

Small Businesses and Local Food: *Challenges and Opportunities for Eastern Somerville*



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Somerville Community Corporation's (SCC) mission is to help prevent the displacement of low income residents which can result from gentrification. The goal of this project is to study the interest and assess the feasibility of two food-related initiatives proposed by SCC as one of the tools for stabilizing the community. Our team interviewed 22 business owners of restaurants, markets, and bakeries in Eastern Somerville. The owners were asked about their interest in a buyers' cooperative and a community kitchen. We identified several potential challenges for implementing the initiatives and do not recommend their implementation at this time. Instead, we offer SCC a series of next steps that will allow for successful implementation in the future.

Our team would like to thank everyone who supported and contributed to this project. First of all, we would like to thank Lisa Gimbel, Meredith Levy and Olga Merchan of the Somerville Community Corporation for providing us with the opportunity to work on this very interesting project. We also would like to thank the business owners of Eastern Somerville for their time and willingness to provide the information necessary to make this project possible. Through our interactions with these owners, we experienced a true sense of vibrancy within the community of Eastern Somerville.

We especially would like to thank Molly Mead and Mary Zagar for offering feedback and ideas during each step of the process. Their knowledge and assistance proved indispensable.

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I. Executive Summary

This report concludes the research we have undertaken as a group of Urban and Environmental Policy and Planning students at the Tufts University Graduate School of Arts and Sciences. It aims to explain the findings of field research conducted to determine if the Eastern Somerville food business community is ripe for economic development initiatives that attempt to increase the viability of the businesses and connect the neighborhood to the local food system. The specific initiatives formulated by Somerville Community Corporation (SCC) and contributing organizations are a community kitchen and a buyers' cooperative. Through these initiatives, SCC seeks to both strengthen the business community against gentrification pressures and to encourage a more local food system. This report will present information regarding whether or not these initiatives have the potential to address these issues in the context of Eastern Somerville.

Findings

After conducting 22 interviews with local food-related business owners, the field projects team found that the food sold in Eastern Somerville comes from an extremely diverse selection of distributors and is overwhelmingly not local. Based on the interviews conducted with the business owners and from observing the businesses, we conclude that the current climate of the Eastern Somerville businesses community will not support a community kitchen or a buyers' cooperative

for the following reasons:

1. A lack of stability of businesses
2. Cost of locally grown food
3. Lack of interest in and awareness of locally grown food
4. Lack of consumer demand for locally grown food
5. Lack of cooperation among businesses
6. Financial obstacles and leadership
7. The food needs/preferences of businesses are too diverse

Recommendations

In order for the economic development initiatives to succeed, we offer the following recommendations:

1. Focus on improving businesses through non-food-related economic development initiatives: For businesses to be able to participate in local food initiatives, they must be relatively stable. Support from local community organizations could help increase their stability.
2. Educate business owners and community members within Eastern Somerville about the possibilities for and the importance of a local food system.
3. Strengthen business relationships within the community: Currently there is a competitive relationship between food-re-

I. Executive Summary

lated businesses in Eastern Somerville. Since these initiatives require collaboration, a sense of community must be fostered in order for them to be successful.

4. Develop business leadership: It is important to have strong leadership to help drive these initiatives.

5. Seek funding opportunities: Implementing both of these initiatives will require a significant investment of time and money.

II. Introduction

Gentrification in Somerville

Somerville, Massachusetts is located in Middlesex County just two miles north of Boston. The 77,478 residents live in approximately four square miles making Somerville the most densely populated community in New England and the fifth densest municipality with a population under 100,000 in the United States.¹ In addition to its high density, Somerville also is one of the most ethnically diverse cities in the nation. Eleven percent of Somerville residents are foreign born, and there are more than 50 spoken languages in the Somerville Public School System. The city is home to a mix of cultures, including blue-collar families, young professionals, college students, and a large immigrant population from countries such as Brazil, Haiti, and El Salvador.²

Our study focused on two sections of Somerville: the East Somerville neighborhood and Union Square. These two areas are part of Eastern Somerville and are home to a diverse mix of recent immigrants...

In 1985 the Massachusetts Bay Transit Authority's (MBTA) Red Line subway was extended into the city of Somerville, bringing

greater convenience and easier access to Boston for Somerville's residents. This convenience, combined with the Internet boom in the late 1990s, attracted young people to this formerly aging area and started the gentrification process.

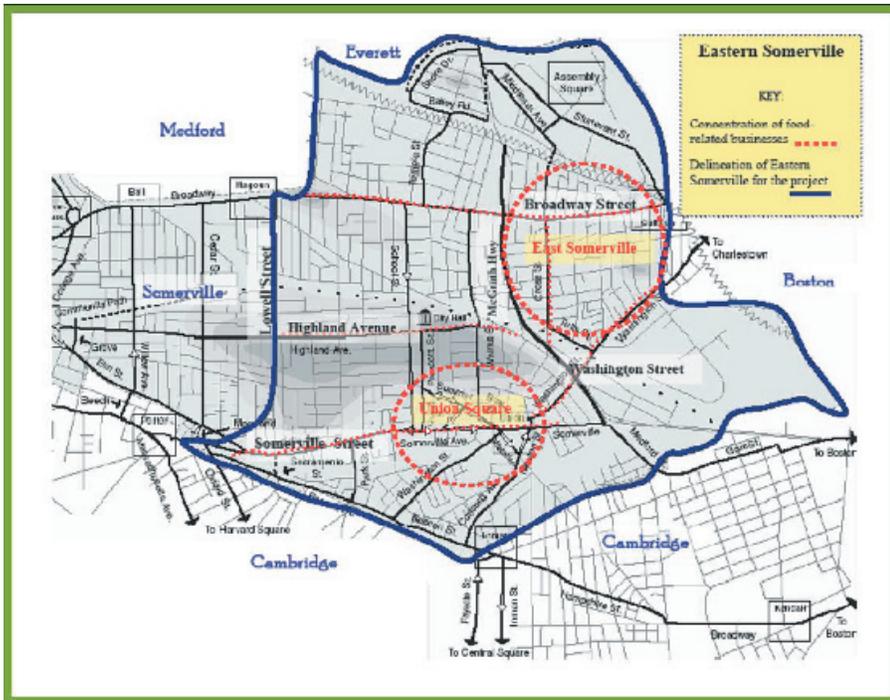
Our study focused on two sections of Somerville: the East Somerville neighborhood and Union Square. These two areas are part of *Eastern Somerville* and are home to a diverse mix of recent immigrants from Brazil, El Salvador, Mexico,

Guatemala, India, and Bangladesh, as well as old line Italian and Irish working class populations. Still relatively low income, Eastern Somerville is just now

Gentrification Defined

Coined in 1964 by English sociologist Ruth Glass, gentrification was originally defined as the process by which the middle and lower classes are displaced when the upper classes move into their neighborhoods.³ Today the definition has expanded beyond this focus on housing and class to include the commercial sections of the city and commentary on race. Gentrification in the U.S. generally occurs when young artists and couples move to declining areas in urban communities. Initially, they are attracted by the convenience of city living, the excitement of urban life, and the cheap rents, but the increased interest and demand for apartments and housing actually causes rents to rise and development pressures to increase.⁴ "As housing prices increase, lower-income households are at risk of being pushed out or prevented from moving into certain geographic areas because of the prohibitive costs and limited household earnings."⁵





increasingly diverse population of new immigrants and low-income residents.

East Somerville is especially diverse. 21% of its population is Hispanic, 7% African American, 7% Asian, and over 48% of its population is foreign born (American Factfinder, U.S. Census 2000).

experiencing new development pressures that threaten to transform the area and displace the current residents.

According to the U.S. Census, in 2000 the population of Eastern Somerville was recorded at 45,827 residents, slightly more than half of the entire population of the city of Somerville. The community is diverse, with a significant concentration of Hispanic or Latino residents.

Due to its isolated location, the neighborhood of **East Somerville**, defined as the section of Somerville directly east of McGrath Highway, has largely avoided the development pressures that the other neighborhoods in Somerville have faced. East Somerville is surrounded by an elevated highway, commuter rail tracks, and a large industrial tract. Rents have remained relatively low and, as a result, the neighborhood has attracted an

Union Square, on the other hand, is another neighborhood in the city of Somerville which directly borders East Somerville, and has somewhat different characteristics. There are a variety of stores and businesses within a relatively small area in Union Square, including local music clubs and countless ethnic mar-

SCC's Mission

Somerville Community Corporation (SCC) is a membership organization that provides leadership for sustaining the city of Somerville as a vibrant, diverse, and tolerant community. The organization works to develop and preserve affordable housing, while they also offer services and lead community organizing that supports low and moderate-income Somerville residents in their efforts to achieve economic stability and increase civic participation.⁷

kets. The mix of vibrant cultures in this small geographic area distinguishes Somerville as a city that offers great ethnic restaurants, bars, and small businesses.

II. Introduction

Now with the proposed extension of an additional MBTA subway line to this area, both East Somerville and Union Square find themselves at the cusp of development encroachment. While some might welcome the new economic interest in this community, the challenge is to welcome new

investment while enabling the existing low-income residents who have “weathered years of neighborhood disin-

vestment”⁶ to benefit from those investments. Others are concerned about the displacement of existing low and moderate-income residents. Somerville Community Corporation (SCC) is an organization that recognizes the possible negative effects of this development. It is working to increase the stability of low and moderate-income residents as a way to preserve the dynamic and diverse neighborhoods in Somerville.

SCC hopes to prevent widespread displacement of the current low and moderate-income residents that might occur as a result of these pressures by developing and preserving affordable housing and by organizing community members. They are asking the question, “How can we, as a community of people with many different backgrounds, work together to make the kinds of changes we want and need without losing the things and people so important to this neighborhood?”⁸ Now, the organization is looking to expand their work to include economic development initiatives because they recog-

nize that “strong business districts strengthen healthy communities.”⁹ “SCC sees the small businesses in Eastern Somerville as being an integral part of the fabric of the immigrant community. Assisting those businesses helps the entire community.”¹⁰

“How can we, as a community of people with many different backgrounds, work together to make the kinds of changes we want and need without losing the things and people so important to this neighborhood?”

-Somerville Community Corporation

Economic Development Initiatives

Appropriate economic development can “build the economic strength

of [the] neighborhood commercial district so that it is better equipped to both serve neighborhood residents’ needs and withstand gentrification pressures.”¹¹ Strengthening local businesses can provide opportunities for local employment, keep the vital services that they provide in the community (such as access to ethnic foods), and give community

Costs and Benefits of a Community Kitchen

Costs: *A certified kitchen space, kitchen equipment such as ovens and industrial mixers, a coordinator who will manage time conflicts and organize business training sessions.*

Benefits: *Affordable access to certified kitchen space for entrepreneurs and existing businesses without access to a kitchen, business training, and assistance.*

Example: *Nuestra Culinary Ventures is a Community Kitchen in Boston that has been helping food entrepreneurs since 2002. They have a large shared kitchen space available for rent which can be used for food preparation and they offer assistance in business development.*

members something worth fighting for. To assist current business owners in remaining viable and competitive, SCC has proposed two economic development initiatives: a community kitchen and a buyers' cooperative.

Community Kitchen

A community kitchen, often referred to as a kitchen incubator, provides a certified kitchen space for start-up and existing food entrepreneurs to prepare, cook, and package food for sale to the community. It can provide job training, skill sharing, and the affordable use of equipment otherwise unattainable by individual businesses. A community organization would oversee the kitchen and charge a nominal fee for rental of the space. The space would be available for use by owners of existing markets who would like to sell prepared foods in their stores, but who do not have access to a licensed kitchen. Individual food growers also could use the kitchen to create value-added products.

Buyers' Cooperative

A buyers' cooperative is an organized group of retailers who collectively order products for resale in order to lower costs. Member businesses would be required to pay a membership and/or service fee to reap the

benefits of the cooperative.¹² Since purchasing food independently results in higher

Costs and Benefits of a Buyers' Cooperative

Costs: A coordinator, a space for the storage and distribution of the products, time, money, and coordination.

Other Needs: Collaboration among potentially competitive businesses, a coordinator who will ensure that member businesses do not have to spend their valuable time coordinating the program and who will work to bargain with distributors for low prices.

Benefits: Lower prices due to stronger bargaining power, better relationships with fellow businesses, the possibility of accessing previously unavailable food.¹⁴

Example: This concept of bringing retailers together to buy food collectively is relatively untested. In our research we did not encounter examples of buyers cooperatives to facilitate purchasing local food.

prices, the idea of the buyers' cooperative is that the cost of membership would be offset by decreased purchasing costs. The small, independent grocery stores that exist in Eastern Somerville could especially benefit from such a program. Currently, these stores, because of their small size, need to purchase

products from many different distributors in order to meet the needs of their diverse clientele. This can be time consuming and difficult to manage especially if there are only a few employees. Also, small groceries do not benefit from the cheaper bulk prices that large stores are able to negotiate.¹³ The goal of SCC's version of a buyers' cooperative would be to provide easier access to local food.



Foods in Capone Foods Market in Union Square

With these initiatives, SCC aims to address

II. Introduction

two problems facing the Eastern Somerville community: gentrification and the current food system. By enabling access to affordable local food through the buyers' cooperative and by encouraging informal food producers to expand through the community kitchen, SCC can work towards stabilizing the neighborhood against encroaching gentrification and can contribute to improving the food system.

Economic Development, Gentrification, and Local Food

Eastern Somerville's commercial corridor currently is a vibrant and diverse mix of retail, arts, and social service enterprises. Its food businesses benefit the neighborhood by providing a diverse supply of reasonably priced ethnic foods. Through economic development initiatives, SCC can promote the

to respond to the needs and directly benefit the community (community-centered business). Furthermore, the businesses in Eastern Somerville currently serve the low

Local Food

For the purposes of this project our team defined local food as agricultural foods raised and grown in the Northeast and food products made in the greater Boston area. Some examples include goats raised in New Hampshire and bread bought from a bakery in Cambridge.

and moderate-income communities that live there. Strengthening the existing businesses can help to preserve this dynamic in the face of new retail presence which tends to serve a higher income clientele.¹⁵ As this area faces new development, there will be an increased

demand for the services that the current businesses supply. There is evidence that if the local businesses are able to survive the rent increases, then they can benefit from a larger customer base.¹⁶

By implementing these initiatives, SCC also seeks to improve Eastern Somerville's food system. The current food retailers, restaurants, and bakeries in the neighborhood do not purchase from local growers or local food producers. Instead, most food bought and sold in the community comes



Bow Street, Union Square

business sector in a way that strengthens the community. A business run by people who live in the surrounding area is more likely

from far away. A strong local food system can provide a neighborhood or a region with a sense of place and can bring people togeth-

er around food thereby strengthening the community. It also can increase the area's sustainability through improved energy efficiency resulting from transporting food from shorter distances.¹⁷ If, for example, food grown and produced in Eastern Somerville was marketed and sold in the community, SCC feels that greater connections could be made between producers and consumers and between people and the earth. A local food system helps to keep local money in the community and it increases food security since the food does not have to travel as far from unknown sources.

Despite all this, in order for a local food system to work in any neighborhood there needs to be a mechanism in place to enable the production and distribution of the food. By providing an outlet for local growers and producers and by making it easier and more cost effective to distribute local food to the community, the community kitchen and buyers' cooperative initiatives could be this mechanism. At the same time, these initiatives can help the businesses expand and remain competitive.

Purpose of the Project

The goal of this project is to assess the feasibility of two food-related economic development initiatives, a community kitchen and a buyers' cooperative, in an effort to aid local businesses and prevent displacement.

III. Study Details

Research Questions and Data Needed for Study

The following two questions guided our research:

1. where does the food sold in Eastern Somerville originate and is there any *local food* sold in Eastern Somerville, and
2. to what extent are these two initiatives, a *community kitchen* and a *buyers' cooperative*, of interest to the owners of food-related businesses in Eastern Somerville?

To answer these questions, the team collected information about food-related businesses, as well as the utility of and interest in these proposed initiatives by the business owners. We gathered information on the business size and age, customer base, and quality, origin, and types of food sold. We interviewed business owners to determine whether a community kitchen and/or a buyers' cooperative would be of interest to each business. Additionally, we identified obstacles preventing these businesses from participating in the two initiatives and we learned about other initiatives which the owners viewed as useful for business success.

Designing the Study and Conducting Interviews

Through our research, the field projects team was not able to identify any previous studies that were conducted to address these specific initiatives. Therefore, we designed our own interview instrument and conduct-

ed face-to-face interviews with local business owners in Eastern Somerville to collect the data necessary for this study. We chose to interview business owners because they are the potential beneficiaries of the two initiatives, and we decided to do in-person interviews because we thought it would yield more information than other options, such as a written survey. Having informants complete written surveys can limit responses based on the space provided; they do not allow for the respondent to ask clarifying questions, and they can provide very low response rates.

The interview instrument consisted of 16 questions and was divided into two separate sections (see Appendices C, D and E). In *Section A: Food Distributors*, the questions focused on the origins and quality of the food sold at these businesses. Questions also addressed the issue of locally grown food, home-made products, food quality, food price, and ethnic products. The questions in *Section B: Economic Initiatives for Food-Related Businesses* were related directly to the community kitchen and buyers' cooperative initiatives proposed by Somerville Community Corporation. In this section, we first described the initiatives and then posed questions about the business owners' interest in the initiatives. We also asked the owners about other possible initiatives that they may find useful.

Because we did not want to take too much time away from the busy schedules of these business owners, we included only the most necessary questions in the interview instrument. By keeping the number of questions to a minimum, the owners seemed less in-

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timidated by the process and more willing to participate in the study.

As a team, we decided to approach the interviews more as informal conversations with business owners, as opposed to formal interviews. This provided a more open and casual atmosphere allowing the owners to deviate from the questions at times and share stories which provided us with a more detailed understanding of the issues facing business owners in Eastern Somerville. On average, each interview lasted between 15 and 20 minutes.

Because of the diversity of the area, it was necessary to conduct interviews in several different languages. The language capacity of our team included English, Portuguese, and Spanish. Eleven interviews were conducted in English, six in Portuguese, and five in Spanish.

In addition to the interview instrument, we

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also developed an observational measure for this project (see Appendix B). Before the interviews were conducted, team members visited each business and noted certain information, such as the types of food sold there, the size of the business, and the customer

base. Using the observational measure gave us the opportunity to better prepare for our interview with the business owners as we were able to confirm the location of the business and identify the language in which we needed to conduct the interview. It also provided us with some necessary quantitative data which aided us in our analysis.

Pilot-Testing Process and Results

To pilot-test this interview instrument, a field projects team member conducted an interview with the owner of Union Square Pizza on Somerville Avenue. This business was chosen as our pilot interview for the following reasons:

- 1. Size of business: Union Square Pizza is a small business, therefore it was less intimidating to approach.*
- 2. Lack of relationship with SCC: We wanted to approach a business that had no previous knowledge of this project and the initiatives to give us the most objective results.*
- 3. Sample population: This business exists within our sample population; therefore if the interview was successful, we could include the data collected during this interview in our overall sample.*

In response to the observations and comments made during the pilot interview, our team made two changes to the interview instrument: 1) we revised the language used to describe the initiatives in an attempt to make the description as clear as possible, and 2) we decided to approach the interviews in a less formal manner to put the owners at ease.

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Study Area

Somerville Community Corporation requested that we focus our study on East Somerville and Union Square. They had conducted previous research and have ongoing relationships with the business community. They were able to provide us a list



Union Square, Somerville

of businesses to start from. We were able to interview more than half of these suggested businesses. By spending time in the neighborhood and making note of food-related businesses, we were able to identify an additional 73 businesses in Eastern Somerville to choose from. From this sample, we completed the rest of our interviews. We conducted additional interviews with business owners on Broadway in East Somerville based on our own community mapping.

Limitations

Our team attempted to interview a total of 30 businesses and successfully completed 22 interviews. Despite our success in collecting useful data for this study, there are limitations associated with our method. It

should be noted that an in-person, informal interview approach carries the potential for questions to be excluded, misinterpreted, and/or framed differently by the multiple interviewers. Additionally, the sample population included people from a variety of ethnic backgrounds with varying language abilities. Even with our team's ability to communicate in three different languages, there is still the potential for miscommunication due to varying fluency levels. Asian businesses were particularly challenging to access. Our team lacked language skills to effectively communicate with the Asian population, and we, therefore, were only able to include one interview with an

Asian business. Of the eight businesses that we attempted to interview and could not, five were Asian.

It is also possible that the lack of relationships between business owners interviewed and the field projects team members might have influenced the willingness and/or truthfulness of these informants in either a positive or negative way. There also seemed to be a lack of consensus on a definition of local food and the difference between locally grown and locally produced food. Therefore, future interviews should employ a modified interview instrument in which the concept of locally grown and locally produced food is explained to the business owners before asking them these questions.

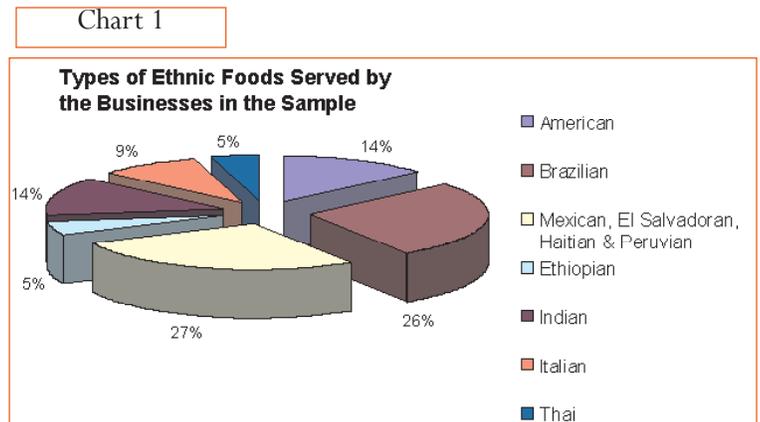
III. Study Details

Sample Population Defined

Location. For the purposes of this project, food-related businesses are characterized as *restaurants* (some of which include bars), *markets*, and *bakeries*. Through our own research, the field projects team was able to identify 98 food-related businesses existing within Eastern Somerville. The greatest concentration of these businesses is in Union Square on Somerville Avenue and in East Somerville on Broadway. Other locations include McGrath Highway, Winter Hill, Washington Street, and Cross Street.

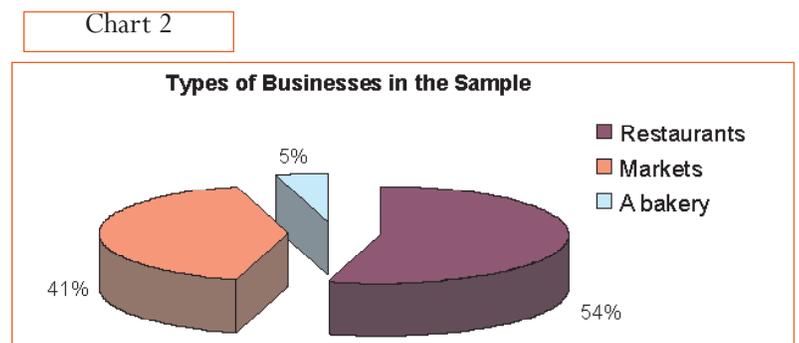
Food. The food-related businesses in Eastern Somerville serve people from diverse ethnic backgrounds. For the purposes of this study, when not indicated specifically by the business owner during the interview, team members determined ethnicity of food-related businesses by evaluating the products sold at each store. (See Chart 1 and Appendix G for different types of ethnic foods sold at businesses in our sample).

Business size. In order to collect data for our project, we selected a smaller sample population of food-related businesses to interview which made up approximately 22 percent of the overall study area (Table 1). Part of the sample population was selected based on suggestions made by SCC, while other businesses were chosen based on their location, type, ethnicity of food, and size. Most businesses are small and medium in size with an average of 1,630 square feet. There is one exception; one large business is approximately 10,000



square feet.

Business type. As noted in Chart 2, the majority of the businesses in our sample population were restaurants, followed by markets and then bakeries. Some of these businesses share functions, as well. For example, two businesses in our sample function both as restaurants and markets, serving freshly-prepared foods, in addition to selling household products and unprepared foods. This was observed in the case of most Brazilian businesses. When categorizing these multi-use businesses we used the primary function as the identifier.



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Other characteristics. There are other characteristics of our sample population worthy of note:

None of the pure markets have kitchens. However, there is one market in our sample also serving as a distributor, and it does have a kitchen on-site.

After conducting our interviews, it is the impression of our team, which includes English, Portuguese and Spanish speakers, that the Brazilian business owners have the weakest capacity to communicate in English.

The majority of the businesses in our sample population have been functioning for many years; the average number of years in business is roughly eleven years. Four of the 22 businesses in our sample have been active for 16 years or more.



III. Study Details

Table 1: 22 Businesses in Our Sample

	Ethnicity of Food	Name of Business	Type of Business	Location
1	American	Casey's	Restaurant/Bar	Broadway
2	American	Mt. Vernon Pub	Restaurant/Bar	Broadway
3	American/Italian	Union Square Pizza	Restaurant	Union Square
4	Ethiopian	Fasika	Restaurant/Bar	Broadway
5	Brazilian	Pastelaria Broadway	Restaurant/Market	Broadway
6	Brazilian	Casa de Carnes	Market	Union Square
7	Brazilian	Gol	Market	Union Square
8	Brazilian	International Market	Market/Bakery	Union Square
9	Brazilian	Pao de Acucar	Restaurant/Market	Union Square
10	Brazilian	Sabor do Brazil	Restaurant	Union Square
11	El Salvadoran	Panaderia Vicentinos	Bakery	Broadway
12	El Salvadoran	Tony's Foodland	Market	Broadway
13	El Salvadoran/Haitian	La International Food Corp.	Market	Union Square
14	El Salvadoran	Los Paisanos	Restaurant	Broadway
15	Indian	Little India	Market	Union Square
16	Indian	New Bombay Market	Market	Union Square
17	Indian	Well Foods	Market	Union Square
18	Italian	Vinny's Supereffe	Restaurant	Broadway
19	Italian	Capone Foods	Market	Union Square
20	Mexican	Taqueria la Mexicana	Restaurant	Union Square
21	Peruvian	Machu Picchu	Restaurant	Union Square
22	Thai	Great Thai Chef	Restaurant	Union Square

IV. Study Results

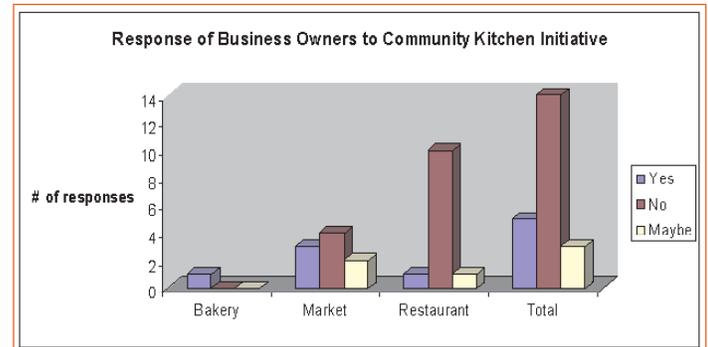
Interest of Business Owners in Community Kitchen Initiative

Not Interested. Within our sample, 14 owners were not in favor of the idea of the community kitchen. Of these 14, ten were restaurant owners. When asked about this initiative they immediately responded that they had no need for a community kitchen since they all have certified kitchens on-site.

Maybe Interested. Three business owners answered “maybe” to the question of the community kitchen, two of which are market owners and the other one is a restaurant owner. There were businesses not in favor of the initiative but that liked the idea. They were not willing to participate because they did not think the idea would ever get up off the ground.

Interested. There were five business owners who expressed interest in participating in the community kitchen initiative. As shown in Chart 3, there were three market owners, one bakery owner, and one restaurant owner who answered “yes” when asked if they would be interested in participating in this initiative. Despite the fact that this restaurant owner al-

Chart 3



ready has a certified kitchen on-site, the owner liked the idea of using a community kitchen for job training purposes for her employees.

An owner of an ethnic market said that they had attempted to sell home-made meatballs from their stores in the past, but stopped when a health inspector told them it was not legal to sell such products. This owner said that if a community kitchen existed, she likely would explore the possibility of utilizing it to prepare and package this food to be sold at their store.

An owner of an ethnic market said that they had attempted to sell home-made meatballs from their stores in the past, but stopped when a health inspector told them it was not legal to sell such products. This owner said that if a community kitchen existed, she likely would explore the possibility of utilizing it to prepare and package this food to be sold at their store.

IV. Study Results

Interest of Business Owners in Buyers' Cooperative Initiative

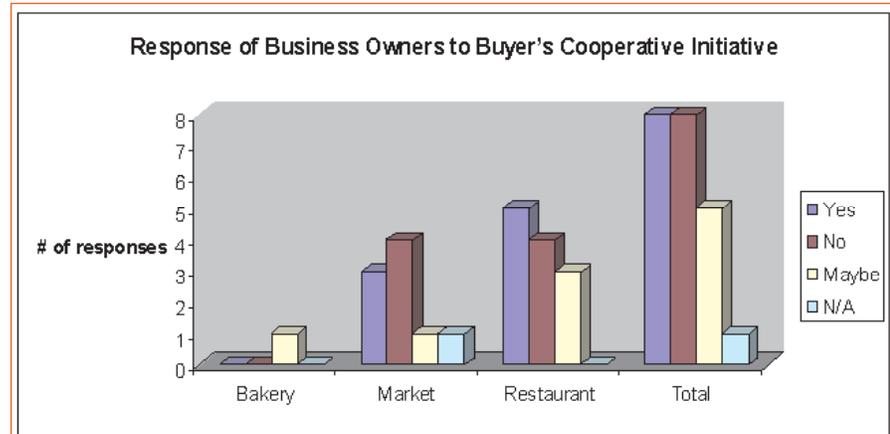
Eight business owners within our sample expressed interest in participating in a buyers' cooperative, but none of them expressed a desire to do so for local food.

Interested. Of the informants in favor of this initiative, three were market owners, three were restaurant owners, one was a restaurant/bar owner, and the other was a restaurant/market owner. Many liked the idea, but they also mentioned a number of reasons as to why they thought the initiative might not be feasible. One owner mentioned that their products are ethnically specific, and it would be hard to find enough businesses in need of these same products to make a buyers' cooperative viable. Several other owners mentioned competition among businesses as a potential problem.

Not Interested. As shown in Chart 4, eight owners were opposed to the idea of the buyers' cooperative. These business owners consisted of four market owners, three restaurant owners, and one restaurant/bar owner.

Maybe Interested. Finally, five owners answered "maybe" when asked if they were interested in participating, while one informant was not asked because the interviewer sensed that the interview might end if the question was asked. The owners of two restaurants, one restaurant/bar, one market, and one bakery responded "maybe" to participating.

Chart 4



Eight business owners within our sample expressed interest in participating in a buyers' cooperative, but none of them expressed a desire to do so for local food.

IV. Study Results

Business Owners and Food Distributors

In order to understand the food distribution system in Eastern Somerville, the interview contained questions assessing the attitudes of business owners towards and satisfaction with the current distribution system. One general theme that emerged as a result of the interviews is that most business owners use a variety of distributors. In addition, it seems that in an effort to reduce prices and provide goods, local business owners are flexible, adaptable, and willing to change their distributors if given the choice and opportunity.

There were very few overlaps in the distributors used, with one exception. 17 of the 22 owners stated that they used Restaurant Depot located in Chelsea.

The list of distributors collected as a result of the interviews is by no means exhaustive, as it was evident that business owners did not name all of their food distributors during the interview. This could be attributed to several

One general theme that emerged as a result of the interviews is that most business owners use a variety of distributors [and] in an effort to reduce prices and provide goods, local business owners are flexible, adaptable, and willing to change their distributors if given the choice and opportunity.

reasons, such as not remembering all of them due to the sheer variety of distributors used by the business, not wanting to disclose all of the information, concerned about disclosing information about distributors that may not be officially authorized to transport foods,

and more. The 22 owners provided us with a total of 34 specific food distributors. These ranged from local bakeries, such as Fall River Bakery, to large national chains such as Sysco and Stop & Shop.

There were very few overlaps in the distributors used, with one exception. 17 of the 22 owners stated that they used Restaurant Depot, located in Chelsea, Massachusetts, as a distributor. Restaurant

Depot is a membership-based food service wholesaler for food-related businesses. Even though it provides everything

from meats and produce to dry goods and beverages, most of the Eastern Somerville business owners reported using it primarily for produce. The use of this distributor varied in frequency and consistency. The range of food distributors included:

- Restaurant Depot in Chelsea, MA (mostly for produce).
- Haymarket.
- Distributors from other states and countries (New York City was mentioned several times as a place

IV. Study Results

to buy many ethnic foods at a low price).

- Local markets, such as Tony's Foodland.
- National chains, such as Stop & Shop, Sysco, U.S. Foods, and more.
- Bakeries from as close as Somerville and as far away as New York.

Completing Food Distribution Network Research

There are numerous challenges to accurately identifying the food distribution network in Eastern Somerville. As was already mentioned, the owners gave us a general sense of where their food comes from, yet a lot of information was not disclosed. To complete this research, food distributors need to be interviewed to obtain information on where the food they sell originates. It seems that the food distribution network is becoming ever so entangled in the current international market. For example, some Brazilian foods are obtained through Brazilian distributors, while the foods actually are made in New York. Future researchers will need to take care in untangling this web.

Level of Satisfaction of Products Purchased from Food Distributors

The majority of business owners are satisfied with the quality of food they receive from their distributors. However, their level of satisfaction is much lower for the cost of food (see Charts 5 and 6).

Quality. The majority of business owners (21 out of 22) are satisfied with the quality of food they purchase from their distributors. One felt "OK" about the quality, and no one was completely dissatisfied. This result shows that there is enough variety among distributors from which business owners can choose decent quality food for a price they can afford. One business owner commented that he has access to even better quality products, but chooses not to source it because it would be more expensive for him and, consequently, unaffordable for his customers.

Chart 5

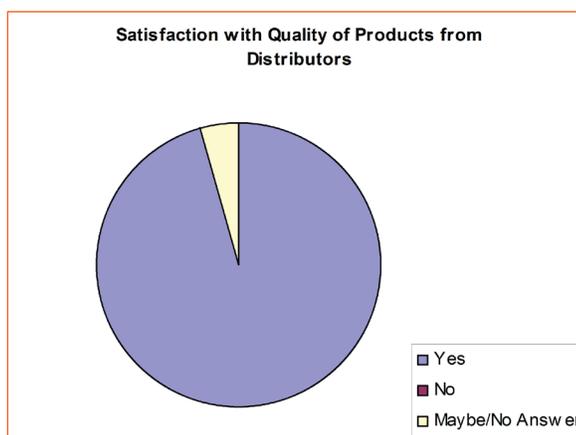
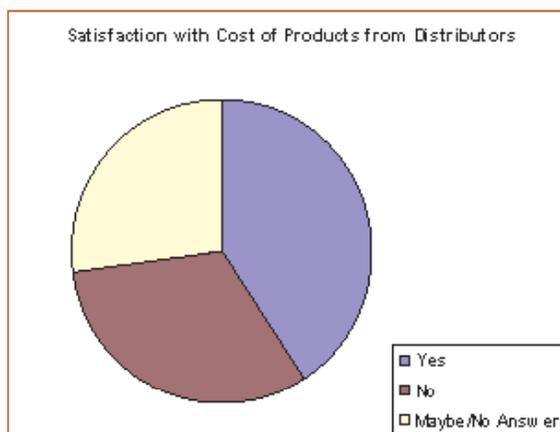


Chart 6



IV. Study Results

Cost. Nine business owners (40 percent of the sample) said that they are satisfied with the cost of the food they purchase from their distributors. Seven said they are not satisfied with the cost, and six did not feel strongly either way. Several informants reported that there are fluctuations in prices that make some products, especially produce, more expensive at certain times of the year. Many were dissatisfied with the cost of food but could not find anything cheaper. Overall,

Overall, there were several comments about how significantly food prices increased in the last five years or so.

there were several comments about how significantly food prices increased in the last five years or so. The higher price of meat was mentioned as an example. One business owner of a very successful business reported that his “business has increased steadily up until two to three years ago.” Another business owner said that he simply incorporates

During our interviews, it became evident that the higher price of locally grown food is a major constraint and, in a way, inextricably linked to the lack of interest and understanding of the benefits of local food.

this price increase into the cost at which he sells the products to the consumers; other business owners might be absorbing part of the extra costs themselves. Only one business owner from our sample mentioned loyalty to the distributor as a consideration, though it seemed that for the majority of the

Local Food: Definition and Interest

In general, there seemed to be no interest in and a large lack of understanding of the benefits of locally grown food. For example, one owner said that he really liked the Union Square Farmer’s Market, not because of the produce it sells, but because it brings customers to the area who then shop at local stores. Two business owners in Union Square said that they shop at the local farmer’s market for their own households, but they do not make any purchases there for their businesses. During our interviews, it became evident that the higher price of locally grown food is a major constraint and, in a way, inextricably linked to the lack of interest and understanding of the benefits of local food.

The overwhelming majority of business owners said that they do not sell any local food. However, we realize that we cannot rely completely on this data for several reasons. First of all, our observations indicated

that many stores indeed sell some local food (locally produced baked goods, for example). Secondly, based on the reactions of the informants to the question regarding local food and based on general impressions from the entire interview, it became clear that business owners did not under-

IV. Study Results

stand the question or the definition of local food. To best demonstrate this point, when asked whether or not one owner sold local food at his store, he responded that he does. He views Restaurant Depot in Chelsea as a source of local food. This response revealed a lack of awareness and understanding of local food among the business community.

Access to Food, in General, and Ethnic Products, in Particular

On the whole, the business owners indicated that they have access to almost any food item they need and desire, or at the very least have access to substitutes. During one interview, there was mention of the fact that the border regulations had become stricter, preventing certain tropical fruits from coming into the United States. Because of these tightened regulations, some markets are only able to carry canned tropical, exotic fruits now.

Regarding ethnic products, the answers were quite similar. The general feeling was that

business owners could find anything, yet some food items were either more difficult or more expensive to get than others. Some food items were mentioned as foods for which it is difficult to find substitutes. For example, spices, herbs, and hot sauces are often difficult to source. As a result, these business owners were either using substitutes

Despite the best efforts of these business owners to convey the authentic taste of ethnic foods, the current market and numerous pressures of running a business inevitably transforms the tastes of ethnic foods and requires that the owners adapt to new ways of sourcing food.

or importing these products from their native countries. Other examples of hard to obtain food items include coconuts, Brazilian herbs, corn husks (used to make tamales), and Argentinean sorbet.

Adaptability of Business Owners

As previously mentioned, there are some business owners who cannot locate specific ethnic items in the area for their businesses. To address this situation, several business owners are sourcing food items from New York City. In particular, Indian businesses seemed to be using this option as their main method of purchasing and sourcing food. Importing food from abroad also is an option used by some. For example, a business specializing in Italian



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goods orders some of its products directly from Italy. In addition, many Brazilian stores use Brazilian distributors. And for many businesses, special spices can only be obtained from certain countries.

Despite the best efforts of these business owners to convey the authentic taste of ethnic foods, the current market and numerous pressures of running a business inevitably transform the tastes of ethnic foods and requires that the owners adapt to new ways of sourcing food. Local business owners are constantly readjusting their food purchasing strategies. For example, the owner of an ethnic restaurant mentioned not being able to make a special seafood sauce from ingredients purchased in the United States. This restaurant now uses a Mexican distributor that sells a similar sauce. Another owner of an ethnic restaurant does not have access to corn husks to make tamales, and is using FedEx to ship them from California. Another local restaurant owner cannot find “black-eyed bean flour” which he needs to make a specific ethnic dish. Therefore, he uses flour made from ground chickpeas instead. One business owner does not have access to the 260 varieties of potatoes available in her native country. As a result, she substitutes dishes with different types of potatoes sold locally.

Existing Business Relationships: Competition and Cooperation

The attitudes of business owners to each other seem to vary among informants, but overall the general feeling is characterized as that of tacit wariness. Even though cooperation was not part of the interview instrument initially, several business owners commented that the feasibility of these initiatives might be problematic. While some business owners believe that a concentration of restaurants and markets attract consumers to the area, others are worried about competition for the same type of food being sold. For example, one owner of an ethnic store said they had a successful business when they opened 25 years ago and were only one three such ethnic markets in the greater Boston area. Now two of the same kinds of ethnic markets have opened within a one block radius of their store creating competition and reducing the number of customers. Still, some commented that there is a possibility for greater cooperation if an organization like SCC would lead such efforts.

IV. Study Results

Adaptability of Business Owners

A different example demonstrating the adaptability of business owners to the given circumstances is illustrated by comparing two different businesses in our sample population. One is an American restaurant owned and operated by an American business owner for the past 13 years. As the demographics within the area have changed over the years, this restaurant has started to lose its usual clientele. The owner now believes that he is on the verge of needing to close the business. He feels he cannot do anything to be any more successful.

In comparison, a market owner, originally from a country in Latin America, has been in business for 18 years and is still going strong. Originally, he sold Latin types of foods, but as the Haitian population has grown in the area, he has adapted by selling Haitian products, as well. These Haitian products now constitute approximately half of his sales. As a result, the business is successful and is even looking to expand. This comparison illustrates adaptability as a key to success in a highly dynamic area such as Eastern Somerville.

V. Implementation Challenges

After assessing the data collected from our interviews with business owners, we have determined that there are several challenges associated with implementing the community kitchen and buyers' cooperative initiatives. These challenges are listed below in order of diminishing importance.

1. Lack of Stability of Businesses:

Many businesses are experiencing financial difficulties. A combination of factors such as high food prices and increasing rents prevent them from being as profitable as they need to be.

2. Cost of Locally Grown Food:

While a buyers' cooperative for locally grown produce will bring the cost of such produce down, it still might not be low enough to compare with conventional produce sold by current food distributors. Local produce, especially in the Northeast, is more expensive than produce shipped from far away. Because the U.S. government subsidizes energy expenses and highway transportation, it is cost-effective to ship food long distances.¹⁸ Additionally, large industrial farmers producing corn, wheat, soy, sorghum, and others are subsidized by the government.¹⁹ The combination of these two factors drives down the cost of mass-produced farm goods from

agribusinesses and puts smaller farmers in the Northeast at a disadvantage.

3. Lack of Interest in and Awareness of Locally Grown Food: There seems to be a general lack of interest in and awareness of local food issues for many reasons. For one, the motivating factors behind small business owners' decisions do not include local food procurement. Rather, price of food, raw materials, and other operating costs are of higher priority. For example, 21 out of the 22 business owners interviewed are satisfied with the quality of food they purchase from their distributors (see Table 12), while only nine of the 22 are satisfied with the cost. The time

There seems to be a general lack of interest in and awareness of local food issues for many reasons.

and energy of business owners are focused on decreasing these costs, not investing in local food. Other reasons for

this lack of interest include a lack of education about local food and how the initiatives potentially can decrease operating costs. In fact, there appears to be a mismatch between SCC's vision of local food as economically feasible and the business community's perception of the idea. The connection between the initiatives and lower food purchasing costs is not clear, if present at all. Though the idea is that the initiatives will lead to cheaper access to raw materials and the ability to provide local food more efficiently



V. Implementation Challenges

and in a greater quantity, it is not a guarantee. Locally grown produce is typically less affordable and, while a buyers' cooperative may offset these costs, this preconceived notion serves as a barrier to the implementation of the local food initiatives.

4. Lack of Consumer Demand for Locally Grown Food: In addition, business owners might not see the incentive to change their current purchasing behavior as their consumers are not demanding locally grown food.

5. Lack of Cooperation Among Businesses: Many food-related businesses in Eastern Somerville do not seem to have strong positive relationships with each other. Businesses tend to view each other as competition. Since these initiatives rely on cooperation for success, this competition presents a challenge. SCC can work to resolve this issue by forging relationships, building a community network, and working on the initiatives that benefit the majority. This, however, is a difficult endeavor.

6. Financial Investment and Leadership: Questions concerning who will finance these initiatives and how they will be financed must be considered. Both initiatives, but especially a community kitchen, require an investment of both time and money. For businesses that are currently facing financial struggles, it is unlikely to expect them to pay upfront costs and risk monetary loss on initiatives that do not guarantee economic benefits.

Questions of leadership and the role of different stakeholders must be considered. The role of business leaders and of SCC must be determined. Ultimately, if these initiatives intend to be self-sustaining, there must be a strong desire on behalf of the business owners to ensure their success. Without the motivation



Brazilian food buffet in Eastern Somerville

originating from the businesses, sustainability is questionable. SCC must be careful not to impose these initiatives on a community that is not ready or willing to take on the responsibility.

7. Diversity of Food Businesses: While the diversity of cultures in Somerville is a noted strength, it also poses a challenge in implementing the community kitchen initiative. A community kitchen is most effective in producing a few uniform food products on a mass scale. The variety of ethnic foods, tastes, and preferences could make consensus difficult.

8. New England Growing Season: Locally grown produce is only available during the area's short growing season. For business owners, it might be inconvenient to switch distributors based on the growing season. Some business owners expressed concern that current distributors may respond by raising their prices to penalize business owners for not purchasing from them during New England's growing season.

VI. Recommendations

Two Proposed Economic Development Initiatives: Next Steps

Given the current business environment and the acknowledgment of potential challenges, the field projects team does not recommend the implementation of these initiatives at this time. Instead, we offer a series of “next steps” that attempt to set the stage for future successful implementation of the food-related economic development initiatives proposed by SCC and explored in this study.

Step 1: Improve Business Stability

Since many of the food-related businesses are currently facing financial struggles, the owners are reluctant to engage in food-related economic development initiatives focusing on local food. As it currently stands, problems unrelated to food pose more serious problems to business owners. Until these issues are addressed, business owners will remain reluctant to change food practices which are viewed as secondary, if not nominal concerns. Therefore, before a community kitchen or a buy-

...before a community kitchen or a buyers' cooperative can be successful in Eastern Somerville, we recommend SCC focus their efforts on improving business stability.

ers' cooperative can be successful in Eastern Somerville, we recommend SCC focus their efforts on improving business stability. To do this, businesses may need to rely on separate initiatives that help them deal with problems unrelated to food sourcing and production.

Currently, there are many small business assistance programs available to small businesses in Somerville. Some of these

programs include:

- *The City of Somerville's Storefront Improvement Program and Somerville 4 Business Program.* The Storefront Improvement Program provides financial assistance and business guidance for building repair, signage, lighting, and other construction and renovation work. The Somerville 4 Business program provides businesses with over 450 funding opportunities.

- *Union Square Main Streets Initiative* provides assistance and resources to local

businesses through business recruitment, neighborhood promotion, and improvement projects. These initiatives seek to improve the area in an effort to attract investors, shoppers, visitors, and new businesses.

In addition to encouraging involvement of



Union Square business in Somerville

VI. Recommendations

businesses owners in programs that assist small businesses, we recommend SCC explore alternative initiatives. Options include:

- *Assist small businesses attain ownership of their facility.* This would help them to avoid the uncertainty of increasing rents and to gain flexibility. A possible tool towards this end could be the establishment of a community land trust.²⁰

- *Improve business marketing strategies.* The use of advertisements and increased marketing can address the problem of a decreasing customer base. This could involve further engaging businesses in community events that promote business offerings and improve community-business relations.

- *Work with the city government to make improvements to the parking system.* The inconvenience of paying for parking is viewed by many business owners as a major barrier to customers frequenting their stores.

- *Develop job training programs.* Such programs can improve employee quality including English language skills which was mentioned by business owners as a concern.

- *Identify challenges specific to the food industry.* These include food safety, handling, preparation, and technical assistance. Recognizing these challenges is necessary to implement business training and development programs that address health code compliance and enforcement.

Step 2: Educate the Community About the Value of Local Food

Community-based social marketing tools can be employed to promote local food, which in turn, can have an impact on the food-purchasing behaviors of food-related business owners. This is important because where as a buyers' cooperative would decrease the



Union Square business in Somerville

cost of locally grown food, the price probably would not be comparable to the cost of produce purchased from current food distributors. There needs to be greater incentive for these food-related business owners to engage in local food procurement. Also, one of the reasons that these owners may not be providing local food is because their clientele is not demanding it. Educating the general population about the benefits of local food might be a useful strategy.

Some points worth addressing may include:

- Education on the health and superior taste of locally-grown produce.

VI. Recommendations

- Education on how a strong, local food system can have a positive impact on the community.

- Education for foreign-born business owners on the limitations and benefits of the short, New England growing season.

Step 3: Strengthen Business Relationships within the Community

Successful community economic development initiatives necessitate strong business relationships. For a collaborative initiative to work, partnerships must be made among members of the business community. According to a representative from Nuestra Culinary Ventures, a commercial community kitchen operating in Boston since 2002, “good business is sharing business.”²¹ Successful programs identify their target populations and establish sustainable relationships with various constituents.



Business on Broadway in East Somerville

ep 4: Develop Business Leadership

Strong leadership is essential. It is required to build effective programs. Leaders must attract community participation, coordinate the effort, and explore methods of sustainability. Nuestra Culinary Ventures credits much of its success to its strong leadership and effective marketing. In order for marketing to be effective, there must be value behind the product. Both food-related economic development initiatives must provide benefits to businesses in order to gain membership and build relationships. Program services and corresponding benefits must be apparent to businesses in order to attract and maintain participation and to begin the referral process. In addition, implementing community initiatives requires a significant time investment from business

owners. Therefore, before successful initiatives for food-related businesses are established, the business community itself must be invested in the process.

... the business community itself must be invested in the process to make initiatives valuable.

St

VI. Recommendations

Step 5: Seek Funding Opportunities

SCC will need to continue to seek funding from institutions awarding grants to develop these initiatives. Both food-related economic development initiatives require start-up costs, and businesses currently are not in a position to make such investments. Based on the financial requirements of the two initiatives, the buyers' cooperative is likely to have a higher success rate than the community kitchen. A community kitchen requires far greater capital costs. To implement a community kitchen, upfront costs include a facility and equipment which impose large financial costs to the founding organization.²⁵ Nuestra Culinary Ventures regards funding alone as its primary challenge.²⁶ In fact, their community kitchen was at risk of going out of business earlier this year due to a lack of income to cover its large expenses. Ultimately, it was the financial assistance provided by the city of Boston and private businesses that saved the program from going under.²⁷

While both a community kitchen and a buyers' cooperative require leadership, time, and cooperation among businesses, a buyers' cooperative does not involve large capital costs. Even with funding, it may be more financially feasible to start with implementing a buyers' cooperative in Eastern Somerville.

Conclusion

The recommendations detailed in this section seek to improve the current business environment existing in Eastern Somerville. We believe that both a community kitchen and a buyers' cooperative can be implemented successfully in Eastern Somerville if the above measures are taken to set the stage for program success.

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VIII. Appendices

Appendix A: IRB Status

This project was submitted for approval by the Tufts University Institutional Review Board (IRB) prior to conducting interviews for this project. Because the business owners served as key informants, the team was deemed exempt from further consideration and approval of the interview instrument and observational measure by the IRB.

The information provided by the business owners during these interviews has been, and will continue to be, kept confidential by the field projects team, SCC staff members and SCC advisory committee members working on this project who may have access to the data. This data will not be used or considered for any other purpose besides determining the feasibility of these initiatives. The informants were notified verbally and/or in writing regarding this confidentiality during the course of the interview.



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Appendix B: Initial Observation and Questions

Instructions

Before conducting the interview, each interviewer will visit the store/restaurant/bakery to do some background research by observing different things. Possible categories for making observations are indicated below:

GENERAL INFORMATION

Store Name:	
Address:	
Name of Owner:	
Ethnicity of Owner:	

ABOUT THE STORE

Type of Store:	Market	Restaurant	Bakery
Location:	Broadway	Union Square	
Size of Store (as compared to room in Tisch - 15.5x17.5):			
Language spoken:			
Kitchen:	Yes	No	
# of years in business:			
Types of Food - Ethnicity and Description of Foods:			
Homemade Foods:	Yes	No	

ABOUT THE CUSTOMERS

Customer Base:	
# customers during interview:	
Language spoken by customers:	

HOURS OF OPERATION:

COMMENTS:

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Appendix C: Interview Materials, English Version



Somerville Community Corporation & Tufts University - Spring, 2007

REQUEST FOR AN INTERVIEW

Feasibility of Food-Related Economic Initiatives in Eastern Somerville

Dear Business Owner/ Representative,

- Somerville Community Corporation (SCC) is looking for ways to help owners of food-related business in Eastern Somerville. In order to do this, they need the best information they can get. That's why we need your help.
- We are a group of Tufts graduate students who are helping SCC with gathering the information. We hope you will help us!
- The interview consists of 16 questions and will take approximately 20 minutes of your time.
- The information you provide during the interview will be used solely for the purposes of this project and will be kept confidential. You also have the opportunity to decline answering any question at any time.

Thank you for taking the time to participate in this interview. We really appreciate your contribution to this project!

Regards,
The Evaluation Team

If you have any questions or concerns about participating in this interview or how this information will be used, please contact Lisa Gimbel, Community Organizer, or Olga Merchan, Director of Supportive Services, at Somerville Community Corporation by calling 617 776-5931.

VIII. Appendices

Introductions:

- Introduce yourself.
- Give the letter explaining what we are doing to the key informant.
- Review the letter, if need be.
- Try to get the following information from the key informant through introductions, if at all possible:
 - Length of time store/restaurant/bakery has been in business.
 - Ethnicity of business owner.
 - Customer base.
 - Volume of business.

Interview Instructions

Interviewer: Thank you for agreeing to participate in this interview. The interview is divided into 2 sections. It should take approximately 20 minutes to complete. We ask that you answer these questions to the best of your ability. You are not obligated to answer all of the questions: you can decline to answer any of the questions if you so choose.

Thank you, once again, for your participation. Do you have any questions before we begin?

OK. Here we go.

Section A: Food Distributors

Interviewer: I am going to begin by asking you about where your food comes from and which distributors you use.

1. Where do you get the food that you sell in your store/that you use to make the dishes on your menu/that you use to make your baked goods?
2. Please indicate, on a scale of 1 to 5, how satisfied you are with the cost of food you receive from this distributor, with 1 being “Not at all satisfied” and 5 being “Very Satisfied”. Explain.

1 (Not at all satisfied) 2 3 4 5 (Very Satisfied)

3. Please indicate, on a scale of 1 to 5, how satisfied you are with the quality of food you receive from this distributor, with 1 being “Not at all satisfied” and 5 being “Very Satisfied”. Explain.

1 (Not at all satisfied) 2 3 4 5 (Very Satisfied)

4. Do you get any locally produced food, like any food from local farmers (meat, produce, dairy) or any homemade foods? Explain.
5. Are there any items that you’d like to carry in your store/have on your menu/use in your baked goods that you don’t have access to? Explain.

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6. Are there any ethnic foods, like produce or other products, which you would like to provide for your customers, but that you can't get through your distributor? Explain.

Section B: Economic Initiatives for Food-Related Businesses

Interviewer: Thank you for answering those questions. The information you provided will help us gain a better idea of the kinds of foods that are available to the residents of Eastern Somerville, as well as the origins of the food sold here. Do you have anything else you would like to add before we move on?

OK. Now, I would like to move on to the second part of the interview.

The Somerville Community Corporation (SCC) is interested in possibly creating some programs that will offer help and support to food-related businesses in Eastern Somerville. One of the programs SCC is looking into is called a buyers' cooperative. A buyers' cooperative would provide a central location for many food-related businesses in Eastern Somerville to purchase regionally grown produce (i.e. – fruits and vegetables) together in bulk, which would bring down the cost of the produce for each participating business.

7. Do you think that this kind of program would be useful? Explain.
8. Can you identify someone in the community who you think could benefit from joining a buyers' cooperative?
9. Would you consider joining a buyers' cooperative? Why or why not?
10. What would have to happen in order for you to participate in a buyers' coop?

Interviewer: Another program that SCC is considering developing is a community kitchen. A community kitchen is a certified, commercial kitchen that can be rented out (on an hourly basis) by local businesses or individuals for a small fee. It can be used by businesses that want to expand but do not have the financial means to buy new equipment or acquire a bigger facility, or it can be used by an individual or group of people who do not have a certified kitchen but want to make and sell homemade products. A community kitchen also could be used to hold job training sessions to help people already employed in the food industry learn more skills, or for cooking classes to help people interested in learning general cooking skills.

11. Do you think that this kind of program would be useful? Explain.
12. Can you identify someone in the community who you think could make use of a community kitchen?
13. Do you sell any homemade products here at your store/restaurant/bakery or is everything made here on the premises?
14. How many employees work at your store/restaurant/bakery?

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15. If a community kitchen existed in Somerville, would you consider using it?

16. What kind of initiatives do you think would help you?

Conclusion

Interviewer: OK. Before we conclude this interview, do you have any final thoughts or comments that you would like to share with me having to do with the questions I just asked you?

Thank you for your participation in this interview. We appreciate you taking time out of your day to help us collect information for this needs assessment. If you are interested in learning more about this project, you can contact Lisa Gimbel at the Somerville Community Corporation at 617 776-5931. We wish you continued success in your business. Have a good day.

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Appendix D: Interview Materials, Spanish Version



Somerville Community Corporation & Tufts University - Primavera, 2007

PETICION PARA UNA ENCUESTA

Factibilidad de Iniciativas Económicas en el Este de Somerville

Querido Propietario o Encargado,

- Somerville Community Corporation (SCC) esta buscando formas de ayudar los propietarios que requieran de alimentos en el Este de Somerville. Para poder realizar esto, necesitan de la mejor información disponible. Es por eso que necesitamos de su ayuda.
- Somos un grupo de estudiantes de Universidad Tufts y estamos ayudando a SCC a obtener esta información. ¡Esperamos su colaboración!
- La encuesta esta dividida en dos secciones y tiene una duración de aproximadamente 20 minutos.
- La información recopilada en esta encuesta será usada solamente por este proyecto y será confidencial. Usted no esta obligado a responder todas las preguntas y puede negarse a responder cualquiera de ellas lo desea.

Gracias por tomarse el tiempo de responder estas preguntas. Realmente apreciamos su aporte a este proyecto.

Saludos cordiales,

El equipo de evaluaciones.

Si esta interesada en saber mas sobre este proyecto, póngase en contacto Lisa Gimbel, East Somerville Project Organizer en Somerville Community Corporation (617-776-5931 ext. 225 o lgimbel@SomervilleCDC.org).

VIII. Appendices

Introductions:

Introducción:

- Introduce yourself.

Preséntese.

- Give the letter explaining what we are doing to the key informant.

Dar la carta explicando el propósito de la encuesta al encuestado principal.

- Try to get the following information from the key informant through introductions, if at all possible:

Tratar de obtener la siguiente información del encuestado principal a través de introducciones, si es posible.

- Length of time store/restaurant/bakery has been in business.
¿Por cuánto tiempo ha estado su negocio en funcionamiento?
- Ethnicity of business owner.
“Cual es su nacionalidad? Cual es su país de origen?”
- Customer base.
“¿Cuál es su clientela?”

Interview Instructions:

Instrucciones para la entrevista:

Interviewer (Encuestador): Thank you for agreeing to participate in this interview. The interview is divided into 2 sections. It should take approximately 20 minutes to complete. We ask that you answer these questions to the best of your ability. You are not obligated to answer all of the questions: you can decline to answer any of the questions if you so choose. Thank you, once again, for your participation. Do you have any questions before we begin?

Gracias por aceptar participar en esta encuesta. La encuesta esta dividida en dos secciones y tiene una duración de aproximadamente 20 minutos. Le pedimos que responda las preguntas lo mejor posible. Usted no esta obligado a responder todas las preguntas y puede negarse a responder cualquiera de ellas lo desea. Gracias nuevamente por su participación. Tiene alguna pregunta antes de empezar?

OK. Here we go.

Entonces, empecemos.

Section A: Food Distributors

Seccion A: Provedores de Alimentos

Interviewer (Encuestador): I am going to begin by asking you about where your food comes from and which distributors you use.

Voy a empezar preguntándole de donde provienen sus alimentos y que proveedores utiliza.

1. Where do you get the food that you sell in your store/that you use to make the dishes on your menu/that you use to make your baked goods?

Donde adquiere los alimentos que vende en su tienda/los ingredientes por las comidas que se preparan aquí/los ingredientes para todos los productos en su panadería.

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2. Please indicate, on a scale of 1 to 5, how satisfied you are with the cost of food you receive from this distributor, with 1 being “Not at all satisfied” and 5 being “Very Satisfied”. Explain.
En una escala de 1 a 5 indique que tan satisfecho esta con el costo de los alimentos que recibe de este proveedor, donde 1 significa no satisfecho y 5 muy satisfecho. Por favor, explique porque.

1 (Not at all satisfied) 2 3 4 5 (Very Satisfied)

3. Please indicate, on a scale of 1 to 5, how satisfied you are with the quality of food you receive from this distributor, with 1 being “Not at all satisfied” and 5 being “Very Satisfied”. Explain.
En una escala de 1 a 5 indique que tan satisfecho esta con la calidad de los alimentos que recibe de este proveedor, donde 1 significa no satisfecho y 5 muy satisfecho. Por favor, explique porque.

1 (Not at all satisfied) 2 3 4 5 (Very Satisfied)

4. Do you get any locally produced food, like any food from local farmers (meat, produce, dairy) or any homemade foods? Explain.

¿Compra Usted productos locales como alimentos de granjas locales (carne, frutas y vegetales, lácteos) o cualquier alimento casero?

5. Are there any items that you’d like to carry in your store/have on your menu/use in your baked goods that you don’t have access to? Explain.

¿Hay cualquier producto que quiera vender en su tienda/ingredientes para las comidas que quiera preparar aquí/ingredientes que desea usar en su panadería a los cuales usted actualmente no tenga acceso? Por favor, explique porque.

6. Are there any ethnic foods, like produce or other products, which you would like to provide for your customers, but that you can’t get through your distributor? Explain.

¿Hay productos autóctonos que desearía poder vender aquí pero no les puede conseguir a través de sus proveedores? Por favor, explique porque.

Section B: Economic Initiatives for Food-Related Businesses

Secion B: Proyecto para la creación de iniciativas económicas de negocios relacionados con alimentos.

Interviewer: Thank you for answering those questions. The information you provided will help us gain a better idea of the kinds of foods that are available to the residents of Eastern Somerville, as well as the origins of the food sold here. Do you have anything else you would like to add before we move on? OK. Now, I would like to move on to the second part of the interview.

Gracias por responder a estas preguntas. La información dada por usted nos ayudara a tener una mejor idea de la clase de alimentos disponibles a los residentes del Este de Somerville así como el lugar de procedencia de los alimentos vendidos aquí. ¿Desearía dar

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cualquier otro comentario antes de continuar? **OK.** Ahora me gustaría pasar a la segunda parte de esta encuesta.

The Somerville Community Corporation (SCC) is interested in possibly creating some programs that will offer help and support to food-related businesses in Eastern Somerville. One of the programs SCC is looking into is called a buyers' cooperative. A buyers' cooperative would provide a central location for many food-related businesses in Eastern Somerville to purchase regionally grown produce (i.e. – fruits and vegetables) together in bulk, which would bring down the cost of the produce for each participating business.

La “Somerville Community Corporation” esta interesada en la posible creación de programas que ofrecerán ayuda y soporte a negocios que requieran de alimentos en el Este de Somerville. Uno de los programas que SCC esta explorando se llama cooperativa de compradores. Este programa proveería de una localidad central para que los negocios que lo requieran puedan comprar *al por mayor* frutas y vegetales que son cosechados localmente. Esto ayudaría a disminuir el costo para cada negocio.

7. Do you think that this kind of program would be useful? Explain.
¿Cree Usted que este tipo de programas es útil? Explique porque.
8. Can you identify someone in the community who you think could benefit from joining a buyers' cooperative?
¿Sabe de alguien en su comunidad que usted cree se beneficiaría de este programa (cooperativa de compradores)?
9. Would you consider joining a buyers' cooperative?
¿Consideraría Usted formar parte de este programa?

Interviewer: Another program that SCC is considering developing is a community kitchen. A community kitchen is a certified, commercial kitchen that can be rented out (on an hourly basis) by local businesses or individuals for a small fee. (Explain what a certified kitchen is.) It can be used by businesses that want to expand but do not have the financial means to buy new equipment or acquire a bigger facility, or it can be used by an individual or group of people who do not have a certified kitchen but want to make and sell homemade products. A community kitchen also could be used to hold job training sessions to help people already employed in the food industry learn more skills, or for cooking classes to help people interested in learning general cooking skills.

Otro programa que SCC esta considerando en desarrollar es una *cocina comunitaria*. La cocina comunitaria es una cocina comercial certificada que puede ser arrendada por horas por los negocios e individuos locales por una pequeña cuota. Esta cocina podrá ser usada por los negocios que busquen ampliarse pero no disponen de los medios necesarios para comprar nuevos equipos o adquirir un local mas grande. También podrá ser usada por negocios o individuos que quieren cocinar productos caseros, pero no disponen de las certificaciones requeridas. La cocina comunitaria también podrá ser usada para realizar cursos de entrenamiento para los empleados y gente en general que quieren mejorar sus conocimientos culinarios.

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Appendix E: Interview Materials, Portuguese Version



Somerville Community Corporation & Tufts University - Primavera, 2007

SOLICITAÇÃO PARA A CONDUÇÃO DE ENTREVISTA

Estudo de Viabilidade de Iniciativas Para a Melhoria das
Atividades Comercias do Setor de Alimentação em “Easten
Somerville”

Prezado Proprietário/Encarregado,

- “Somerville Community Corporation” (SCC) está buscando formas de ajudar os proprietários de estabelecimentos comerciais relacionados com alimentação. Com este intuito, SCC precisa obter a melhor informação possível. Esta é a razão pela qual precisamos de sua colaboração.
- Nós somos estudantes de mestrado da “Tufts University” e estamos ajudando voluntariamente a SCC na aplicação dos questionários. Esperamos que o sr.(a) possa colaborar conosco.
- A entrevista consiste de poucas perguntas e tem uma duração de aproximadamente 20 minutos.
- As informações fornecidas durante a entrevista serão utilizadas somente para este projeto e se manterão confidenciais. O sr.(a) pode deixar de responder qualquer pergunta se assim o desejar.

Muito obrigada por participar desta entrevista. Nós apreciamos bastante a sua contribuição com este projeto!

Atenciosamente,

Time de avaliação

Caso queira obter maiores informações a respeito deste projeto ou da entrevista, por favor entre em contato com a Diretora da “Somerville Community Corporation”, Olga Merchan, através do telefone 617 776-5931 ext. 226 ou omerchan@somervillecdc.org.

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Introductions:

- Introduce yourself.
- Give the letter explaining what we are doing to the key informant.
- Review the letter, if need be.
- Try to get the following information from the key informant through introductions, if at all possible:
 - Length of time store/restaurant/bakery has been in business.
 - Ethnicity of business owner.
 - Customer base.

Interview Instructions

Interviewer: Thank you for agreeing to participate in this interview. The interview is divided into 2 sections. It should take approximately 20 minutes to complete. We ask that you answer these questions to the best of your ability. You are not obligated to answer all of the questions: you can decline to answer any of the questions if you so choose.

Thank you, once again, for your participation. Do you have any questions before we begin?

OK. Here we go.

Section A: Food Distributors

Interviewer: I am going to begin by asking you about where your food comes from and which distributors you use. **DE ONDE VEM OS PRODUTOS DE ALIMENTACAO QUE VOCE VENDE? E QUAIS SAO OS DISTRIBUIDORES?**

Where do you get the food that you sell in your store/that you use to make the dishes on your menu/that you use to make your baked goods?

1. Where do you get the food that you sell in your store/that you use to make the dishes on your menu/that you use to make your baked goods?

ONDE VOCE COMPRA SEUS PRODUTOS?

2. Please indicate, on a scale of 1 to 5, how satisfied you are with the cost of food you receive from this distributor, with 1 being “Not at all satisfied” and 5 being “Very Satisfied”. Explain.

INDIQUE EM UMA ESCALA DE 1 A 5 SUA SATISFACAO COM RELACAO AO CUSTO DOS PRODUTOS DOS DISTRIBUIDORES? ESPLIQUE AS RAZOES?

1 (Not at all satisfied) 2 3 4 5 (Very Satisfied)

3. Please indicate, on a scale of 1 to 5, how satisfied you are with the quality of food you receive from this distributor, with 1 being “Not at all satisfied” and 5 being “Very Satisfied”.

INDIQUE SUA SATISFACAO COM RELACAO A QUALIDADE DOS PRODUTOS DOS DISTRIBUIDORES? EXPLIQUE AS RAZOES?

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1 (Not at all satisfied) 2 3 4 5 (Very Satisfied)

4. Do you get any locally produced food, like any food from local farmers (meat, produce, dairy) or any homemade foods? Explain.

VOCE OBTEM ALGUM TIPO DE PRODUTOS LOCAIS? EXPLIQUE.

5. Are there any items that you'd like to carry in your store/have on your menu/use in your baked goods that you don't have access to? Explain.

TEM ALGUM TIPO DE PRODUTO QUE VOCE GOSTARIA DE COMERCIALIZAR QUE NAO TEM ACESSO? EXPLIQUE.

6. Are there any ethnic foods, like produce or other products, which you would like to provide for your customers, but that you can't get through your distributor? Explain.

TEM ALGUM PRODUTO TIPICO QUE VOCE GOSTARIA DE COMERCIALIZAR MAS VOCE NAO TEM COMO CONSEGUIR ATRAVES DOS DISTRIBUIDORES? EXPLIQUE

Section B: Economic Initiatives for Food-Related Businesses

Interviewer: Thank you for answering those questions. The information you provided will help us gain a better idea of the kinds of foods that are available to the residents of Eastern Somerville, as well as the origins of the food sold here. Do you have anything else you would like to add before we move on?

OK. Now, I would like to move on to the second part of the interview.

The Somerville Community Corporation (SCC) is interested in possibly creating some programs that will offer help and support to food-related businesses (**SCC ESTA INTERESSADA EM CRIAR ALGUMUS PROGRAMAS PARA AJUDAR OS EMPREENDIMENTOS COMERSIAIS DA AREA DE ALIMENTACAO**) in Eastern Somerville. One of the programs SCC is looking into is called a buyers' cooperative. A buyers' cooperative (**COOPERATIVA DE COMPRADORES**) would provide a central location for many food-related businesses in Eastern Somerville to purchase regionally grown produce (i.e. – fruits and vegetables) together in bulk, which would bring down the cost of the produce for each participating business.

7. Do you think that this kind of program would be useful? Explain.

VOCE ACHA QUE ESTE TIPO DE PROGRAMA SERIA UTIL PARA VOCE? EXPLIQUE.

8. Can you identify someone in the community who you think could benefit from joining a buyers' cooperative?

VOCE PODERIA IDENTIFICAR ALGUEM DA COMUNIDADE QUE PODERIA SE BENEFICIAR DESTA INICIATIVA DE COOPERATIVA DE COMPRADORES?

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9. Would you consider joining a buyers' cooperative?
VOCE TERIA INTERESSE EM PARTICIPAR?

Interviewer: Another program that SCC is considering developing is a community kitchen (**COZINHA COMUNITARIA**). A community kitchen is a certified, commercial kitchen that can be rented out (on an hourly basis) by local businesses or individuals for a small fee. (Explain what a certified kitchen is.) It can be used by businesses that want to expand but do not have the financial means to buy new equipment or acquire a bigger facility, or it can be used by an individual or group of people who do not have a certified kitchen but want to make and sell homemade products. A community kitchen also could be used to hold job training (**TAMBEM USADA PARA PROPORCIONAR TREINAMENTO PROFISSIONAL**) sessions to help people already employed in the food industry learn more skills, or for cooking classes to help people interested in learning general cooking skills.

10. Do you think that this kind of program would be useful? Explain.
VOCE ACHA QUE ESTER SERIA UM BOM PROGRAMA PARA VOCE?
11. Can you identify someone in the community who you think could make use of a community kitchen?
VOCE SABE DE ALGUEM QUE PODERIA FAZER USO DESTA INICIATIVA?
12. Do you sell any homemade products here at your store/restaurant/bakery or is everything made here on the premises?
VOCE VENDE ALGUM PRODUTO FEITO EM CASA?
13. How many employees work at your store/restaurant/bakery?
QUANTOS EMPREGADOS VOCE TEM?
14. If a community kitchen existed in Somerville, would you consider using it?
VOCE TERIA INTERESSE EM USA A COZINHA COMUNITARIA CASO EXISTISSE?

Conclusion

Interviewer: OK. Before we conclude this interview, do you have any final thoughts or comments that you would like to share with me having to do with the questions I just asked you? **VOCE TEM ALGUMA INFORMACAO ADICIONAL?**

Thank you for your participation in this interview. We appreciate you taking time out of your day to help us collect information for this needs assessment. If you are interested in learning more about this project, you can contact Lisa Gimbel at the Somerville Community Corporation at 617 776-5931. We wish you continued success in your business. Have a good day.

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Appendix F: List of all Food-Related Businesses in Eastern Somerville

#	Type of business	Ethnicity	Languages	Business Name	#	Street	Area
Broadway							
1	Restaurant		English	Primo's Pizzeria	284	Broadway	Broadway
2	Restaurant		English	Leone's Submarine Sandwich	292	Broadway	Broadway
3	Market		English	Shaw's Supermarket (previously known as Star Market)	299	Broadway	Broadway
4	Restaurant		English	Mamma Lisa Pizza House	312	Broadway	Broadway
5	Restaurant	American	English	Mt. Vernon Pub	14	Broadway	Broadway
6	Restaurant	El Salvador	Spanish	Taco Loco Mexican Grill	44	Broadway	Broadway
7	Market	Brazilian	Portuguese	Boston Cookies (wholesale)/Season's Harvest Market	52	Broadway	Broadway
8	Restaurant	El Salvadoran	Spanish	Los Paisanos	62	Broadway	Broadway
9	Restaurant	Italian	English	Vinny's Superette	76	Broadway	Broadway
10	Restaurant	Brazilian	Portuguese	Branca's Restaurant	89	Broadway	Broadway
11	Bakery	El Salvadoran	Spanish	Panaderia Vicentinos	99	Broadway	Broadway
12	Restaurant	Brazilian	Portuguese	Gaicho Brazilian Cuisine	102	Broadway	Broadway
13	Market	El Salvadoran	Spanish	Tony's Foodland	104	Broadway	Broadway
14	Market	Brazilian	Portuguese	Brasil 2000	129	Broadway	Broadway
15	Market		English	Minute Market	139	Broadway	Broadway
16	Restaurant	Ethiopian	English	Fasika	145	Broadway	Broadway
17	Restaurant	El Salvadoran	Spanish	Taqueria Montecristo	146	Broadway	Broadway
18	Restaurant	American	English	Casey's Pub	171	Broadway	Broadway
19	Market	Italian	English	Patsy's Pastry Shop	182	Broadway	Broadway
20	Restaurant	Brazilian	Portuguese	Pastelaria Broadway	192	Broadway	Broadway
21	Market		English	Broadway Fish Market and Butcher Shop	274	Broadway	Broadway
22	Restaurant	Brazilian	Portuguese	Luis'a Restaurant	282	Broadway	Broadway
23	Market			Food Market	350	Broadway	Broadway

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Others

24	Market		English	Winter Hill Market	269	Broadway	Other
25	Restaurant	Chinese	English	New Dragon Star Restaurant	273	Broadway	Other
26	Restaurant			Two Dad's Sub Shop	38	Cross St.	Other
27	Market		English	Cross St. Market Deli	72	Cross St.	Other
28	Restaurant	American	English	Mister B's	142	Cross St.	Other
29	Restaurant	El Salvadoran	Spanish	Tacos Lupita	13	Elm Street	Other
30	Market			Tea Zone	15	Elm Street	Other
31	Restaurant			Highland Creole Cuisine	2	Highland Ave.	Other
32	Restaurant		English	Top Speed Pizzeria	8	Highland Ave.	Other
33	Market			Highland Food Shop Grocery	22	Highland Ave.	Other
34	Market			LP Market	50	Highland Ave.	Other
35	Market			Somerville Quick Stop	213	Highland Ave.	Other
36	Restaurant	Thai	English	Lemon Thai	215	Highland Ave.	Other
37	Restaurant	Chinese	English	Yummy Hut	217	Highland Ave.	Other
38	Restaurant		Portuguese	Pic Nic Pizza Place	1	Main Street	Other
39	Market			M & M Convenience	4	Main Street	Other
40	Market	American	English	Stop & Shop Supermarkets	775	McGrath Highway	Other
41	Market	American	English	Pearl Street Market	213	Pearl Street	Other
42	Restaurant	Chinese	English	Beijing Taste	75	Washington St.	Other
43	Restaurant	Brazilian	Portuguese	Bahia Grill	80	Washington St.	Other
44	Restaurant	American	English	Michael's	81	Washington St.	Other
45	Restaurant			Andrea's House of Pizza	94	Washington St.	Other
46	Restaurant	Indian	English	Unique Indian Café "N" Grocery	102	Washington St.	Other
47	Restaurant	American	English	Buddy's	113	Washington St.	Other
48	Bakery	Brazilian	Portuguese	Café Belo	120	Washington St.	Other
49	Restaurant	Italian	English	Roma Seafood	201	Washington St.	Other
50	Market	Italian	English	Maria's Italian Cold Cuts	314	Winter Hill	Other
51	Market		English	Winter Hill Market	320	Winter Hill	Other

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Union Square

52	Restaurant	Italian	English	Capone Foods	14	Bow Street	Union Square
53	Restaurant	Brazilian	Brazilian	Neighborhood Restaurant	25	Bow Street	Union Square
54	Market	Brazilian	Brazilian	Solucac Casa de Carnes	38	Bow Street	Union Square
55	Restaurant			Pizza Place	222	Somerville Ave.	Union Square
56	Restaurant	Korean	English	Wuchon Korean & Japanese Restaurant	290	Somerville Ave.	Union Square
57	Bakery	Haiti	English	Fiesta Bakery	316	Somerville Ave.	Union Square
58	Market	Guatemala	Portuguese	La International Food Corporation	318	Somerville Ave.	Union Square
59	Restaurant	Chinese	English	New Asia	328	Somerville Ave.	Union Square
60	Restaurant	American	English	Sally O'Brien's	335	Somerville Ave.	Union Square
61	Restaurant	Italian	English	U.S. Bistro	340	Somerville Ave.	Union Square
62	Restaurant		English	PA's Lounge	345	Somerville Ave.	Union Square
63	Market	Indian	English	Bombay Market	359	Somerville Ave.	Union Square
64	Restaurant	American	English	Tir na nog	364	Somerville Ave.	Union Square
65	Market	Brazilian	Portuguese	International Market	367	Somerville Ave.	Union Square
66	Restaurant			Club Choice (bar)	379	Somerville Ave.	Union Square
67	Market	Indian	English	Halal Market	380	Somerville Ave.	Union Square
68	Market	Indian	English	Well Foods Plus	380	Somerville Ave.	Union Square
69	Market		English	Market Basket	400	Somerville Ave.	Union Square
70	Restaurant			Caesar's Pizza & Subs	401	Somerville Ave.	Union Square
71	Restaurant	American	English	Skybar	518	Somerville Ave.	Union Square
72	Restaurant	Chinese	English	China Delight	524	Somerville Ave.	Union Square
73	Restaurant	American	English	Café City Licker	588	Somerville Ave.	Union Square
74	Restaurant	Brazilian	Portuguese	Sabor do Brazil	589	Somerville Ave.	Union Square
75	Bakery	Italian	English	La Rosa Bakery	599	Somerville Ave.	Union Square
76	Restaurant			Papa John's Pizza	622	Somerville Ave.	Union Square
77	Market	Brazilian	Portuguese	Gol Grocery	624	Somerville Ave.	Union Square
78	Restaurant	American	English	Razzy's	588A	Somerville Ave.	Union Square
79	Restaurant		English	Mandarin Chinese Restaurant	7	Union Square	Union Square

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80	Market	Brazilian	Portuguese	Mid-Nite Convenient	15	Union Square	Union Square
81	Restaurant	Italian	English	Mama Gina's	19	Union Square	Union Square
82	Market	American	English	Union Square Market Place	20	Union Square	Union Square
83	Restaurant	Indian	English	India Palace	23	Union Square	Union Square
84	Restaurant	Chinese	English	Red House Restaurant	24	Union Square	Union Square
85	Restaurant	Peruvian	Spanish	Machu Picchu Restaurant	25	Union Square	Union Square
86	Market	Korean	English	Reliable Meat MKT	45	Union Square	Union Square
87	Market	Brazilian	Portuguese	Pao de Acucar Market	57	Union Square	Union Square
88	Restaurant	Mexican	Spanish	El Potro	61	Union Square	Union Square
89	Restaurant	American	English	Union Square Pizza & Subs	63	Union Square	Union Square
90	Restaurant		English	Toast Lounge	70	Union Square	Union Square
91	Restaurant	Irish	English	The Independent	75	Union Square	Union Square
92	Restaurant	Brazilian	Portuguese	Lucia's Restaurant (wholesale)	75	Union Square	Union Square
93	Market	Indian	English	Little India	77	Union Square	Union Square
94	Restaurant	Korean	English	Buk Kyung	9A	Union Square	Union Square
95	Restaurant			Royal Pizza & Subs	23	Washington St.	Union Square
96	Market			Vango Convenient	251	Washington St.	Union Square
97	Restaurant	Thai	English	Great Thai Chef	255	Washington St.	Union Square
98	Restaurant	Mexican	Spanish	Taqueria La Mexicana	247B	Washington St.	Union Square

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Appendix G: Description of Food Sold

As a result of the diverse clientele, many of the food-related businesses in Eastern Somerville sell traditional ethnic foods. In general, the basic, everyday food needs of these customers vary from rice, beans, meats, and salads, to cakes, cookies, and fresh juices. In other words, the needs are as diverse as the customers themselves. Though all of the restaurants and bakeries claim to serve “home-made” food, the dishes actually are prepared on-site. Only one market owner interviewed confirmed that they sell homemade food. Below is a list detailing the various types of food sold in each business, by ethnicity.

Ethnicity of Food	# of Business	Type of Food	
		Restaurant	Market
American	2	Typical American dishes including burgers and fries and typical pub food prepared and served in the restaurant.	N/A
American (and Italian-American)	1	Pizza, subs and wraps with deli meats, pasta, salads, soups, chicken, burgers, gyros, fish, and shrimp dishes prepared and served in the restaurant.	N/A
Brazilian	6	Typical Brazilian meals including rice, beans, pasta, salad, kitchen, meat with spices, burgers, juice, cheese-bread, drumsticks, homemade-cookies, and cakes prepared and served in the restaurant. Buffet.	Brazilian barbecue meat, rice, beans, pasta, salad, chicken, beef, salt, sugar, spices, herbs, cheese-bread, chocolate, bread, fresh juice concentrates, Brazilian-food brands.
El Salvadoran and Haitian	4	Various Latin-American dishes, prepared foods, take-out meals, eat-in meals, breakfast, lunch and dinner prepared and served in the restaurant.	Dry goods including fish, a deli counters with meats, breads, dairy, candies, pots & pans, Latin-American brands.
Ethiopian	1	Typical Ethiopian dishes prepared and served in the restaurant.	
Indian	3	N/A	Indian foods, including dry foods, frozen fish, Halal meat, Indian brands.
Italian	2	Typical Italian food prepared and served in the restaurant.	Specialty items from Italy.
Mexican	1	Typical Mexican food prepared and served in the restaurant.	N/A
Peruvian	1	Typical Peruvian food prepared and served in the restaurant.	N/A
Thai	1	Typical Thai food prepared and served in the restaurant.	N/A

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