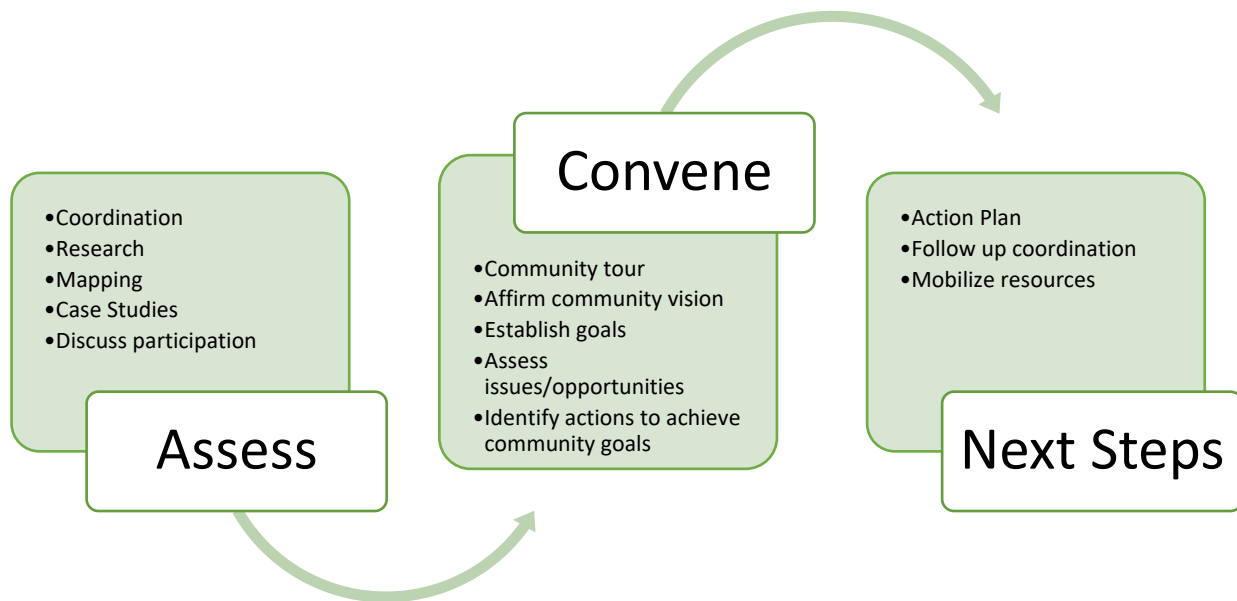


Figure 5 - Local Foods, Local Places Technical Assistance Process Diagram

Community Tour

The Local Foods, Local Places steering committee organized a luncheon on September 11, 2017 with key stakeholders at MAYA Cuisine to introduce the project to the technical assistance team consisting of consultants and federal agency representatives. Following the luncheon, the steering committee led a tour of key places and projects in downtown Albuquerque and its surrounding residential neighborhoods via trolley, including the proposed new location for Three Sisters Kitchen, the current Three Sisters Kitchen, the adjacent transportation center, The Railyards, new residential and affordable housing developments, the new conventional grocery store, the Downtown Growers’ Market space, the extensive investment in neighborhood level community art, the downtown civic plaza, nearby Lobo Rainforest (part of the innovation corridor), and Central Avenue. The tour provided an overview of the city’s challenges and opportunities and allowed for informal discussions about the local food system and place-making efforts. Several locations visited are shown in pictures here and in **Appendix C**.



Figure 6 Trolley tour underway in Downtown Albuquerque.

Vision and Values

The workshop was attended by over 60 local residents and federal agency representatives. During the community meeting on September 11th, the technical assistance team facilitated a series of exercises that captured the group’s aspirations for the future of the Three Sisters Kitchen and downtown Albuquerque, and their understanding of the current challenges and opportunities relating to the city’s food economy.

First Anzia Bennett from the Three Sisters Kitchen talked about the steering committee’s journey with key stakeholders and community members to identify the need for a place like the Three Sisters Kitchen—one that focused on creating a space for both community food events and food entrepreneurship. She also described the new facility next door and the larger vision for the Three Sisters Kitchen going forward. As a result, the first large group discussion questions focused explicitly on helping achieve that vision with:

- How do we make the Three Sisters Kitchen sustainable and properly resourced?
- How do we connect the Three Sisters Kitchen to larger community goals, opportunities, and outcomes?”

These questions allowed the participants to talk about specific needs for the Three Sisters Kitchen and ways to help fill that need through larger existing community goals, programs, and plans. After those discussions, participants used index cards to outline the challenges in achieving their vision and opportunities that can help to overcome those barriers. Over 20 participants volunteered to share their visions and thoughts on the opportunities and challenges ahead. The community’s ideas are

KEY DISCUSSION INSIGHTS

Principles:

- Placing the Three Sisters Kitchen within the larger local food systems network and food business coalition—and using it to further develop the larger “Food Commons”
- Using food to build community and connect community members to new and existing social resources
- Demonstrating cultural relevancy and linguistic diversity/access
- Rooting the Three Sisters Kitchen’s activities in the physical spaces
- Addressing homelessness and food insecurity issues

Challenges:

- Scale so that it can be affordable and accessible to marginalized communities
- Downtown issues and perceptions—crime, homelessness, drug use
- Lack of consistent buyers/market; perhaps too many different market targets
- Ensuring inclusion, especially around language access and ability to pay
- Marketing
- Cost and long-term financial sustainability

Opportunities:

- Great downtown revitalization momentum, including new transit access
- The sheer number of local food producers
- Identified niche of community food and wellness education and small batch food producers
- Network of social profits/nonprofits in downtown that are willing to partner
- Demand for local food downtown

Figure 7 - Workshop participants’ summarized thoughts

summarized in Figure 7 and presented in **Appendix D — Workshop Feedback**.

The visioning exercises revealed many of the group’s aspirations for the Three Sisters Kitchen and its place in the community. It was against this positive, forward-thinking backdrop of values and visions for the future that the remainder of the workshop was built upon. The first day concluded with a review of the workshop goals and discussion about the direction for action planning to follow the next day. These goals were further refined, evolving into the action plan implementation tables that are detailed at the end of this report. In addition to creating the action plan, the second day of the workshop included presentations of case studies by the consultant team covering commercial kitchens, food business incubators, food hubs, urban agriculture, and wealth and value chain development.

Action Plan

GOAL 1: Formalize Three Sisters Kitchen’s organizational structure

Much work has been done to develop the Three Sisters Kitchen concept and initial organizational structure in response to articulated community needs. Determining the most appropriate organizational structure and taking steps to implement that structure will help solidify and align the required activities for Three Sisters Kitchen’s success.

Action 1.1: Finalize Three Sisters Kitchen Governing Board and Community Advisory Group.	
What this is and why it is important	This action entails identifying key partners, content experts, and supporters to lead the Governing Board or join the Community Advisory Group. The Governing Board provides fiduciary oversight, helps with fundraising, and develops strategic partnerships. Ensuring a supportive Board to provide programmatic guidance, fundraising support, and community accountability will help maintain organizational momentum. The Community Advisory Group provides community accountability, opportunities to partner, and does not have a fundraising or fiduciary commitment or a commitment to attend Board meetings.
Measures of success	<ul style="list-style-type: none"> • Founding Governing Board and Community Advisory Group membership finalized • By-laws drafted • Confirmed organizational structure, articulated roles, and responsibilities for Board members
Timeframe	0-3 months
Lead	Director, Three Sisters Kitchen
Supporting cast	Three Sisters Kitchen Governing Board and Community Advisory Group.
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff time to organize and draft • Board members time commitment
Possible funding sources	N/A

Action 1.2: File for 501c3 status.	
What this is and why it is important	501c3 status will formalize Three Sisters Kitchen’s governing structure and will allow for Three Sisters to begin operating fully as its own entity. The fiscal sponsor agreement with DowntownABQ MainStreet will continue through the end of 2020.
Measures of success	EIN # obtained; Federal and State applications submitted
Timeframe	0-3 months
Lead	Director, Three Sisters Kitchen
Supporting cast	Three Sisters Kitchen Governing Board and Community Advisory Group.
Costs and/or resources needed	Staff time
Possible funding sources	N/A

Action 1.3: Align specific board members with community/education goals or food retail/test kitchen goals.	
What this is and why it is important	This action will help connect the different expertise and interests of board members with specific educational or food entrepreneurship activities more explicitly and make best use of their time.
Measures of success	Identified leads/joint areas of responsibility for education/community (Community Classroom and Community Dining Room) and food entrepreneurship (Test Kitchen and Local Foods Shops). [See potential organization chart below.]
Timeframe	0-3 months
Lead	Director, Three Sisters Kitchen
Supporting cast	Three Sisters Kitchen Governing Board and Community Advisory Group.
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff time to organize and draft • Board members time commitment
Possible funding sources	N/A

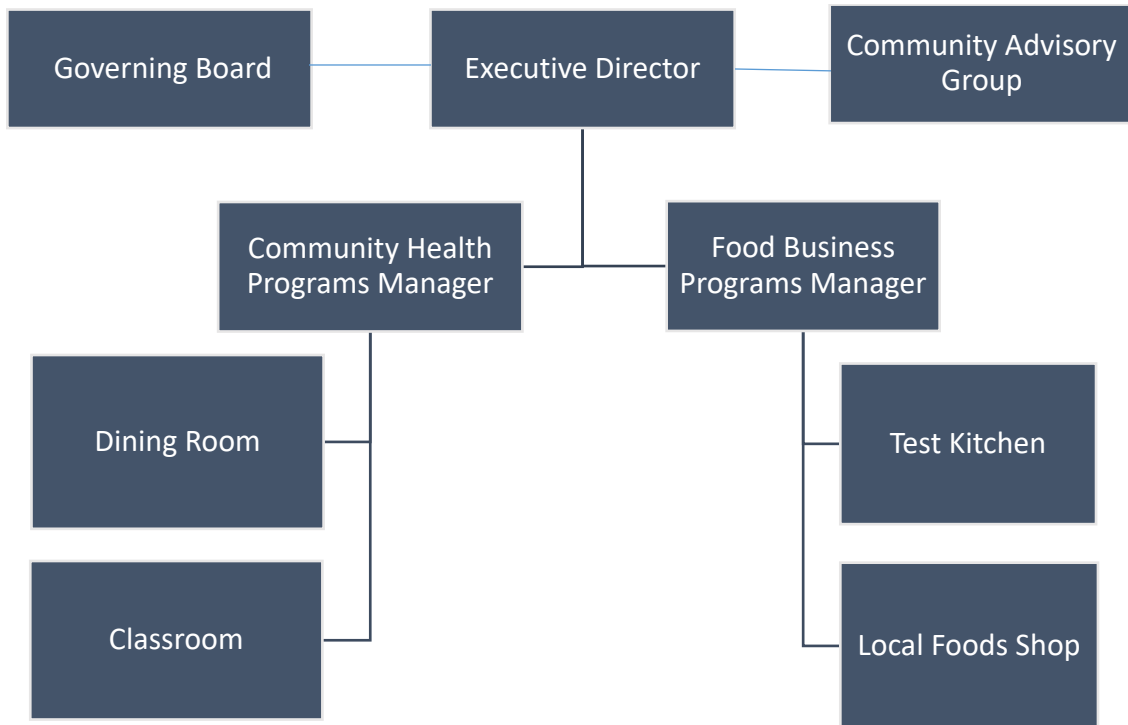


Figure 4: Draft organizational chart for Three Sisters Kitchen

Potential partners identified or that participated in workshop:

- Adelante Development Center
- Agri-Cultura Network
- Albuquerque Community Foundation
- Albuquerque Growers Market Alliance
- Bernalillo County Community Health Council: Healthy Here mobile markets
- Bernalillo County Extension
- Central New Mexico Community College (CNM)
- Centro Savila
- Delancey Street Foundation
- Desert Oasis Teaching Garden
- Downtown Arts and Cultural District
- Downtown Growers Market
- DR Horton Homes
- Encuentro
- Explora
- First Choice Community Healthcare
- Galloping Grace Youth Ranch
- Healthcare for the Homeless
- Homewise
- Indian Pueblo Cultural Center
- Joy Junction
- La Montañita Co-op
- La Plazita
- La Quiche
- The Lola and Ernie Group
- Los Jardines Institute
- McCune Charitable Foundation
- The Mixing Bowl/ South Valley Economic Development Center
- Molina Healthcare

- National Hispanic Cultural Center
- Native Health Initiative
- Neighborhoods Associations: Barelás, Downtown, South Valley, Martineztown, North Valley, Wells Park, International district
- New Mexico Asian Family Center New Mexico Department of Health
- New Mexico Farmers’ Marketing Association
- New Mexico Workforce Connection
- NMCAN
- Partnership for Community Action
- Presbyterian Healthcare Services (HealthyHere and Center for Community Health)
- Prosperity Works
- The Railyards Market
- Red Tractor Farm
- Road Runner Food Bank
- Schools: Amy Biehl High School, Highland High School, Native American Community Academy, Manual School, South Valley Academy, etc.
- Southwest Organic Producers
- Tres Hermanos
- Thoughtfully Produced
- United States Department of Agriculture, Food and Nutrition Service; Agricultural Marketing Service; Rural Service.
- United States Housing and Urban Development
- University of New Mexico (UNM) School of Medicine and Continuing Education
- Vida Verde
- Working Classroom
- Yes Housing, Inc.

Action 1.4: Draft a comprehensive organization financial plan (capital and operating).

<p>What this is and why it is important</p>	<p>This action entails outlining the financial needs for priority service areas and confirming specific revenues sources (see goals below for details). A detailed, written plan will be critical to receive potential governmental and non-governmental funding. Ideally, this plan is a 3- to 5-year investment-grade business plan that details all revenues, expenses, and reserves. It might set a goal for earned income as a percentage of revenue needed to cover operating costs. The following sources of revenue and ways to cover costs can be detailed:</p> <ul style="list-style-type: none"> - Earned income - Individual giving - Corporate partnerships - Foundations - Federal, state, and local government funds - Impact capital - In-kind services and resources <p>In addition, the plan might use the Wealthworks value chain model in the appendix as a guide to help concurrently develop value chains where Three Sisters Kitchen acts as coordinator or participant.</p>
<p>Measures of success</p>	<p>Draft and final capital and operating financial plan</p>

Action 1.4: Draft a comprehensive organization financial plan (capital and operating).	
Timeframe	0-6 months
Lead	Director, Three Sisters Kitchen
Supporting cast	Three Sisters Kitchen Governing Board
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff time to organize and draft • Board members time commitment
Possible funding sources	N/A

Brainstorming of fundraisers and transactions from workshop:

- Pop-up charrette as the new space design/remodel occurs.
- Fundraising dinners on-site
- Street Food Institute pop-up joint fundraisers
- Dig & Serve fundraiser
- Farmers market sponsorships/fees
- Kids Cook! events
- Restaurant cooperative activities (training services, etc. that could be provided more effectively at Three Sisters Kitchen)
- Food pharmacy revenues
- Specific classes (making baby food, freezer meals, healthy snacks, gleaning, targeted at tourists and visitors through hotel partnerships, gardening to processing in urban environments)

Action 1.5: Explore DowntownABQ MainStreet’s potential transition to a community development corporation.	
What this is and why it is important	As a main street organization, DowntownABQ MainStreet is dedicated to preservation-based economic development and community revitalization. As a community development corporation (CDC), it could also expand into wealth-building and new ways of accessing capital for neighborhood revitalization and supporting lower-income community members more effectively. CDC’s can be effective organizations to leverage private investment and develop/fund specific community needs, and they are eligible for specific funding opportunities.
Measures of success	Decision about CDC’s applicability. If yes, then CDC.
Timeframe	0-6 months
Lead	DowntownABQ MainStreet
Supporting cast	TBD
Costs and/or resources needed	Staff time to research and explore.
Possible funding sources	TBD

GOAL 2: Establish educational/wellness programming for Three Sisters Kitchen.

Another key goal of the Three Sisters Kitchen is to use food-based strategies to improve community health. Focusing on developing partnerships, hosting partners’ programs onsite, and developing original programming focused on food-based training for the health sector and healthy eating by and for community members will improve community health and generate revenue to sustain continued programming and offer subsidized opportunities for low-income community members. Of the two key Three Sisters Kitchen activity areas identified, this goal may take on highest priority for two key reasons: 1) partnership events are already happening, though the Kitchen may benefit from a more orchestrated programming strategy; and 2) given the ability to launch existing partnership activities rapidly, the Kitchen can generate revenues more quickly than the longer-term food entrepreneurship activities.

Action 2.1: Establish a “Community Health Programs Manager.”	
What this is and why it is important	It is important that there is someone to collect, organize, schedule, and coordinate curriculum, partners, and partners curriculum, and lead/oversee original programming in the classroom. Many of the discussions in the workshop talked about the need to fill gaps in education and outreach and function as a resource for other education providers.
Measures of success	<ul style="list-style-type: none"> • Job description created • Right person found • Funding identified
Timeframe	0-6 months
Lead	Director, Three Sisters Kitchen
Supporting cast	DowntownABQ MainStreet, Three Sisters Kitchen Governing Board, and Community Advisory Group.
Costs and/or resources needed	Time and wages
Possible funding sources	Portion of class revenues/fees, fundraising, and development activities

Action 2.2: Identify the scope of programming (through further analysis of Three Sisters survey done in 2017).	
What this is and why it is important	<p>It will be helpful to identify the different potential audiences and then prioritize them based on partner, curriculum needs, etc. This would help avoid overlap and fill gaps in wellness education and intervention. Specific suggestions include:</p> <ul style="list-style-type: none"> • Hosting existing nutrition and education classes at the new Three Sisters Kitchen location because the space may fit those needs more effectively, or providing additional geographic options/neighborhoods access (e.g. UNM Continuing Education, CNM/Street Food Institute, MFM training on preserving). • Developing new options for workforce development such as home health aide trainings (e.g. OSHA, Encuentro partnership). • Providing a diversity of different cuisines representing different communities in Albuquerque that may be under-represented (e.g immigrant communities, Native American, inter-generational cooking, etc.). • Supporting wellness/medical referrals on better food production and preparation (see action 2.5 below).
Measures of success	<ul style="list-style-type: none"> • Pre- and post-surveys (action: ask the right questions) • Programming plan established • Clear and intentional lessons planned • Educators, facilitators, and partners identified, hired, and scheduled. • Annual calendar developed • Funding secured
Timeframe	0-6 months
Lead	Community Health Programs Manager
Supporting cast	Director, Three Sisters Kitchen Governing Board and Community Advisory Group.
Costs and/or resources needed	TBD
Possible funding sources	Portion of class revenues/fees, fundraising, and development activities

Action 2.3: Create curriculum standards/guidelines.	
What this is and why it is important	This action entails developing needed curriculum for specific audiences, classes, etc. and developing uniformly consistent instructions.

Action 2.3: Create curriculum standards/guidelines.	
Measures of success	<ul style="list-style-type: none"> • Have strong curriculum developed and translated • How many people are left better informed after taking the class • How many people/class graduates have improvements in self-efficacy related to health as a result of what they learned
Timeframe	Informed by results of previous action (Action 2.2)
Lead	Community Health Programs Manager
Supporting cast	<ul style="list-style-type: none"> • Director, Three Sisters Kitchen • Key Community Advisory Group members
Costs and/or resources needed	Staff resources (potentially included under Action 2.1)
Possible funding sources	See above.

Action 2.4: Hold community classes/cooking and nutrition education.	
What this is and why it is important	This action would increase self-efficacy/self-confidence related to healthy food purchasing, preparation, and consumption; build community through community cooking activities; and create work opportunities for community cooks.
Measures of success	<ul style="list-style-type: none"> • Curriculum developed (recipes tested, nutrition audit, curriculum translated etc) • Guest instructors/staff identified • Calendar scheduled • Recruitment plan established • Kitchen materials and supplies secured
Timeframe	0-6 months
Lead	Community Health Programs Manager
Supporting cast	<ul style="list-style-type: none"> • Director, Three Sisters Kitchen • Kids Cook! • Street Food Institute
Costs and/or resources needed	Staff resources (potentially included under Action 2.1)
Possible funding sources	See above.

Action 2.5: Develop partnerships with health systems.	
What this is and why it is important	In response to a request from partners in local health systems, Three Sisters Kitchen can provide health sector training [medical students, continuing education credits for practitioners, specialized food-based training (home health aides, early childcare providers, etc.)], and can serve as a referral site for providers looking for resources for community members at-risk or managing nutrition-related chronic disease who can benefit from community cooking classes.
Measures of success	<ul style="list-style-type: none"> • Number of partners, participants, and classes • Amount of revenue captured (through sponsorships, Medicaid, tuition, funding)
Timeframe	6-12 months
Lead	Community Health Programs Manager
Supporting cast	<ul style="list-style-type: none"> • Bill Wagner (Centro Sávila) • Healthcare without Harm • Will Kaufman (First Choice Community Healthcare) • Leigh Caswell (Presbyterian Healthcare Services)
Costs and/or resources needed	TBD
Possible funding sources	TBD; Medicaid and other health sources

GOAL 3: Detail the food business development (test kitchen and local foods shop) activities.

Three Sisters Kitchen aims to provide services in a very specific niche of the local food system. From the production side, this space is for those low-income, aspiring food entrepreneurs determining whether they are ready to take the risk of launching a new or expanded food business. They come to Three Sisters Kitchen to learn how to use commercial kitchen equipment, learn and experiment with value-added production techniques, develop and test recipes, learn about food business development, and market test their products in a low-risk, supportive environment. One way to help ensure the success and continue the local food system pipeline is to also provide a complementary retail space on site, specifically targeted at the local specialty item market.

Action 3.1: Clarify, detail, and prioritize food markets.	
What this is and why it is important	Detailing and confirming the different specific retail markets will help match customer needs with potential client service offerings. For example, the downtown employee looking for a local food grab-and-go lunch will differ from a downtown resident and will differ from a non-downtown resident interested in local food products. Identifying and defining these explicitly will help determine the best products, services, and potential alternative funding models for the different entrepreneurs and Three Sisters Kitchen activities.
Measures of success	Clear identification of market groups with related product demand with at least 2 customers per product group.
Timeframe	0-3 months
Lead	Three Sisters Kitchen, Small Business Institute-UNM
Supporting cast	Producers, BCC, marketing firms, Chamber of Commerce, New Mexico Restaurant Association, service corps of retired executives, focus groups, DowntownABQ Growers Market, South Valley Economic Development Center, Brian Sanderoff (attorney), Street Food Institute, Partnership for Community Action
Costs and/or resources needed	\$20K for market analysis
Possible funding sources	Kellogg Foundation, USDA FSA and FNS, Thornburg, invested partners, clients brought by partners/collaborators, McCune

Action 3.2: Build out the infrastructure and facilities.	
What this is and why it is important	That action entails providing introductory space for local food development that is smaller than partner commercial and incubator kitchens (Mixing Bowl etc.). Work is currently underway, but there are ongoing fundraising needs, and plans need to be developed.
Measures of success	When kitchen is spoon ready, dining room is people friendly, all codes are met, workshops held.
Timeframe	6-12 months
Lead	Director, Three Sisters Kitchen
Supporting cast	Director, Three Sisters Kitchen Governing Board and Community Advisory Group, HDIC, future users
Costs and/or resources needed	Inventory of all needed additional supplies and equipment; TBD
Possible funding sources	Architectural design has already commenced. Additional advisory services are being performed by Ron Batcher at USDA.

GOAL 4: Improve access to health food for the food insecure.

The other goals focus on larger elements of local food and its related systems. However, Three Sisters Kitchen will exist in a more economically challenged area of Albuquerque. Rather than shy away from those issues, Three Sisters Kitchen wants to be a gateway to help address these issues—from being a resource for the food insecure to providing affordable/sliding scale food options.

Action 4.1: Identify the key food-insecure markets and audiences.	
What this is and why it is important	Understanding the demographics and needs of the food insecure in downtown and surrounding neighborhoods will help to ensure that Three Sisters Kitchen addresses needs and gaps in existing services—including those that are culturally relevant and multi-generational.
Measures of success	<ul style="list-style-type: none"> • Demographic/socio-economic market profiles • Data collection of services provided to those different markets (count, survey, referrals)
Timeframe	On-going
Lead	DowntownABQ MainStreet
Supporting cast	South Valley Economic Development Center; La Montañita Co-op
Costs and/or resources needed	Staff resources to develop profiles and data collection methods.
Possible funding sources	

Action 4.2: Create a resource/referral guide of agencies that can help.	
What this is and why it is important	To function as a gateway, there needs to be a process by which referrals and engagement can happen, such as a first contact protocol. It will also help ensure existing services are not duplicated unnecessarily.
Measures of success	# of referrals made/month
Timeframe	At launch and revised every 6-12 months
Lead	Yes Housing
Supporting cast	United Way; Yes NM; healthcare organizations; Silver Street Market; Healthcare for Homeless
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff resources to develop referral guide • Printing costs
Possible funding sources	TBD

Action 4.3: Develop a suite of in-house offerings of affordable food selection within a retail space.	
What this is and why it is important	This action focuses on making food affordable for those using a variety of payment methods, including SNAP, and for those that do not qualify for food assistance programs but have food access needs.

Action 4.3: Develop a suite of in-house offerings of affordable food selection within a retail space.	
Measures of success	<ul style="list-style-type: none"> • Subsidized food dollars distributed/redeemed • Resource guides distributed • Suggestions box suggestions implemented
Timeframe	At launch SNAP offering
Lead	Downtown Growers Market, La Montañita Co-op
Supporting cast	Silver Street Market, soup kitchens, Presbyterian Healthcare Services, Lovelace Medical Center, NM Farmers Marketing Association
Costs and/or resources needed	Budgeted money for sliding-scale, discount processes in retail space, pay-it-forward fundraising at point-of-sale.
Possible funding sources	

[OPTIONAL/LONGER TERM] GOAL 5: Implement more robust food hub services.

Goal 1 above focuses on understanding and presenting the Three Sisters Kitchen vision and plan to communicate clearly where and how it will function. This goal aims to locate the Three Sisters Kitchen as a catalyst for the larger local food system—specifically to develop more robust food hub facilities and services. Workshop participants also used the term “local food guild,” which may be a useful way to connect the nationwide food hub models to the more active related association in New Mexico. Much of the Three Sisters Kitchen’s success depends on a stronger local food system—from producers to distributors to retailers. This goal may not ultimately be led by the Three Sisters Kitchen but its need was identified through this process and worth keeping as a result.

Action 5.1: Inventory current service providers and develop a local food directory/catalogue.	
What this is and why it is important	This action entails identifying gaps in the system, testing market potential, and clarifying the potential role for Three Sisters Kitchen. Having a centralized information resource (both comprehensive and accessible) will help connect clients to producers and distributors through shared messaging.
Measures of success	Complete study with partner participation; update on a regular basis
Timeframe	Start by 2018/6 months
Lead	TBD
Supporting cast	Farmers, distributors, retailers, restaurants, commercial kitchens, food incubators, USDA, LocalHarvest.org; NM True; Thoughtfully Produced
Costs and/or resources needed	
Possible funding sources	USDA funding sources for inventory

Action 5.2: Fund and complete a hub services feasibility study.	
What this is and why it is important	This action entails assessing market potential and need and demonstrating viability to funders and partners.
Measures of success	Clear demonstration of need and viability/non-viability
Timeframe	Start in 2018/9 months
Lead	TBD
Supporting cast	Albuquerque and Hispano Chambers of Commerce, USDA, EDA
Costs and/or resources needed	
Possible funding sources	State or local economic development funds

Action 5.3: Create an implementation plan for a community-wide food hub.	
What this is and why it is important	This action entails estimating costs for a facility and operations and creating a financial plan, including revenue sources.
Measures of success	Complete plan by July 2017; Sound financial plan complete with 50% of funds raised by end of 2018.
Timeframe	2 years
Lead	Implementing agency (new or existing)
Supporting cast	Albuquerque and Hispano Chambers of Commerce, USDA, EDA
Costs and/or resources needed	
Possible funding sources	State or local economic development funds

Action 5.4: Initiate food hub operations.	
What this is and why it is important	This action would mark the satisfaction of planning efforts and fill an important gap in the local food network.
Measures of success	<ul style="list-style-type: none"> • Revenue producers participate • End use participants
Timeframe	Open by end of 2019
Lead	Operating Organizations – TBD
Supporting cast	Farmers, distributors, retailers, restaurants, commercial kitchens, food incubators
Costs and/or resources needed	
Possible funding sources	

Implementation and Next Steps

Three post-workshop conference calls were held during October, November, and December 2017, following the workshop. The calls were held with the Local Foods, Local Places steering committee and a few additional stakeholders whose interest was cultivated during the workshop. They worked to refine the action plan and add clarifying language. Some of the key actions and post-workshop developments included the following:

- Adding a first goal on the organizational and financial structures of Three Sisters Kitchen.
- Clarifying the optional/non-Three Sisters Kitchen leadership in Goal 5.
- Detailing the landscapes of partnerships.
- Beginning the actual buildout of the new Three Sisters Kitchen location.
- Recruiting Governing board members in particular to help with fundraising.
- Winning several awards and new grants including the Prospero! Award from My Brother's Keeper Initiative and the City of Albuquerque, and the Mayor's Award for Entrepreneurship.

Appendices

- Appendix A – Community Data Profile
- Appendix B – Workshop Sign-in Sheets
- Appendix C – Workshop Photo Album
- Appendix D – Workshop Feedback
- Appendix E – Funding Resources
- Appendix F – References