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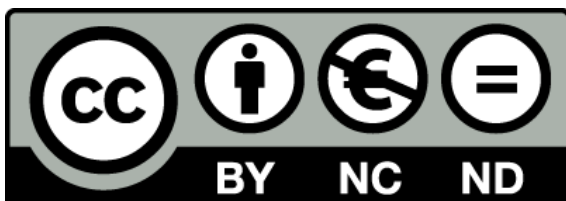
## Treball Final de Màster - Annex

Títol:

### United Creative Culinary Centers

Autors: Siena Beacham, Marta Capa, Andreina Mijares Cisneros, Maria Emilia Viteri

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# Annex

CmeNourished  
United Creative Culinary Centers  
Final Project 2020

Siena Beacham  
Marta Capa  
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# Geographic and Sectorial Dynamics:

## Annex 1.

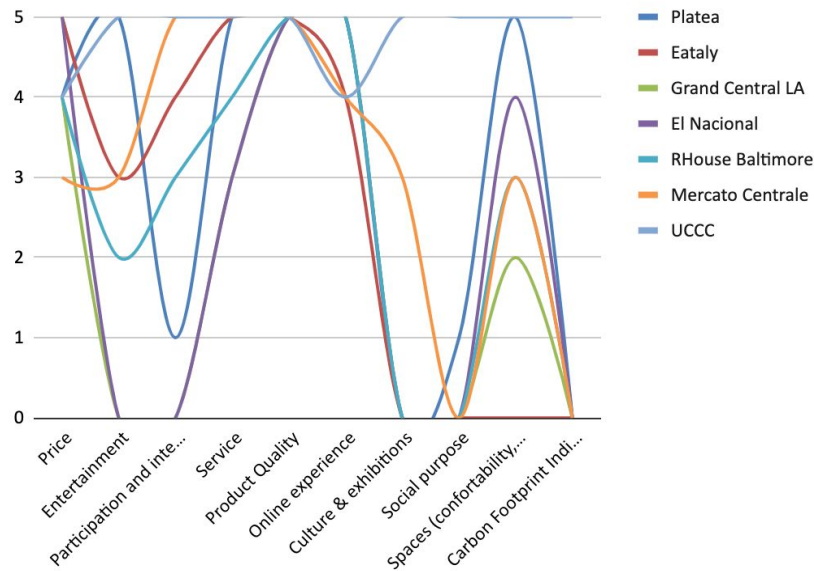
### 1. SWOT Analysis

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>- A unique and attractive experience-selling model integrating: responsible and sustainable food production, cultural and gastronomic innovation and education</li> <li>- Global vision and network</li> <li>- Providing a solution for local malnutrition needs</li> <li>- Provide an alternative multidisciplinary green space in urban areas</li> <li>- International team and network</li> <li>- Specialized technology</li> <li>- Desirable and relevant goals in the global market</li> </ul>	<ul style="list-style-type: none"> <li>- Appeal to experience-seeking market</li> <li>- Capitalize on current market preference toward socially responsible brands</li> <li>- Strengthen a growing economy with job creations and attract local tourism in line with the current investment that has been made in the hotel, food and museum infrastructure</li> <li>- Benefit from current governmental support and approval, and investment that is dedicated to environmental sustainability and food access causes</li> <li>- Position our center in proximity to renowned cultural heritage sites</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Lack of Capital</li> <li>- Long term start</li> <li>- The founding team is not native to all of the locations that we would like to partner with</li> <li>- Lack of profound anthropologic &amp; sociologic knowledge about the population, its traditions, and its cultural baggage</li> </ul>	<ul style="list-style-type: none"> <li>- Participation barriers for low-income populations which is our core target group</li> <li>- Existence of big food corporations that provide low quality food for a very cheap price</li> <li>- Competing leisure activities might pull people away from attending our center</li> <li>- Persistent government corruption</li> </ul>

## Geographic and Sectorial Dynamics:

### Annex 2.

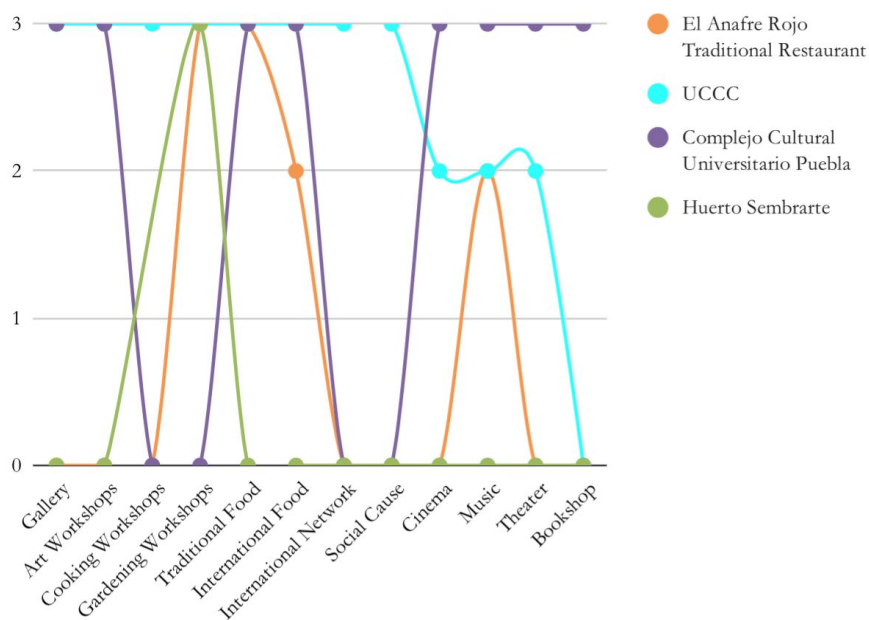
#### 2. UCCC World Value Curve



## Geographic and Sectorial Dynamics:

### Annex 3.

#### 3. UCCC Puebla Value Curve



## Geographic and Sectorial Dynamics:

### Annex 4.

#### 4. UCCC Puebla - PESTLE Analysis

<b>Political</b>	<ul style="list-style-type: none"> <li>- Mexico is a regional power and has a significant global presence. It is also on its way to be a global power by 2050. It maintains diplomatic relations with most of the countries in the world. It is also a founding member of the United Nations and participates as an active member in a very good number of international forums. Its historical position in international conflicts is neutral, and therefore relatively safe from the consequences of international conflicts.</li> <li>- Social Democratic National Regeneration Movement (MORENA). Describes itself as a democratic left-wing party which supports ethnic, religious, cultural and sexual diversity, respect for human rights, and environmental care.</li> <li>- Corruption poses a significant risk for both local and international companies operating in the country. The judiciary, police, politicians, and many governmental and non-governmental institutions have been accused of bribery and corruption.</li> </ul> <p>Human rights violations and abuse: committed both by security forces of governmental authority and criminal groups—including torture, enforced disappearances, and abuses against migrants, independent journalists and human rights defenders. Impunity remains the norm.</p> <ul style="list-style-type: none"> <li>- Lack of Protection of Women and Girls: Mexican laws do not adequately protect them against domestic and sexual violence and limitations to accessing sexual and reproductive rights remain serious. Some provisions contradict international standards.</li> <li>- Tense Relationship with USA Trump Administration</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>- First quarter of the year 2019, Puebla's economy grew by 1.1 percent, compared with 2018 (Inegi) -The result put the city as 3rd in the country.</li> <li>- Primary activities (8.1%) are based on agriculture: maize, beans, wheat, avena, avocados, pears, manzanas, melocotones, strangled cherries, Mexican spines, nueces, and white zapotes. The majority of agriculture is carried out in small parcels on the edges of the municipality.</li> <li>- Tourism is being promoted as a new and growing source of income, particularly associated with the organization of major business events.</li> <li>- Since 2012, the number of visitors has increased because of the greater <u>investment in hotel, food, and museum infrastructure</u>. (301 hotels/ 12,736 rooms.)</li> <li>- Mexico has a developing market economy. 15th biggest in the world and 11th by purchasing power parity. Second for the largest economy in Latin America.</li> <li>- Its GDP in 2018 was 1,223.36 billion US dollars. Growing on average 4.25 % annually.</li> <li>Open to foreign direct investment (FDI) and its FDI inflow was 31.6 billion US dollars in 2018.</li> <li>- As an export-oriented economy, more than 90% of Mexican trade is under free trade agreements (FTAs) with more than 40 countries, including the European Union, Japan, Israel, and much of Central and South America</li> <li>- Enormous gaps remain between the urban and the rural population, the northern and southern states, and the rich and the poor.</li> </ul>

	<ul style="list-style-type: none"> <li>- SEDESOL estimates that 6% (7.4 million people) live in extreme poverty and suffer from food insecurity. With a rough 33% in Moderate poverty.</li> <li>- Mexico struggles to generate enough jobs for its people.</li> </ul>
<b>Socio-Cultural</b>	<ul style="list-style-type: none"> <li>- Puebla was also considered the world capital of design and innovation in 2014, due to the number of designers in different business and professional fields.</li> <li>- The historical and cultural value of Puebla's architecture is the main reason that the city was chosen as a Heritage of Humanity. More than 5,000 buildings, 2nd City with more buildings and historical monuments in Latin America (after Cusco).</li> <li>- Puebla has 3 main markets and around 10 main museums</li> <li>- A wide educational offer, both public and private.</li> <li>- Poblana gastronomy is one of the most representative of the Mexican Republic.</li> <li>- Family is important to Mexicans. Most households contain three generations of family and everyone maintains a close relationship with one another.</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>- Puebla is consolidating itself as an important automotive cluster in Mexico, due to the great boom and development of the automotive industry. It is also one of the main cities in the metalworking industry.</li> <li>- The United States and Mexico share the border, meaning it's easier to transport products over to their American neighbors. Technology has also helped citizens find new job opportunities. Although computers are more often used by enterprises and personal computers by smaller businesses.</li> <li>- Mexico is regulating the booming fintech market. Initial problems related to corruption prevented this industry's full potential. As of last year, a new law passed to lower the risk of corruption and money laundering, while also vanquishing corruption regarding cryptocurrency. This now allows further growth of the fintech market; hopefully, it'll benefit the country as a whole.</li> <li>- All over the world, companies are striving to implement 'green' strategies: eg to control and manage carbon footprint.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>- The Mexican judiciary is free and independent. People, whether nationals or foreigners, are entitled to impartial justice. However, the image of this institution has been put into question because of corruption.</li> <li>- Employment rights are protected by Mexican labor laws. Employers must provide their workers with a written contract. Workers are entitled to annual holidays and maternity leave.</li> <li>- Discrimination against any worker on the basis of gender, age, disability, race, nationality, religion, social and marital status, and sexual preferences is prohibited in Mexico (Invemsa, 2019).</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>- Mexico is one of the top five countries in the world in terms of biodiversity.</li> <li>- Has stunning beaches, desserts, landscapes, ancient historical landmarks, and weather make it one of the most visited countries in the world.</li> <li>-Mexico faces some serious environmental challenges.</li> </ul>





- Air pollution was so challenging and reached levels potentially dangerous to human health in May 2019 that Mexico City declared an environmental emergency and urged residents to stay indoors (BBC, 2019).
- Water pollution, toxic waste, and loss of essential water resources along the Mexican-US border are some other environmental challenges facing Mexico today.
- All over the world, natural resources are starting to run short and can't keep up with modern western lifestyles. There is a need for an alternative approach to subsistence.
- Availability of raw materials and energy is a big topic. As the availability of fossil fuels, like oil or coal, gets worse within the next decades, the dependency on those fuels stays pretty risky
- Many companies have started raising awareness about ecological responsibility and try to implement some moderation strategies.
- Pollution is a major issue all over the world and it is known that transportation is a massive contributor.
- There is an emerging market in local organic products and growing trends of healthier alternative eating all over the world.

# Project Conceptualization:

## Annex 5.

### 5. Project Contents - Best Practices

#### **Commercial Venture Activities**

##### Restaurant Service:

The main restaurant area divided into multiple (5-10) cooking stalls, each with access to gas, electricity and running water, accessible bathrooms, a main communal eating area, central Bar with sitting area the main restaurant area divided into multiple (5-10) cooking stalls, each with access to gas, electricity and running water, accessible bathrooms, a main communal eating area, central Bar with sitting area

#### **Cultural Programs**

##### Commissioned Mural Program:

Once per quarter, a seasonal harvest fest will be hosted at the center where the mural will be debuted. 4 seasonally focused murals per year will be created which will be relevant to culinary arts, the expression of the culture of the region or to the social mission of the center. Live mural work will be on display to center visitors during the last 2 weeks of every quarter.

##### Culinary Arts Workshops:

These classes will be imparted with the following frequency: 2 different classes per month, 2 sessions per class per week. Renown national and international chefs will be invited to give masterclasses. A local chef will be in charge of the workshops. A kitchen specialized for these workshops will be available.

##### Food Art Workshops:

Call for artists that would showcase their unique practices related to food, for example: food photography, food plating, natural dyeing with food waste, kids art, food fashion design, etc. The frequency of the workshops will be 2 different classes per month and 2 sessions per class per week.

##### Exhibitions:

The size of the exhibitions will be small to medium and proposed seasonally - 4 exhibitions per year lasting 3 months each. The themes will be mission-related and curators or artists will be invited to send proposals through to the UCCC Special Events and Exhibition coordinator. No collection or storage space is necessary, we will simply serve as a rotating and temporary exhibition space. A digital archive of the exhibitions will be created.

The space will be designed as an open and adaptable area for which the center should have in storage basic equipment to accommodate the display of different types of exhibitions. A path will be created

for visitors to pass through the exhibition space and the garden in order to get to the food court - this ensures that everyone who enters the UCCC is able to experience these mission-related elements.

### Culinary Fellowship:

The Cooking Lab Program consists of a 1-year fellowship and 4 rotational interns (those who are still completing the culinary education) to serve as support staff for a duration of 6 months. The Principal Chef will be in charge of the mentoring and training of the program as well as of the restaurant space that is open to the public inside the UCCC. This space should be fully equipped with all necessary tools for the fellow's success and follow low to no waste principles that are in line with the sustainability mission of CMN.

### Special Events:

Once per month a series of special events and activities can be proposed. Immersive food & art pairing activities will be held. Activities like local film feast where attendees will be served cuisine that correlates with what viewers see on the screen or sensorial eating experiences in the dark could be organized.

## **Social and Sustainability Programs**

### On-Site Edible Garden:

The garden will be initially installed with members of the local community to establish immediate ownership and pride. 0km food will be provided directly from the garden to specific demographics in need, green space in an urban setting will offer learning and knowledge exchange. Participants will have the opportunity to learn about soil science, irrigation, integrative pest management, organic amendments, regenerative and closed-loop agriculture, carbon offsetting and more. Workshops will be given 2 times per week but the garden will remain open for all center attendees to enjoy regularly

### Subsidized Participation and Food Access Programs:

1/3 of all program reservations will be designated for people who sign up through our strategic community organizations. These select partners will be ones that serve a social impact purpose and provide for our core target demographic regularly.

Qualifying households can participate 2 days per week during 2 daily sessions. This pantry operates on a first come first serve basis, there is no cost for the healthy produce provided. Food will be measured by weight up to the allotted amount or 1 full basket (small/medium/large) will be provided. Participating individuals can access the pantry with a scannable card that includes the following required information - name, #of people in the household, and neighborhood.

Special Consideration - If a large number of people show interest in the food access program from outside neighborhoods there will be incentive for the government to invest in satellite food access micro centers in these neighborhoods that would serve as extensions to the grand UCCC. This could consist of 1 food mural, 1 food pantry & possibly farmers drop off (surplus harvest), and 1 art mural.

## Project conceptualization:

### Annex 6.

#### 6. UCCC Program Logistics

##### **Workshops:**

- The Administrative Coordinator will organize the calendar of the workshops that will be offered 2 months before the date of the workshop.

##### Art:

- These workshops can be a proposal of the center itself or of a person that wishes to offer a course at the UCCC. If the workshop is proposed by the UCCC, an expert will have to be contacted.
- A list of the supplies needed will be revised and approved by the Administrative Coordinator.
- Market research for suppliers will be done. The price of the workshop will be set.
- The workshop will be advertised in the different ways suggested by the Communication Plan Model of CmeNourished.
- People will be able to sign up for the workshop online or on at the UCCC.
- 15 days before the workshop we will open the workshop placements for the Social Benefit, they will have 5 days to confirm their attendance. The number of places available for the Social Beneficiaries will depend on the number of attendees that are not part of this program.
- Supplies: The supplies needed for each workshop will be ordered from the different suppliers 10 days before the beginning of the workshop.
- The deposit will be non-refundable 10 days before the workshop when the supplies have been ordered.
- A reminder of the workshop will be sent to the attendees 2 days before
- The workshop will be delivered by the teacher.
- An evaluation of the workshop will be done.

##### Cooking:

- These workshops are proposed by the center itself, organized by the UCCC chef in charge. A list of the supplies needed will be revised and approved by the Administrative Coordinator.
- The price will be set
- A reverse auction will be organized with the different local farmers and providers to get the best prices for the food needed.
- The workshop will be advertised in the different ways suggested by the Communication Plan Model of CmeNourished.
- People will be able to sign up for the workshop online or on at the UCCC.

- 15 days before the workshop we will open the workshop placements for the Social Benefit, they will have 5 days to confirm their attendance. The number of places available for the Social Beneficiaries will depend on the number of attendees that are not part of this program.
- The deposit will be non-refundable 10 days before the workshop when the supplies have been ordered.
- A reminder of the workshop will be sent to the attendees 2 days before
- The workshop will be delivered by the chef.
- An evaluation of the workshop will be done.

#### Nutrition:

- These workshops are proposed by the center itself, organized by the UCCC nutritionist in charge. A list of the supplies needed will be revised and approved by the Administrative Coordinator.
- The price will be set
- The workshop will be advertised in the different ways suggested by the Communication Plan Model of CmeNourished.
- People will be able to sign up for the workshop online or on at the UCCC.
- 15 days before the workshop we will open the workshop placements for the Social Benefit, they will have 5 days to confirm their attendance. The number of places available for the Social Beneficiaries will depend on the number of attendees that are not part of this program.
- The deposit will be non-refundable 10 days before the workshop when the supplies have been ordered.
- A reminder of the workshop will be sent to the attendees 2 days before
- The workshop will be delivered by the nutritionist.
- An evaluation of the workshop will be done.

#### Garden:

- Vertical vermiculture gardens will be installed
- On the Grand Opening day, the first seeds will be planted through the Finders Keepers seed packets of the Grassroots campaign.
- At the end of the season, all the fruits and vegetables will be harvested
- Every season new seeds will be planted out of the seeds harvested.
- On regular days volunteers will take care of the garden under the supervision of the Garden Manager
- The workshops will be advertised in the different ways suggested by the Communication Plan Model of CmeNourished.
- People will be able to sign up for the workshops online or on at the UCCC.

- 15 days before the workshop we will open the workshop placements for the Social Benefit, they will have 5 days to confirm their attendance. The number of places available for the Social Beneficiaries will depend on the number of attendees that are not part of this program.
- Supplies: The supplies needed for each workshop will be ordered from the different suppliers 10 days before the beginning of the workshop.
- The deposit will be non-refundable 10 days before the workshop when the supplies have been ordered.
- A reminder of the workshop will be sent to the attendees 2 days before
- The workshop will be delivered by the teacher.
- An evaluation of the workshop will be done.

### Cooking Lab

- The Fellow will create 3 menus (breakfast, lunch and dinner) under the supervision of the Principle Chef. Prices will be set.
- A reverse auction will be organized with the different local farmers and providers to get the best prices for the food needed to create the menu.
- A contract will be signed by the providers and the UCCC
- The food providers will bring in the food supplies once a week and it will be kept in cold rooms storage and regular storage.
- Food will be cooked every day
- Delivered by the waiters to the customers 6 days a week breakfast, lunch and dinner.

### Food Pantry:

- Food will be grown and harvested in the UCCC garden with the supervision of the Garden Coordinator and the volunteers
- People will have to sign up for the type of basket they will need one week in advance
- Different sized baskets will be put together every day (small, medium and large)
- 25 baskets will be delivered 2 times a day for 2 days every week for free

### Restaurants:

- Restaurants will be set up on the different stalls
- They will set their own prices and get their own suppliers
- Clients will make the order directly at the restaurant they choose
- A restaurant pager will be given to the customer
- When the food is ready the customer will go pick his or her food from the restaurant
- Alcoholic beverages will be ordered at the table and will be delivered by waiters.
- Cooked food that has not been sold will be given up to people that order through an app it after the restaurant's closing time



### Exhibitions:

- Curators and artists will be encouraged to present their projects on a contest
- The chosen artist or curator will work with the Administrative Coordinator of the center to put up the exhibition.
- The communication plan for the exhibition will be developed
- The opening day cocktail will be done in the center
- The exhibition will be open to the public for three months.

### Mural Painting:

- Artists will do a contest and the one retained the most adequate for the season's mural, will be chosen
- The artist will bring its team and will make a list of the required paintings that will be needed.
- The UCCC will be in charge of buying the paints
- The artist will arrive at the Center and do the mural on the Harvest Feast day

### Special Events:

- Special events will be coordinated by the Administration of the Center on a monthly basis.
  - Farmer's Market
  - Dinner- movie night
  - Blind dinner
  - Live music
  - Theater

# Project Conceptualization:

## Annex 7.

### 7. UCCC Ideal Partner Criteria

#### **National Requirements:**

- **Welfare State** - It is essential for the well functioning of the UCCC project that the local government hosting the center is part of a welfare state with a form of government in which the state protects and promotes the economic and social well-being of the citizens, based upon the principles of equal opportunity, equitable distribution of wealth, and public responsibility for citizens unable to avail themselves of the minimal provisions for a good life. Essentially it needs to be a state in which there is a combination of democracy, welfare, and capitalism.
- **Governmental Stability and Longevity** - The UCCC project is based on a partnership with regional authorities, therefore, it is important that the government in power is stable and preferably that the running administration remains in power for at least the 3 first years of the project to ensure the commitment and back up of the concerning local government to support the project and its running activities.
- **Developing Economy** - The project aims to boost an already growing market economy. So for a better and more sustainable development of operations and programs CMN wants to position the UCCCs around active communities. This will be defined through research of national GDP and world-recognized credit rating agencies (Moody's, Standard & Poor's, Fitch..).
- **National 'Malnourishment'**: CMN aims to tackle multiple issues related to the concept of Malnourishment, therefore it is important to base the UCCC project in regions and countries which are most affected by these problems. Having for example high poverty rates, civil nutritional deficits, lack of access to education, community underdevelopment. This will be established through the annual reports, research, and studies of (1) National Internal bodies: Secretariat of Welfare, Ministries of Health, Education, and Culture. (2) International Non-Governmental Organizations: UNICEF, Amnesty International...

#### **Regional Requirements:**

- **Lack of employment**: CMN will prioritize regions suffering from heavy unemployment, as the UCCC project aims to generate new and varied jobs for the locals. During its advisory program, the Association will provide professional training allowing for the development of new skill sets and expertise, so that after the program ends the staff feels fully able to run the center themselves.
- **Agricultural Proximity**: The project is aimed at urban areas lacking green spaces. It also tries to bridge the gaps between the rural and urban areas and their primary activities. However, since part of the project depends on the cooperation with local farmers it is important that there are accessible agricultural agents in the periphery or surroundings of the center. This is essential as most of the products used within the center should follow the '0km' requirements.
- **\*Regional Programs and Campaigns**: Regional governments with established programming and initiatives similar in purpose to the UCCC will be prioritized, as it shows a present effort in



addressing the challenges at hand. Further, it can allow for the development of integrative and participatory relations.

- **Cultural Promotion:** Cities or regions with a strong cultural heritage and relevant policies or those who understand the importance of a thriving cultural landscape and wish to develop accordingly to serve as perfect partners for this project.
- **Educational Institutions:** The region must have a diverse range of educational institutions. UCCC aims to cooperate with gastronomic universities or institutes for the creation and running of the Cooking Lab restaurant. Further, the social branch of the B-Corp serves to provide programs and workshops to local school districts.
- **Gastronomic Heritage:** A region with strong gastronomic heritage and history is preferred for the base of the project. One of the main goals of the UCCC is to enhance and preserve the local gastronomic heritage while incentivizing new ways to incorporate it into a healthy diet and lifestyle. In addition, the program will help to promote these innovative culinary practices globally.
- **\*Ties with Local Stakeholders Associations:** Local governments already having a strong connection with civic groups (Farmers groups, Civil associations, private business, educational institutions, NGO's) and fermenting ongoing ties and favorable relations are preferred. Although the CMN Advisory Model will help strengthen these ties and build a broader network. It is important that the regional government has already started these relationships with some of the potential local stakeholders.
- **Infrastructure:** The local government must have policies in place that support the building of physical spaces meant for integral and intelligent local development, especially civil activities and social programs. UCCC requires an accessible site that fits the criteria listed in the infrastructure requirements.
- **\*International and Intergovernmental Connection:** CMN will prioritize regional governments that have a global presence, network, affiliation, partnerships, support, sponsoring, etc.
- **Tourism Investment:** For the well functioning of the project and its sustainability tourism needs to be promoted by the regional government. There needs to be evidence that the government is already making an effort to grow and sustain a strong influx of tourism. The promotion of tourism is a growing source of income and supports the economic growth of the project and ensures the potential for economic profitability. UCCC will provide visibility and recognition to the region and the nation.
- **\*Funding and Fundraising:** CMN will prioritize regions with active local philanthropists, donors, and grant programs or already established civic fundraising strategies. This is not a fundamental requirement as our team will help fundraise the required investment.

\* Flexible requirements

### Individual Collaborators

- **Carmen - Small Scale Local Farmer**

Age: 38-55

Looking for new places to sell their goods, because they are not able to compete with larger farmers. The farmer's market model is not sustainable for her. She is not taken seriously in the industry because she is a woman. She is looking to partner with women-led businesses and initiatives.

- **Julio - Small Scale Local Farmer**

Age: 38-55

Looking for new places to sell their goods, because they are not able to compete with larger farmers. The farmer's market model is not sustainable for him. He is looking to partner with sustainable food systems to bring his products directly to the consumer.

- **Farid - Artist /Muralist**

Age: 24-36

A nationally recognized artist that likes to do work full of subtle references to his country's culture and heritage. He expresses it in a sharpened catchy style, full of colors and vibrance. He's always up for a new challenge and wants to promote his nation's legacy at a global scale

- **Luisa - Eco-Engineer/Agriculture Professional**

Age: 25-40

She's passionate about sustainable food processes and wants to disrupt the existing food models through innovative engineering. After pursuing professional training in agro-ecology in the capital she now hopes to bring her expertise back to her community and help generate jobs.

## Project Production:

### Annex 8.

#### 8. CMN Development Model Action Plan

Timetable			
Activity	Action Steps	When	Budget Indications
<b>OPERATIONAL</b> Begin outreach to Puebla's regional government for the pilot program	<ol style="list-style-type: none"> <li>1. Create all promotional and sales materials - website, interactive and informative sales book, pitch decks, follow-up materials</li> <li>2. Execute in-person meetings, follow-ups, and remote negotiations</li> </ol>	<b>YEAR 0</b> April	Outsourced Designer (\$50 x 20 hrs) = \$1,000 Printing Costs = Flights (\$800 x 2 ppl) = \$1,600 Meals (\$30/day x 5 days x 2 ppl) = \$150 Accommodations (\$100 x 5 nights) = \$500 Total = \$3250
<b>OPERATIONAL</b> Secure partnership with the city of Puebla	<ol style="list-style-type: none"> <li>1. Complete negotiations with a verbal agreement</li> <li>2. Draw up contract draft</li> <li>3. Identify key members of the required local stakeholder network</li> <li>3. Agree on package sales price and service/license agreement details</li> <li>4. Have both parties sign the contract</li> <li>5. Receive initial deposit - a strategic portion of the 1st yearly payment</li> </ol>	<b>YEAR 0</b> June	Stakeholder Evaluation Fees = \$15,000
<b>OPERATIONAL</b> Establish stakeholder network and prepare all experts for the pre-development phase	<ol style="list-style-type: none"> <li>1. Execute preparations for parties to gather all needed resources and stakeholders and experts to prepare for beginning development stage of the 5-year contract</li> </ol>	<b>YEAR 0</b> June - December	Covered in CMN salaries No Extra Cost
<b>OPERATIONAL</b> Complete the development & renovation of the center and prepare for the public opening - a 6-month process	<ol style="list-style-type: none"> <li>1. Renovate building</li> <li>2. Install and maintain the garden</li> <li>3. Secure contract agreements with all center partners including chefs, farmers,</li> </ol>	<b>YEAR 1</b> January - December	Flights (\$800 x 4) = \$3,200 CMN Team Accommodations = \$500 x 6 months) = \$3,000 Covered by Outsourced Expert Fees and indicated in the 4-year budget plan

<p>Simultaneously run marketing programs in Puebla</p> <p>Sign agreements with restaurants, schools and other partners</p>	<p>artists, teaching staff, employees</p> <p>4. Sign leasing agreements with restaurants for culinary stations</p> <p>5. Finalize agreement with partner universities for the culinary fellowship program and identify selected fellows for Year 1</p>		
<p><b>OPERATIONAL</b></p> <p>Puebla UCCC is completely developed, running all programs and thriving</p>	<p>1. Open center doors</p> <p>2. Serve customers</p> <p>3. Run all programming</p> <p>4. Host events</p> <p>5. Serve all social good recipients</p> <p>6. Maintain CMN advising and guidance with a gradual independence plan for the center</p>	<p><b>YEAR 2</b> and beyond</p>	<p>Covered in CMN salaries No Extra Cost</p>
<p><b>OPERATIONAL</b></p> <p>Execute outreach for 2nd UCCC location</p>	<p>1. Create all promotional and sales materials - interactive and informative sales book, pitch decks, follow-up materials</p> <p>2. Execute in-person meetings, follow-ups, and remote negotiations</p>	<p><b>YEAR 4</b> Jan</p>	
<p>The process above repeats itself to grow the global network</p>			
<p><b>Retained Advisory Program</b></p>			
<p>Develop elements of Retained Advisory Program</p>	<p>1. Develop internal Communication Resources (password protected web portal for UCCC members; webinars; articles and other resources )</p>	<p><b>YEAR 5</b></p>	<p>\$15000 portal development</p>
<p>Run elements of Retained Advisory Program for</p>	<p>2. On-site meetings (yearly)</p> <p>3. Online Meetings (monthly)</p> <p>4. Conferences (only to be produced once 5 UCCC are developed)</p>	<p><b>Year 6 &amp; AFTER</b></p>	<p>CMN Social Development Director and Administrative Director \$1600 for travel \$500 Accommodation</p>

# Project Production:

## Annex 9.

### 9. UCCC Yearly Program Calendar


#### UCCC Program Calendar - Year 1

Program Type	ADDITIONAL INFO	Year 1											
		January	February	March	April	May	June	July	August	September	October	November	December
<b>Commercial Venture Activities</b>													
Restaurant Service	Open year round except for national holidays												
<b>Cultural Programs</b>													
Commissioned Mural Program	Seasonal initiative to be started 2 weeks prior to the end of each season												
Culinary Arts Workshops	2 class per month with 2 sessions per week												
Food Art Workshops	2 class per month with 2 sessions per week												
Exhibitions	Seasonal initiative to be started 1st month of each season and finish 2 weeks before the end of the season												
Culinary Fellowships	1 fellowship per year with												
Culinary Internships	two 6 month interships	Intern Session #1						Intern Session #2					
Special Events	Harvest Feasts												
	Other Special Events	Timing To Be Determined											
<b>Social &amp; Sustainability Programs</b>													
Subsidized Participation	¼ of all workshop tickets sold will be offered free of charge to the qualifying members through strategic community organizations												
Food pantry	2 days per week during 2 daily sessions.												
On-Site Edible Garden	2 class per month with 2 sessions per week												


# Organizational Structure:

## Annex 10.


### 10. UCCC Memorandum of Understanding



**Puebla**  
CIUDAD INCLUYENTE  
2018 - 2021



United Creative Culinary Centers



CmeNourished  
Cultivating Cultural Communities

**MEMORANDUM OF UNDERSTANDING**

BETWEEN

**CMENOURISHED**

AND

**AYUNTAMIENTO DE PUEBLA**

Whereas **CmeNourished** represented by Siena Beacham, Marta Capa, Andreina Mijares Cisneros and María Emilia Viteri current executive board members, of the not for profit, member-driven organisation established in 2021 working in the interdisciplinary fields of gastronomy, culture, arts, nutrition and other related sectors (including agriculture, education and health). Through its worldwide network of experts, CmeNourished aims to empower local communities by raising awareness of the importance of art and food to nourish and strengthen communities, empower individuals, celebrate regions' unique heritage, and connect people worldwide. CmeNourished created the gastronomical centres “United Creative Culinary Centers” to help regional governments provide to their citizens an accessible space for community development. Furthermore, the UCCC offers a Social Benefit Program, Grow Programs, Create Programs and Savour Programs.

Whereas the **Ayuntamiento de Puebla**, headquartered in **Puebla, México** and represented by Claudia Rivera Vivanco, is the **governmental body in charge of the Puebla’s Municipality**.

CmeNourished and **Ayuntamiento de Puebla** have agreed as follows:



### **Article I: Objective**

The objective of this Memorandum of Understanding (MoU) is to establish a general framework for cooperation between the Ayuntamiento de Puebla and CmeNourished in areas of common concern.

The parties agree to cooperate in implementing, to the best of their ability and within available resources, the activities and related terms listed below.

### **Article II: Aims of Cooperation**

1. CmeNourished and Ayuntamiento de Puebla aim to explore the relationship between art, gastronomic heritage, health and the associated opportunities and challenges.
2. CmeNourished and Ayuntamiento de Puebla agree to collaborate on the UCCC Puebla project in order to stimulate economic growth through job creation, educate the public about integral wellbeing, encourage gastronomical and artistic creativity, increase the promotion and visibility of Mexican artists while allowing for international collaboration, empower and develop the local community through enrichment activities.
3. CmeNourished will contribute to the above cooperation by providing expertise throughout the duration of the contract and a retained advisory program for the consecutive years.
4. CmeNourished will contribute to the above cooperation by allowing the Ayuntamiento de Puebla and all other center stakeholders to use the CmeNourished logo and United Creative Culinary Centres brand and logo according to the rules and regulations set by the style guide provided for the duration of the brand licensing section of this agreement. This usage allowance can be extended upon evaluation if the collaborating body requests. Please see extended development model for extended details. In order for the brand usage mentioned above to be continued, CmeNourished will also provide a continued advisory program which will begin at the termination of the 5 year development phase which will be made possible through the usage of the brand licensing agreement.
5. Ayuntamiento de Puebla will contribute to the above cooperation by providing extra visibility to the UCCC Puebla project on its website and showing the logo and website link to both CmeNourished and UCCC Puebla websites.
6. CmeNourished and Ayuntamiento de Puebla will liaise to ensure that new content is communicated effectively through strategic campaigns in social media.

### **Article III: Areas of cooperation**

1. CmeNourished and Ayuntamiento de Puebla shall join efforts to further elaborate issues of common interest and to share knowledge, research and best practices in nutrition, culture, gastronomy, education, agriculture and environmental issues. [add CmeNourished and key partner common work areas].
2. CmeNourished and Ayuntamiento de Puebla shall inform each other about events, seminars and conferences organised by the other and which are relevant within the framework of this MoU.
3. CmeNourished and Ayuntamiento de Puebla will stay in regular contact to review the



outcomes and issues arising from their cooperation, to agree on priorities and issues for future cooperation, and to identify new areas of collaboration. These reviews will also help maintain compliance with the CmeNourished values and the benefit corporation requirements.

#### **Article IV: Modalities of cooperation**

1. In the development and implementation of activities related to areas of mutual interest, CmeNourished and **Ayuntamiento de Puebla** may work in conjunction with other partners, as appropriate.
2. In the implementation of activities under this Memorandum of Understanding, CmeNourished and **Ayuntamiento de Puebla** shall act in accordance with their respective rules, regulations and policies.
3. CmeNourished and **Ayuntamiento de Puebla** will make every effort to inform each other of all relevant issues that might affect the implementation of this Memorandum of Understanding.
4. The financial implications of both parties for the purposes of this collaboration can be found in the detailed budget annex.

#### **Article V: Use of the name, acronym and emblem**

1. Any use of the name, acronym, logo and emblem of CmeNourished or the UCCCs in other contexts not covered by this agreement shall be subject to prior written authorization from a member of the Executive Board of CmeNourished.
2. Any use of the name, acronym, logo and emblem of **Ayuntamiento de Puebla** in other contexts not covered by this agreement shall be subject to prior written authorization from the Executive Unit, and to the terms and conditions established by **Ayuntamiento de Puebla**.
3. Subject to the requirements established in Articles V. 1 and V. 2 above, each party will publicly acknowledge the contribution and cooperation of the other party in the implementation of joint activities.

#### **Article VI: Entry into force, amendment and termination**

1. This Memorandum of Understanding will enter into force on the date of its signature by both parties, and will remain in effect for an initial period of 5 years. It will be automatically terminated unless it is renewed through a mutual agreement at least three months prior. No such renewal shall affect contractual obligations already entered into by either party under this Memorandum.
2. If the Ayuntamiento de Puebla moves to terminate this Memorandum of Understanding before the culmination of the five year agreement, financial penalties will be enforced and the revocation of the UCCC brand, acronyms, logos will be required. All CmeNourished advising, common resources and access to its international network will also be terminated.





3. Any amendment to this Memorandum of Understanding will be effected by mutual agreement of CmeNourished and **Ayuntamiento de Puebla** through an appropriate exchange of letters.
4. Agreement and acceptance of this Memorandum of Understanding are indicated by the signature of the duly authorized representatives of CmeNourished and **Ayuntamiento de Puebla**.
5. This Memorandum is being executed in the English language, in two (2) original documents.

In witness thereof, we, the undersigned, warrant that we have the full authority to represent the two parties, and that we agree to the conditions of this Memorandum.

Signed in ..... On .....

On behalf of **Ayuntamiento de Puebla**

On behalf of CmeNourished

## Organizational structure:

### Annex 11.

#### **11. UCCC Human Resource Management**

The CmeNourished Association recommends the following strategy for human resource management for the UCCC:

##### **General On-Site Management Strategy:**

- The first week of every year there will be a meeting between the executive director, the stakeholder's board president, and a CmeNourished board representative to make an evaluation of the year's goals and objectives.
- Every quarter there will be a meeting between the executive director and the director of financial operations to take account of the finances of the UCCC. Evaluations will be done and analyzed.
- The stakeholder's board members will meet once a month with the executive director and administrative coordinator to evaluate the development of the different programs and services offered by the center.
- News and other information will be delivered by the administrative coordinator to all sector coordinators and managers as well as to the staff.
- Proposals of activities will be received by the administrative coordinator, evaluated together with the relevant sector coordinator and approved by the executive director.
- Weekly general meetings between all sector leaders for any questions or concerns that may arise.
- Sector Coordinators will have daily contact with volunteers and staff members.

##### **Job descriptions:**

**B-Corp. Stakeholders Board:** Includes one representative from each partner group that will collectively elect a president every 2 years.

**Industry Experts:** Contracted consultants of the CmeNourished Association that work within a specialized field that pertains to the centers' operations will remain contracted in order to provide solutions and advice for the UCCC network throughout the 5-year advisory model. We plan to outsource legal consulting, food production systems consulting, and IT support among other expertise.

**Executive Director:** Employed by CMN, oversees the entire center, responsible for ensuring the mission, goals, and values of the association are met and serves as a liaison between the B-Corp and CMN.

**Director of Financial Operations:** Supervises accounting, manages accounts receivable and payable, sets financial targets, implements fundraising strategies, monitors expenditure. Organizes and executes fundraising efforts (sponsorships, grants, donations)



**Administrative Coordinator:** Serves as point of contact between employees, external parties such as vendors, suppliers, and customers. Manages all restaurant rental agreements.

**Marketing and Communication Coordinator:** Implements, monitors and evaluates all marketing and communications strategy including advertising, promotions, and public relations of the center. Plans and executes all social media strategies and community management.

**Community Outreach Coordinator:** Coordinates the volunteer program, memberships, and partnerships with local social organizations and community leaders. Oversees and ensures social inclusion in all center activities.

**Education Coordinator:** Handles communication and partnerships with educational institutions (school, universities, institutes), oversees, and implements the programming of all educational activities including the Cooking Lab fellowship and internships.

**Garden Manager:** Manages garden installation and production, oversees the specialized food access pantry and works together with the education coordinator to program garden tours and workshops.

**Special Events and Exhibitions Coordinator:** Manages the planning of all special events programming and exhibitions, including the call for artists and curators, outsourcing technical support and additional suppliers, and works hand in hand with other departments to achieve a holistic experience.

**Staff & Service Providers:** Onsite technician, cleaning, principle chef, culinary fellow, culinary interns, security service, wait staff, workshop instructors, and volunteers.

**Outsourced Consultants:** Marketing consultant, IT consultant, Legal consultant.

# Communication & Marketing Strategy:

## Annex 12.

### 12. CMN External Marketing and Communication Strategy

#### **Position:**

**Channel Type:** This program will be available for sale to the different local governments through personalized and direct communication

**Channel strategy:** 100% of the sales will be done through personal contact and communication with the different city municipalities. This is the best channel to sell our services due to the fact that personalized direct communication and explanation of the project will create a space of exchange of ideas between us and our customers. They will be able to ask questions and we will be able to understand best the local situation and needs.

#### **Promotion:**

**Advertising:** Google advertising for online awareness to attract future partners to our site for program review Budget indication

**Public Relations:** Announce business launch and an open call to global governments that fit our requirements for potential partnerships, global center launch announcements, social impact program milestone announcements, philanthropist partner announcements, economic development announcements

**Sales Promotion:** We will send on and offline mail proposals, flyers and folders with information to different local governments

#### **SMART market objectives:**

##### **Market share Objective**

To gain at least 15% of the market for cultural gastronomic & artistic experiences at a global level by the year 2050.

##### **Branding Objective**

To be a globally renowned brand for our social and cultural awareness contribution to different communities by the year 2050.

##### **Growth Objective**

To establish CmeNourished Centers in all continents by the year 2050.

To reach a minimum of 50,000 visitors per each center in the 1st years of its operations.

##### **Social Objective**

To host, feed, and educate 12,500 people by year 5 on every center we establish across the globe.

# Communication & Marketing Strategy:

Annex 13.

## 13. UCCC Communication Playbook





## INDEX

1. Introduction
2. Dissemination
3. Budget
4. Publicity
5. Press / Web / Socials
6. Newsletters
7. Audiovisual
8. Timeline
9. Opening Events Scheme

# 1 INTRODUCTION

## WHO WE ARE AND WHAT WE DO

The United Creative Culinary Centers (UCCC) project emerged from a desire to provide solutions to the needs and problems derived from the concept of Global Malnourishment, which creates a series of consequent challenges affecting regional governments and economies.

The UCCC replicable model offers a five-year collaborative development and continued advisory program to regional governments and a diverse association of contributing members worldwide. Each center is created to give visibility to the gastronomic heritage of the region and create a space for innovation and expression. This joint partnership is built to ensure complete alignment between the project scope and the current needs of each chosen city for sustainable operations and a truly positive impact on the community and its local economy.

This model was developed by CmeNourished, an International Not-for-Profit Association (INPA) that aims to nourish communities worldwide by encouraging the development of conscious relationships between all people and nature, inspiring creative expression and honoring gastronomical heritage while introducing new artistic culinary practices and promoting sustainable innovation.

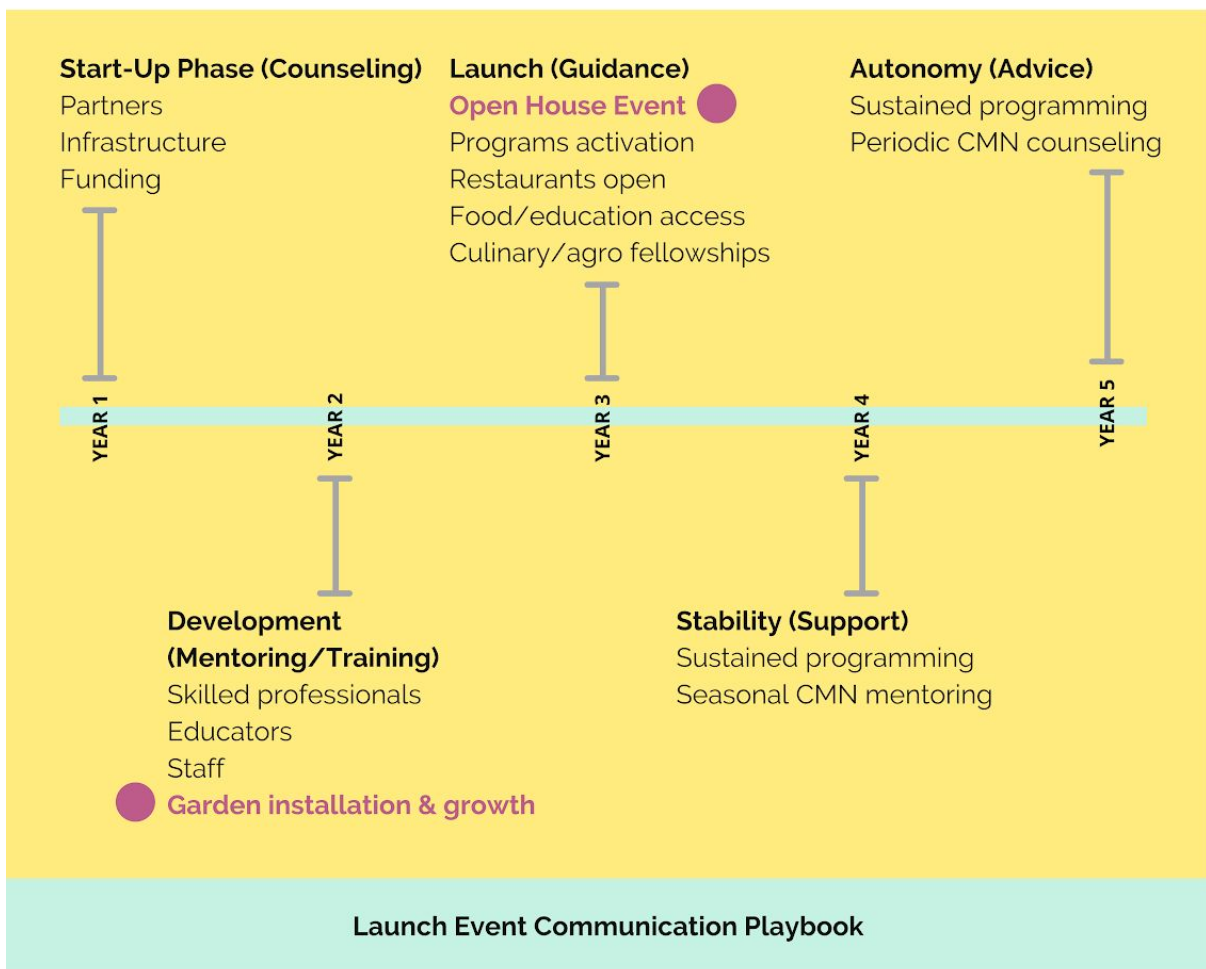
Our team possesses professional knowledge of how to create economic growth opportunities and increase employment, produce disruptive sustainable food systems, develop a comprehensive culinary curriculum for all ages, preserve gastronomical heritage and encourage culinary innovation. In addition, the association has curated a strong international network of creative professionals and educators in the fields of advanced agriculture, nutrition, food focused art and gastronomic sciences.

**Launch Event Communication Playbook**

## PLAYBOOK AREA OF FOCUS

This sample communication strategy will focus exclusively on the **Open House Launch Event** of CMN's first edition center in Puebla, Mexico. Much project development work will have already been done up to this point, but due to CMN's unique business model of partnering with regional governments and a carefully curated stakeholder association, the contents of this guide zoom in on suggested tactics for the inaugural public engagement activities.

CMN believes community engagement starts with providing opportunities for co-creation between our organization and the people. For this reason, it is important to note that this communication plan timeline will begin with a collaborative **Garden Installation Program** in year 2 of the development.





## 2 DISSEMINATION

### PRINTED MATERIALS & APPLICATIONS

We want to meet the community where they are already gathering and living their daily lives so we will utilize the following physical promotional materials:

- posters
  - postcards
- in the following spaces:
- established businesses
  - community centers
  - shops/malls
  - libraries
  - grocery markets
  - farmers markets
  - cafes
  - universities/culinary institutes
  - nurseries & home & garden centers
  - nursing homes

### DIGITAL MATERIALS & APPLICATIONS

Web:

- custom landing page - garden installation & event coverage/hype
- blog - story telling & long form content of both

Socials:

- FB - event invitations, highlights, photo albums, educational info
- IG - event invitations, highlights, educational info, IGTV video content
- Youtube - behind the scenes footage, chef/farmer/artist interviews

### OUT OF HOME MATERIALS & APPLICATIONS

Culture is happening in the streets and in public spaces so CMN proposes an out of home communication campaign to flood the community with creative and attractive invitations to Grow, Savor & Create at Puebla's new UCCC. These graphics will be injected into the community in an organic and grassroots manner to meet the people at eye level. The following tactics will be utilized in the OOH dissemination category:

- Bus shelter posters
- Permitted & wild wheat pasting

**GRAPHIC EXAMPLES OF COMMUNICATION MATERIALS**

Launch posters



Grow



Savor



Create

Bus Shelter Posters



Grow



Savor



Create

**Launch Event Communication Playbook**

Permitted Wheat Pasting - Eco Friendly

24" x 36"

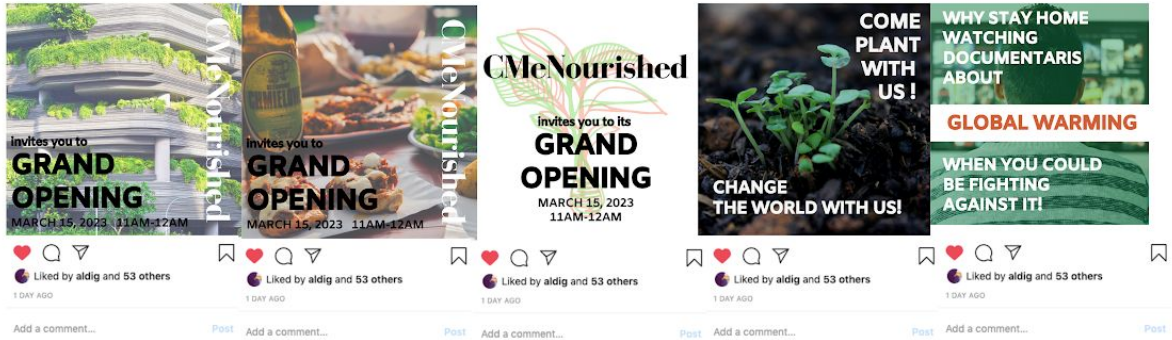


Printed postcards



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Instagram

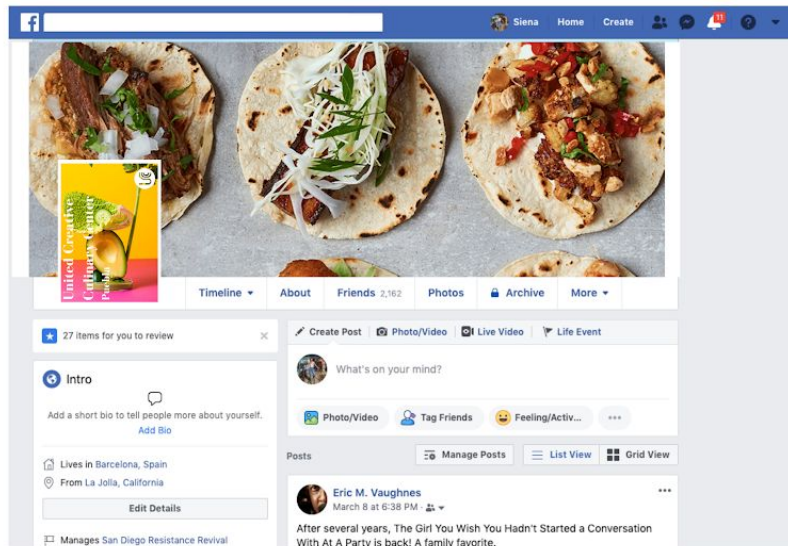


IGTV



Launch Event Communication Playbook

## Facebook



## Youtube



Launch Event Communication Playbook

## GRASSROOTS CAMPAIGN

### Finders Keepers - Seed Packet Public Invitation

In an effort to create community engagement, excitement and ownership in the UCCC GROW program, we will activate an interactive scavenger hunt where in hundreds of organic and biodegradable seed packets will be secretly placed in strategic spots throughout the city giving the public the opportunity to find them. A personal invitation to "Come plant with us" will be included along with a scannable QR code that leads to the GROW custom landing page and Call to Action hashtag

**#UCCCPuebla\_YOUfounditYOUplantit**



**Launch Event Communication Playbook**

## MEDIA OUTREACH

Media Kit - Press and content creators

We hope to stand apart from the masses with a physical and personalized media kit that will uniquely introduce our project to the press and other content creators. This box will also be dedicated for our influencers, patrons and other strategic partners. The CMN communication team will track the ROI of these physical media kits and press mentions.



Media Kit - Contents

- Branded Seed Package with inspiring message
- Edible treat
- Intro postcard with digital scannable QR code to access electronic press kit and all relevant materials from the private press landing page
- Launch event invitation

**Launch Event Communication Playbook**

## Press Releases

In addition to the initial long-lead media kit distribution, periodic press releases will be disseminated to a curated list of relevant press in the food, eco conscious & culture sectors for updated announcements. The following releases will be sent:

1. Regional gov partnership with CMN to create the 1st United Creative Cultural Center in Puebla
2. Garden installation & grow program announcement
3. Partnerships with international innovative agricultural professionals
4. Periodic grow program updates
5. Chef partner announcements for Open House launch event
6. Artist partner announcements for Open House launch event
7. Musical partner announcements for Open House launch event
8. CMN will launch it's not for profit food access program
9. UCCC Puebla is open for programming and culinary enjoyment





### 3 BUDGET

<b>Expenses</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>Total</b>
Art Director	\$1,400									\$1,400
Graphic Designer		\$1,000								\$1,000
Copy Writer			\$1,060							\$1,060
Social Media Community Manager				\$350	\$350	\$350	\$350	\$350	\$350	\$2,100
Printing			\$1,600		\$1,600		\$1,600			\$4,800
Digital / Radio Advertising				\$500		\$500		\$500		\$1,500
Permitted Wheat Pasting				\$1,500		\$2,500		\$500		\$4,500
Bus Shelter Poster Application					\$2,000			\$4,000		\$6,000
Meida Kits (development, contents & shipping)		\$1,500	\$1,250	\$750						\$3,500
Social Advertising							\$150	\$150	\$75	\$375
Custom Website Landing Page Development		\$425	\$425							\$850
Filming & Editing	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$3,600
Pre Launch Donor / Sponsor Opening							\$1,500	\$1,500	\$1,500	\$4,500
										<i>Grand Total</i>
										\$35,185

## 4 PUBLICITY/CONTENT PARTNERS

Capitalizing on 3rd party validation, CmeNourished will partner with relevant authorities in the regional culinary space to benefit from the compound reach of the following network:

### GASTRONOMY MAGAZINES

Gastronómadas  
Food and Travel  
Gourmet de México  
Saborearte  
Culinaria Revista Virtual Especializada en Gastronomía  
Animal Gourmet  
Revista Puebla Life  
El Conocedor

### MEXICAN OR MEXICO INSPIRED CHEFS

Daniela Soto-Innes  
Enrique Olvera  
Patricia Quintana  
Martha Ortiz  
Pati Jinich  
Rick Bayless

### LOCAL PUEBLA CHEFS

Fernando Hernández ( Moyuelo)  
Armando Cajero (Naan)  
Daniel Nates (Maizal)  
Iván Millán

### NEWSPAPERS

El sol de Puebla  
El Herald de Puebla  
La Jornada de Oriente  
El Popular  
La Opinion

### BLOGGERS

Mexico In My Kitchen  
Mexican Food Journal  
Mexican Please  
Good Food Mexico  
The Mija Chronicles

### INSTAGRAMMERS

Gordos por el mundo  
Enrique Olvera

### ONLINE CULTURE MEDIA

Time Out Mexico  
Cultre Trip

### CULINARY INSTITUTES

Instituto Culinario de México  
Instituto Universitario Navarro  
Universidad Hotelera Suiza  
Licenciatura en Gastronomía  
[www.uhs.edu.mx](http://www.uhs.edu.mx)Instituto Cultural  
Gastronómico de Puebla Instituto  
Gastronomico Poblano, A.C.  
Escuela Libre de Gastronomía A.C.

Launch Event Communication Playbook

## 5 PRESS / WEB / SOCIALS

### SOCIALS

CmeNourished understands that a consistent multichannel communication strategy is required for ultimate success and plans to utilize the social platforms below in the following ways:

#### BRAND INSTAGRAM

- announcements / invitations
- educational
- community oriented
- artsy & foodie
- urban
- innovative
- sustainable
- exhibition like curation

#### BRAND FACEBOOK

- announcements
- community oriented
- network building
- educational
- photo galleries
- promotional place for blog content

### WEB

- public custom landing page
  - GROW < SAVOR & CREATE < Launch Event
- private press custom landing page for access to electronic press kit materials

### YOUTUBE

- Behind the scenes long form footage
  - building renovation
  - garden installation
  - restaurant build outs
  - exhibition installations
  - event preparation
  - live mural painting
  - full event coverage
- feature interviews  
culinary/agricultural/creative DIYs

### BRAND BLOG





- long form story telling
  - community highlights
  - stories about treasured family gastronomical traditions
  - testimonials
  - elders cooking
  - kids learning
  - agricultural growth & community participation

## 6 NEWSLETTERS

### Market Segmentation

Segment 1	Segment 2	Segment 3	Segment 4
People who <b>need access to whole food</b> , lack knowledge about food production and outlets for creative expression.	People who <b>want to add to their existing interest</b> in the food growth process/nutrition and creative expression.	People with <b>high interest</b> or specific passion in urban sustainable food systems and creative expression	Politicians & Press - resources such as licensing, space and support

### Customer Personas

The Family	Paula	Tito	Carlos
			
Age: all  Lower Income family. When eating out they choose readily available options advertised as cheap. Do not attend cultural events because they do not feel welcome.	Age: 25  Seeking new experiences and knowledge. Paula is an activist at heart and is looking for business that align with her values. Belongs to the kindness keepers consumer demographic.	Age: 37  Passionate about food. Knows a thing or two about cooking and is passionate about new culinary practices / food production methods (technology, adventures tastes, design, etc.)	Age: 43  Interested in bettering the economic and social situation of the city. Looking for a new initiative that will bring prestige to his hometown.

### SUBJECTS & SEGMENTS:

- Intro CMN & GROW program announcement & updates
  - The Family, Paula, Tito
- GROW program recap, SAVOR & CREATE intro & updates
  - The Family, Paula, Tito
- Open House Launch Event announcement & updates
  - The Family, Paula, Tito, Carlos

Launch Event Communication Playbook

## **7**

# **AUDIOVISUAL ELEMENTS**

Behind the scenes also known as BTS footage is highly attractive to today's conscious consumers. When evaluating where and how to spend their dollar, consumers tend to choose experiences over material items therefore CmeNourished will provide experiential video content through it's owned audiovisual channels for a deeper look into the concept behind the global creative culinary centers and the development of it's innagural site.

### **YOUTUBE - FULL FEATURE**

it's amazing to see the improvement  
of our sales

### **IGTV - VIDEO SEGMENTS**

- Installing the garden
- Garden growth
- Building the restaurants
- Interviews with the chefs
- Building the exhibition
- Interviews with the artists
- Sneak peaks with the musicians

### **AUDIO ELEMENTS**

- Local radio spots
  - Radio Disney 90.1 FM
  - La Grupera 89.3 FM
  - La Romantica 92.9 FM
  - Oro 94.9 Solo Hits
  - Ultra Radio Puebla
  - La Mexicana 91.1 FM
- Spotify advertising

**Launch Event Communication Playbook**

# 8 PUBLICITY/CONTENT PARTNERS

## GARDEN INSTALLATION PROGRAM

- OCTOBER**
  - Awareness of CMN & regional gov partnership**
    - Press Release #1 send
  - Launch GROW Campaign**
    - public custom landing page
    - wheat pasting
    - Development of Finders Keepers seed packets
    - community posters/postcards
    - Begin behind the scenes video content slow release
    - Media Kit send
    - strong social media introduction and activity
- NOVEMBER**
  - Generate excitement & activate interactive campaign**
    - GROW Press Release #2 send
    - Finders Keepers Seed Packet placement and campaign start (Last week)
    - Replenish community posters, postcards
    - Release new behind the scenes & highlight reel video content (utilizing Youtube & IGTV)
    - maintain persistent social media presence with a focus on GROW campaign
    - local newspapers, community websites & food blog partners activity
    - newsletter subscription push
- DECEMBER**
  - Massive push for creating desire to participate in the GROW program**
    - GROW Press Release #3 send (international partners)
    - Replenishment of Finders Keepers Seed Packet placement (1st 2 weeks) and UGC content features on socials
    - Strategic last minute placement of community posters,
    - Street team one to one postcard delivery @ large community events, farmers markets, grocery stores
    - Release new behind the scenes & highlight reel video content
    - GROW program newsletter recap

**Launch Event Communication Playbook**

## DISSEMINATION CALENDAR OPEN HOUSE LAUNCH EVENT

JANUARY

### Awareness of CMN & regional gov partnership again

Launch SAVOR & CREATE Campaign

- launch redesign of custom landing page including pre event info & hype (continue to add garden growth content)
- Introduce SAVOR & CREATE wheat pasting
- Introduce SAVOR & CREATE community posters & postcards
- Begin behind the scenes video content of restaurant builds slow release
- Press release #4 send (include grow recap)
- strong social media activity of food & art focused content
- newsletter sign up push for foodies & art lovers
- Radio segment #1
- Begin blog food & art focused content

FEBRUARY  
&  
MARCH

### Generate excitement & activate community pride

- Newsletter sends with focus on SAVOR & CREATE content
- First 100 program for free culinary tasting - Best food art posts #CmeNourishedFoodisArt
- Introduce SAVOR & CREATE bus shelter posters
- Replenish SAVOR & CREATE wheat pasting
- Replenish SAVOR & CREATE community posters & postcards
- Press release #5 send (chef announcement)
- Release chef partner identities to the public
- Press release #6 send (artists announcement including live muralist)
- Release live muralist identity to the public
- Boost blog content through above partner features
- Release new behind the scenes & highlight reel video content
- Press conference & Sponsor/donor private opening
- Open House launch event
- Post event coverage and communication

**Launch Event Communication Playbook**

## 9 OPENING EVENTS SCHEME

Puebla's first United Creative Culinary Center will open in 3 phases:

1. Press conference & private opening
2. Pre-launch /donor & sponsor opening
3. Public Open House launch event

### **PRESS CONFERENCE & PRIVATE OPENING**

invitation only press conference &  
private tour of the center to take place  
2 days before the official public  
opening

### **PRE LAUNCH - DONOR/SPONSOR OPENING**

- Installing the garden
- Garden growth
- Building the
- Interviews with the chefs
- Building the exhibition
- Interviews with the artists
- Sneak peaks with the musicians





## PUBLIC OPENING - OFFICIAL LAUNCH EVENT

### Run of Show Schedule

**11:00 a.m.**

Doors open & live mural installation begins

**12:00 p.m.**

Welcome greeting from CmeNourished founding team & Food stalls open for lunch

**2:00 p.m.**

Garden tour

**4:00 - 5 p.m.**

Opening band introduction & set begins

**6:30 - 7:30 p.m.**

second band plays

**9:00 p.m.**

Thank you message from founding team & dessert stations open

**10:00 p.m.**

food stalls close, headline band plays & bar continues to serve

**12 a.m.**

event ends & clean up crew begins strike



1ST EDITION - PUEBLA, MEXICO

## Infrastructure and Technical Requirements:

### Annex 14.

#### 14. UCCC Puebla Suggested Sites

The CmeNourished Association provides the following suggestions of potential buildings for sale in Puebla, to the Regional Government in charge of acquiring and providing the UCCC site.

#### Option #1:



**Location:** Puebla Historical Center

**Area:** 1411 m<sup>2</sup> of terrain

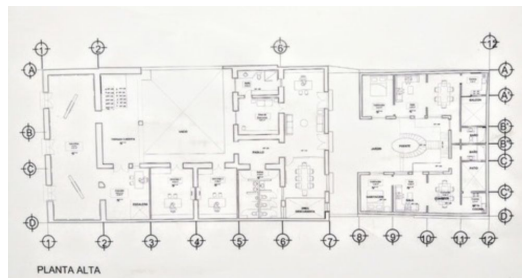
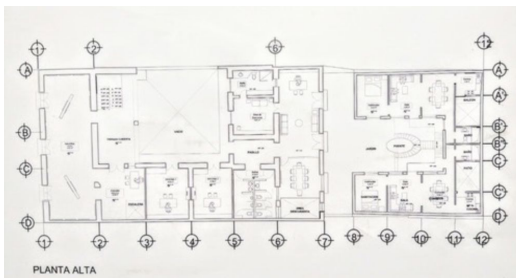
**Space:** 42 Chambers; 14 bathrooms

**Age:** 78 years

**Price:** \$8,000,000 (Mex)

[https://casa.mercadolibre.com.mx/MLM-709073254-casa-en-venta-en-el-centro-puebla-\\_JM#position=25&type=item&tracking\\_id=c00ea2de-2a8d-4578-9122-ab46f4c10194](https://casa.mercadolibre.com.mx/MLM-709073254-casa-en-venta-en-el-centro-puebla-_JM#position=25&type=item&tracking_id=c00ea2de-2a8d-4578-9122-ab46f4c10194)

**Option #2:**



**Location:** Calle 5 Sur; Avenida 3Pte; City Centre

**Area:** 1101 m<sup>2</sup> of terrain; 709 m<sup>2</sup> constructed

**Space:** 2 levels

**Price:** \$17,000,000 (Mex)

**Age:** 1 year

**Sold By:** Century21 Elcielo

[https://casa.mercadolibre.com.mx/MLM-761680012-casa-en-venta-en-el-centro-de-puebla-ideal-para-oficinasdepartamentos-puebla-\\_JM#position=8&type=item&tracking\\_id=aaa3c2c0-afd5-4415-9660-e9fbb1059273](https://casa.mercadolibre.com.mx/MLM-761680012-casa-en-venta-en-el-centro-de-puebla-ideal-para-oficinasdepartamentos-puebla-_JM#position=8&type=item&tracking_id=aaa3c2c0-afd5-4415-9660-e9fbb1059273)

## **Infrastructure and Technical Requirements:**

### **Annex 15.**

#### **15. UCCC Infrastructure and Technical Plan**

The CmeNourished Association provides the following Infrastructure and Technical plan requirements and recommendations for the successful establishment of the UCCC.

##### **Infrastructure Requirements:**

- Building located in an urban setting or city center
- Proximity to the center or/and easy transport connections
- 1000m<sup>2</sup> min. total surface area
- Electricity, gas and running water
- Accessibility to all (Ramps/Lifts)
- Garden Space (min. 10x15m)
- Food Pantry
- Restaurant Spaces with private kitchen
- Cooking Lab fully equipped
- Workshop Spaces
- Bathrooms on every floor
- Communal Area
- Storage Space
- Loading Dock
- Unobstructed Mural Wall

##### **Infrastructure Recommendations:**

- Information Desk/ Reception - Enough space for 1 person
- Rooftop Access / Open Patio - able to fit 250 people (for the harvest feast)
- Restaurant Spaces (5-10): 10x10m - Enough space for 2 cooks and 1 cashier
- Food Hall - Sitting area with local culture decoration
- Workshop Spaces (min. 3) 5x5m - Enough space for 10 attendees and 1 teacher
- Central Bar - Enough space for 10 people and 2 barmen (UCCC staff)
- Exhibition space - Capacity for at least 30 people
- Storage - to store equipment and material
- Basement - for more storage and additional food production

##### **Special sustainability features:**

- Outside wall made of algae - For carbon sequestration and lighting
- Vegetation wall - For carbon sequestration and decoration

## **Technological Requirements:**

In order for each UCCC to run smoothly, the following technology is required:

### **General:**

- WIFI (private & public)
- Customer Relations Management software (internal database & external communication)
- Brand App for the program and member management

### **Restaurant tech**

- Point of Sale system
- Service pagers

### **Garden Tech**

- Micro-irrigation and automatically timed drip system
- Vermiponic food growing system
- Carbon sequestration measurement system to attain offset metrics (optional)

## **Equipment & Tools:**

For an effective and successful activity programming the following equipment is required:

### **Kitchens Equipment**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>● Stoves</li> <li>● Refrigerators</li> <li>● Ovens</li> <li>● Sinks</li> <li>● Dishwashers</li> <li>● Mobil counters</li> </ul> | <ul style="list-style-type: none"> <li>● Shelves</li> <li>● Extractors</li> <li>● Utensils</li> <li>● Plates</li> <li>● Fire extinguishers</li> <li>● Waste receptacle</li> </ul> |
|--|---|

### **Garden Equipment**

- Greenhouse
- Toolshed
- Tools

### **Eatery**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>● Dining Tables</li> <li>● Chairs</li> <li>● Couches</li> <li>● Coffee tables</li> </ul> | <ul style="list-style-type: none"> <li>● Table cloths</li> <li>● Design elements</li> <li>● Segregated waste receptacles (compost, plastic, paper, glass)</li> </ul> |
|---|--|

### **Gallery & Exhibition equipment**

- Appropriate lighting
- Plinths for sculptures
- Further equipment to be determined: dependant on each seasonal exhibition and the nature of the work

### **Workshops**

- Sink or access to running water
- To be determined: dependant on each workshop need and the nature of the activities

### **Cleaning**

- Floor polisher
- Vacuum
- Air purifier
- Power hose
- Sanitizing centers
- Tools

# Project Financial Plan:

## Annex 16.

### 16. UCCC Profit & Loss Forecast

UCCC Profit and Loss Forecast		Per Year (Y3 & Beyond)
<b>Income</b>		
Food Hall partners rent		\$1,900,000
Food Hall revenue royalty <i>20% per business to cover property insurances, utilities, marketing, plates silverware, service, and cleaning</i>		\$400,000
<i>Estimate restaurants revenue \$2,000,000/year 300,000ppl/year 5-10\$/ plate</i>		
<b>Sales</b>		<b>\$1,490,500</b>
Proprietary cooking lab revenue		\$400,000
	Bar revenue <i>Avg. \$5/beverage   450 drinks/day</i>	\$821,250
	Workshops <i>6/week \$35 per class</i>	\$93,000
	Events <i>8/year \$10/ticket</i>	\$16,000
	Estimated event food and beverage sales	\$14,000
	Customer Memberships <i>Count = 150 @\$75/year</i>	\$11,250
Stakeholder network membership fees <i>\$5,000/year per member @ 15 members</i>		\$75,000
<i>*after year 5 these membership fees will transfer to CMN for continued advising and resources</i>		
CMN fundraising contributions		\$60,000
<b>Total</b>		<b>\$3,790,500</b>
<b>- Program Services (COGS)</b>		<b>\$1,060,000.00</b>
<i>*\$60,000 designated exclusively for social programs and ticket subsidy</i>		
<b>Gross profit</b>		<b>\$2,730,500</b>





<b>Expenses</b>		
Administrative expenses		\$325,000.00
	On-site Executive Director	\$0.00
	<i>This position is paid for by the CmeNourished Association</i>	
	Director of financial operations	\$40,000.00
	Admin Coordinator	\$25,000.00
	Communication & Marketing Coordinator	\$15,000.00
	Community Outreach coordinator	\$10,000.00
	Education Coordinator	\$25,000.00
	Garden Coordinator	\$15,000.00
	Special Events & Exhibitions Coordinators	\$15,000.00
	20 service staff	\$180,000.00
Marketing		\$150,000
Outsourced Services		\$36,000
Utilities		\$50,000
Depreciation		\$76,800
Insurance		
	\$45,000 - Liability	
	\$9,390 - Workers Comp	\$55,000
	\$5,000 - Property Insurance	
Maintenance		\$14,333
	<i>1.5% of sales - typical industry metric</i>	
Taxes		\$1,275,935
<b>Total</b>		<b>\$2,308,067.8</b>
<b>Net profit</b>		<b>\$422,432</b>

## Project Financial Plan:

### Annex 17.

## 17. CMN Association Fundraising Strategy

### **Funding Strategy Expectations and Indicators of Success:**

**Success Metric:** We measure success as receiving 100% of our funding goal from at least 75% of our selected organizations.

**Networking:** An indication of success in the development of our network would be that we have personally met with 80% of our possible funders and partners

**Funding Monetary Goal:** \$500,000.00  
75% of funders = 2 out of 3 funding groups

**Funding Date Goal:** Receive all funds by December 2021, before the start of 2022 for successful CmeNourished start-up operations

**Return Funding:** If we need additional funding for business development, we hope that the funding organizations above will continue to support our financial goals

### **Cost Efficiency Goal:**

We aim to spend no more than \$2,000 of our FFF loan on fundraising costs yearly

### **CmeNourished plans to apply to the following funding opportunities:**

The total amount needed has been divided by 3 in order to ask for the same amount to all of our 3 main funding options. Some of them require us to not be the only ones giving us economic support for our project, in order to avoid assuming the complete risk. They will also require additional information on the other organizations that will support the project.

- **IDB : Inter-American Development Bank** (Social Entrepreneurship Program):  
170,000.00 USD



### **Description:**

They work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, they help improve health and education and advance infrastructure. Their aim is to achieve development in a sustainable, climate-friendly way. They are the leading source of development financing for Latin America and the Caribbean. They provide loans, grants, and technical assistance; and conduct extensive research.

They maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

The Bank's current focus areas include three development challenges – social inclusion and equality, productivity and innovation, and economic integration – and three cross-cutting issues – gender equality and diversity, climate change and environmental sustainability; and institutional capacity and the rule of law.

- **IAF: Inter-American Foundation: 330,000.00 USD**



**Description:**

Their holistic approach to sustainable development promotes and invests in citizen-led grassroots initiatives in Latin America and the Caribbean to help communities realize opportunities and solve their own problems.

They use the term “grassroots development” to describe the process by which disadvantaged people organize themselves to improve the social, cultural and economic well-being of their families, communities and societies. This concept is based on the premise that the key to sustainable democracies, equitable societies, and prosperous economies is a people-oriented strategy that stresses participation, organizational development, and networking.

As funders of sustainable development, they offer small investments directly to civil society organizations in Latin America and the Caribbean. Many of these groups are at the beginning stages of their growth, they also facilitate opportunities for building capacity and organizational strength. Additionally, their approach to foreign assistance is distinct among the U.S. Government agencies.

**CONTINGENCY PLAN FUNDING:**

- Friends, Family, and Fools - **\$15,000.00**

**OTHER POSSIBILITIES:**

- LIFE+
- GLOBAL INNOVATION FUND
- Green Angels Syndicate
- SWAN, Women Business Angels Network
- Seed & Click Accelerator: they will connect us to several investors and big corporations eager to innovate
- FAO, Food and Agriculture Organization of the United Nations - a stamp of approval and moral support
- Shift Invest
- BBVA

# Project Financial Plan:

## Annex 18.

### 18. CMN 5 year Budget

Budget Forecast							
	Year 0 (2021)	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	Total
<b>Income</b>							
<b>Self Financing</b>							
CMN Extension Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Optional payment plan upcharge <i>Dependent on inflation &amp; bank fees</i> <i>Only reflected if this payment option is selected</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Self Generating</b>							
Package Purchase Fee	\$0.00	\$3,015,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,015,000.00
Five-year development model	\$0.00	\$2,700,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,700,000.00
CMN brand license fee (10%)	\$0.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000.00
Stakeholder membership deposit	\$0.00	\$15,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00
UCCC investment <i>stakeholder membership for the first 5 years</i>	\$0.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Advisory retainer program membership fees <i>charged beyond year 5 of contract</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Funding</b>							
<b>Public</b>							
Banco Iberoamericano de Desarrollo	\$170,000.00						\$170,000.00
Interamerican Foundation	\$330,000.00						\$330,000.00
<b>Private</b>							
FFF	\$15,000.00						\$15,000.00
<b>Total Income</b>	<b>\$515,000.00</b>	<b>\$3,090,000.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$3,905,000.00</b>
<b>Average inflation rate (1%)</b>	<b>\$515,000.00</b>	<b>\$3,120,900.00</b>	<b>\$76,507.50</b>	<b>\$77,272.58</b>	<b>\$78,045.30</b>	<b>\$79,614.01</b>	<b>\$3,947,339.39</b>

Expenses							
<b>Set-up Costs</b>	<b>\$12,980.53</b>						<b>\$12,980.53</b>
INPA registration fee	\$240.53						\$240.53
Website domain name registration	\$100.00						\$100.00
Insurance premiums <i>employ benefits workers compensation premiums</i>	\$2,150.00						\$2,150.00
Project management software <i>suggesting Asana for business</i>	\$530.00						\$530.00
Stationery and office supplies	\$0.00						\$0.00
Computers and software	\$8,460.00						\$8,460.00
Brand development	\$1,500.00						\$1,500.00
Brand trademark registration <i>CMN and UCCC Registered in Belgium &amp; in each location</i>	\$1,900.00	\$1,200.00					\$3,100.00
Administrative Expenses <i>CMN salaries</i>	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00	\$1,440,000.00
UCCC Investment #1 <i>Social Program Development</i>	\$0.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$300,000.00
UCCC Investment #2 <i>Center Operations</i>	\$0.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Stakeholder membership app processing fee	\$0.00	\$15,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00
Accounting fees	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$90,000.00
Outsourced expertise	\$33,750.00	\$22,500.00	\$45,000.00	\$22,500.00	\$22,500.00	\$22,500.00	\$168,750.00
Bank fees	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$390.00
Insurance <i>General Liability Workers compensation Professional Liability Directors and officers insurance</i>	\$0.00	\$2,150.00	\$2,150.00	\$2,150.00	\$2,150.00	\$2,150.00	\$10,750.00
Legal fees	\$20,000.00	\$20,000.00	\$10,000.00	\$10,000.00	\$20,000.00	\$20,000.00	\$100,000.00
Not For Profit taxes (exempt)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Monthly cell phone stipend <i>for CMN founding team</i>	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$28,800.00
Project management software <i>suggesting Asana for business</i>	\$0.00	\$1,490.00	\$1,490.00	\$1,490.00	\$1,490.00	\$1,490.00	\$7,450.00
Domain name fee	\$0.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$500.00
Web developer retainer	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Stationery & Supplies	\$0.00	\$1,080.00	\$1,080.00	\$1,080.00	\$1,080.00	\$1,080.00	\$5,400.00
Co-working space membership premium <i>Year 3 and beyond we will work out of the center</i>	\$0.00	\$0.00	\$3,600.00	\$0.00	\$0.00	\$0.00	\$3,600.00
Repairs and maintenance	\$0.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$10,000.00
Wages <i>Indicates salary for executive director</i>	\$0.00	\$0.00	\$25,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$175,000.00

Fundraising costs	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$9,000.00
Travel expenses		\$4,800.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,800.00
Per diems		\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00
Accommodation for CMN work-related travel		\$3,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,500.00
<b>Total Expenditure</b>	<b>\$329,995.53</b>	<b>\$470,335.00</b>	<b>\$486,785.00</b>	<b>\$485,685.00</b>	<b>\$495,685.00</b>	<b>\$495,685.00</b>	\$2,764,170.53
Contingency (10%)	\$32,999.55	\$70,550.25	\$73,017.75	\$72,852.75	\$74,352.75	\$74,352.75	\$398,125.80
<b>Total Capital Needed</b>	<b>\$362,995.08</b>	<b>\$540,885.25</b>	<b>\$559,802.75</b>	<b>\$558,537.75</b>	<b>\$570,037.75</b>	<b>\$570,037.75</b>	\$3,162,296.33
<i>* years 1 and beyond may vary in cost. This figure represents continued fundraising efforts and expenses</i>							
<b>Average inflation (1%)</b>	<b>\$362,995.08</b>	<b>\$546,294.10</b>	<b>\$571,054.79</b>	<b>\$575,462.00</b>	<b>\$593,183.57</b>	<b>\$599,115.40</b>	\$3,248,104.95

Result							
<b>Net profit</b>	\$152,004.92	\$2,574,605.90	-\$494,547.29	-\$498,189.43	-\$515,138.27	-\$519,501.39	\$699,234.44
<i>*could be used for CMN expansion (employees, experts) and operations for the second center, CMN fund, building the online network (webinars, conferences, additional material)</i>							

## Health and Safety:

Annex 19.

### 19. UCCC Health and Safety Policy

**The UCCC Health and Safety Policy Statement is:**

- to provide adequate control of the health and safety risks arising from our work activities
- to consult with our customers and employees on matters affecting their health and safety
- to provide and maintain safe site and equipment
- to ensure safe handling of dangerous equipment
- to provide information, instruction and supervision for customers and employees
- to ensure all employees are competent to do their tasks, and to give them adequate training
- to prevent accidents and cases of work-related ill-health
- to maintain safe and healthy working conditions
- to review and revise this policy as necessary at regular intervals.

#### Responsibilities

Overall and final responsibility for health and safety is that of the current *Executive Director* of the UCCC, assigned either by the *CmeNourished Association*.

Day-to-day responsibility for ensuring this policy is put into practice is delegated to the *Administrative Coordinator*.

Specific Activities risks will be firstly analyzed by the relevant *Sector Coordinator* for the specific activity; supervised by the *Administrative Coordinator* and accepted by the *Executive Director*.

#### Health and safety risks arising from our work activities

Risk assessments will be undertaken by the *Administrative Coordinator*.

The findings of the risk assessments will be reported to the *Executive Director*.

Action required to remove/control risks will be approved by the *Executive Director* and informed to the *Board of Stakeholders* when necessary.

The *Executive Director* will be responsible for ensuring the action required is implemented.

The *Board of Stakeholders* will check that the implemented actions have removed/reduced the risks.

Assessments will be reviewed periodically or when the work activity changes, whichever is soonest.

#### Consultation with employees

*UCCC* will consult directly with employees through team meetings and face-to-face discussions.

*UCCC* will allow enough time for employees to consider the issues and give informed responses.

Employees are encouraged to ask questions, raise concerns and make recommendations.

*UCCC* will take employees' views into account before a final decision is made, respond to any concerns and questions raised and explain the final decision and why it has been taken.

**Safe equipment**

The *Administrative Coordinator* will be responsible for identifying all equipment needing maintenance.

The *Executive Director* will be responsible for ensuring effective maintenance procedures are drawn up.

The *Executive Director* will be responsible for ensuring that all identified maintenance is implemented.

Any problems found with equipment should be reported to the *Sector Coordinator* immediately and followed up with the *Administrative Coordinator*.

The *Administrative Coordinator* will check that new equipment meets health and safety standards before it is purchased.

The *Executive Director* will be responsible for ensuring the *Director of Financial Operations* takes an accounting of the replacement and purchase of needed equipment in accordance with the risk assessment evaluation.

**Safe handling and use of substances**

The *Administrative Coordinator* informed by the *Sector Coordinator* responsible for the activity will check that new substances can be used safely before they are purchased and used.

**Information, instruction and supervision**

The Health and Safety Law poster is displayed in .....

Leaflets are issued by the *Administrative Coordinator*.

Health and safety advice is available from the **Administrative Coordinator and/or Executive Director**.

Supervision of interns/trainees/volunteers will be arranged/undertaken/monitored by the relevant **Sector Coordinator** accessed by the **Administrative Coordinator** and overseen by the **Executive Director**.

The **Executive Director** and the **Board of Stakeholders** are responsible for ensuring that our employees working at locations under the control of other employers are given relevant health and safety information.

**Accidents, first aid, and work-related ill health**

Health surveillance will be required for employees with specific physically and psychologically demanding tasks at UCCC (needed based).

The first aid box(es) is/are kept in .....

The appointed person(s)/first aider(s) is (Name and job title).....

All accidents and cases of work-related ill-health are to be recorded in the accident book.

The book is kept .....

The *Executive Director* is responsible for reporting accidents, diseases, and dangerous occurrences to the enforcing authority.



**Monitoring**

To check our working conditions, and ensure our safe working practices are being followed, we will:

- carry out inspections and spot checks
- investigate any accidents or sickness absences that occur.

The *Executive Director* is responsible for investigating accidents.

The *Administrative Coordinator* is responsible for investigating work-related causes of sickness absences.

The *Executive Director* is responsible for acting on investigation findings to prevent a recurrence.

**Emergency procedures – Fire and Evacuation**

The *Executive Director* is responsible for ensuring the fire risk assessment is undertaken by the *Administrative Coordinator* and overall implemented.

Escape routes are checked by the current *On-Site Guard* .....every day.

Fire extinguishers are maintained and checked by ..... (Security Company) every year.

Alarms are tested by the *Administrative Coordinator* every week.

Emergency evacuation drills are the responsibility of the *Administrative Coordinator* and will be tested every week.

**Health and Safety Control Policy measures are to be applied at all times.**

**General Risk Assessments are to be done weekly.**

**Revisions when exiting control measures are deemed insufficient.**

Policy Adaptations can be drafted when deemed necessary by the UCCC Stakeholders Assoc. and the CmeNourished Assoc.

The *Board of Stakeholders* will be made available to support the *Executive Director* with all tasks due to the legal obligation of the UCCC.....and supporting the *Administration Coordinator* with day to day running of the center.

Signed.....

Date..... Date of review.....

# Health and Safety:

## Annex 20.

### 20. UCCC General Risk Assessment

#### Operational Risks

Risk Description	Probability	Impact	Prevention & Mitigation
<i>UCCC:</i> B-Corp. Center turnout is low. Lack of civil participation and interest.	Low	High	<u>Prevention:</u> Developing the project with the local community from the start. Good regional promotion and marketing campaigns. <u>Mitigation:</u> More and varied campaigns, offers, discounts and advertising. Conversations with local population and civil associations could help us understand the reasons for low turnout and thus adapt our strategies accordingly.
<i>UCCC:</i> Bad Staff management	Low	Medium	<u>Prevention:</u> Specialised training for Executive Director, Coordinators, and staff, ‘thoughtful’ hiring, and regular evaluations. <u>Mitigation:</u> Assessment of current management, evaluation of strategy in place, and possible changes. If it doesn’t work, reassess Coordinators or Director in charge and possible substitution.

#### Financial Risks

<i>UCCC:</i> Insufficient Funds for Operations	Low	Medium	<u>Prevention:</u> The establishment of a sustainable financial model (commercial venture) as well as a diverse network of funding. <u>Mitigation:</u> Evaluation of budget expenditure, analysis of commercial venture P&L statements. CmN financial management advisory, possible replacement of Director of Financial Operations.
<i>UCCC:</i> Pour B-Corp. Budget Management	Low	Medium	<u>Prevention:</u> Hiring a qualified and experienced Director of Financial Operations with direct communication with the different activity branches, commercial sector, and Executive Director. <u>Mitigation:</u> If commercial activities retained earnings don’t cover the costs of operations, reassess the budget needed for each branch and pricing strategy. An evaluation of Director Financial Operations would also take place to establish whether his budget management is unsustainable or negligent.

#### Legal and Administrative Risks

Misuse of the Brand image, Logo or B-Corp. Center	Low	High	<u>Prevention:</u> Contracts, recurrent advisory visits and evaluation meetings with CmN Association and Board of Stakeholders. Trademark of brand and logo with specific usage description provided. <u>Mitigation:</u> Relevant legal and economic sanctions.
Corruption within the B-Corp/ Lack of Regulatory Compliance	Low	High	<u>Prevention:</u> Contract for Stakeholder’s B-Corp. Association. <u>Mitigation:</u> Legal and economic sanctions following the closures of the pre-established contract.

### Miscellaneous Risks

<p><i>UCCC:</i> Customer Theft</p>	Low	Low	<p><u>Prevention:</u> Outsource security service and security strategy (CCTV cameras, guards, alarms, etc). Establish a sense of ownership in the community to decrease the probability of theft.</p> <p><u>Mitigation:</u> Depending on what is stolen, seek insurance compensation. Private conversation with the responsible parties if possible to solve the problem. If it surpassed the UCCC's capacities resource to local authorities to take the necessary action.</p>
<p><i>UCCC:</i> Accidents</p>	Low	Low	<p><u>Prevention:</u> Staff Insurances, First aid kits. Health and Safety control measures implemented constantly with risk assessment evaluations applied to the activities offered within the center.</p> <p><u>Mitigation:</u> First Aid Kit, Defibrillator, Accessible Aid Contacts, first aid qualified staff to attend to emergency situations while waiting for help.</p>

### Force Majeure

Risk Description	Probability	Impact	Prevention & Mitigation
Earthquake	Low	Medium	<p><u>Prevention:</u> Earthquake engineering and infrastructure in places more prompt to the seismic activity will be applied to the architecture renovation and/or building requirements.</p> <p><u>Mitigation:</u> An overall sound and stable building which has been recently renovated and fits national safety standards should resist small seisms. If the building is damaged it would be part of the UCCC Stakeholders Association's responsibility, described in the contract, to rebuild what is damaged.</p>
Civil War / Revolution	Low	Medium	<p><u>Prevention:</u> CmeNourished Neutral INFP status. Previous research on the location of UCCC and the regional and national political situation and the seeming presence of a current prosperous welfare state. Having a varied association of Stakeholder Partners Members.</p> <p><u>Mitigation:</u> By being commonly owned the UCCC strives for a social positioning that escapes politics and focuses on the sustainability and autonomy of the local population. Acting as a food bank it becomes a regional support source of food, art, and education. The neutral status allows for the continued support of those who need it, if and when possible to do safely.</p>
Financial Crisis	Low	Medium	<p><u>Prevention:</u> Having CmeNourished sources of finance coming from different places internationally gives the local Stakeholders Association leverage in funding possibilities for the UCCC through the Retained Advisory program in case of regional economic instability.</p> <p><u>Mitigation:</u> Using the retained earnings, and possibly cutting down on administrative costs. CmN will also seek to establish a fund that will aid UCCC's to stay up float temporarily in this case and</p>



			possibly extend their recurrent payments.
*Pandemic (for more details please consult the <b>annex 25.</b> )	Medium	Medium	Prevention: Having accessible and planned strategies in place in case of a possible pandemic outbreak. <u>Mitigation:</u> Potential Close Down of the main areas of the UCCC. Limited access with strict Safety control measures in place conforms to the requirements. May have to restrict visitors to scheduled food pantry pick-ups, and if possible, socially distanced workshops and cultural programming online.

## Health and Safety:

### Annex 21.

#### 21. UCCC Pandemic Measures

Considering the current Covid-19 Pandemic situation, the CmeNourished Association has decided to establish possible measures to be easily taken in the UCCC, if and when a pandemic emerges. CMN believes that culture should remain a priority next to health, education and public safety.

Recommended preventions and response measures for Pandemic breakout:

##### **Hygiene:**

- Natural Disinfectant System: organic, natural sprayable on all surfaces including the human skin. ([Alkazyme](#)) Used every day at the end of the working day.
- The obligation of use of masks to anyone that enters the center upon WHO requirement.
- Access to hand sanitizing stations.
- Monitoring visitor traffic to maintain a safe distancing. Age separation for high-risk individuals (senior citizens/families with young children) (booking your time slot).

##### **Reasons for Funding Stability:**

- Marketing campaigns redirecting to capitalize funds to local tourism (by car or train)
- Gastro maps, online access to the food pantry (with scheduled pick-up)
- Funding will flow if we can showcase the importance of food security
- Sustainability and environmental responsibility is a pillar of our mission
- Capitalize on the unique stories of individuals involved in the project, deep stories of individuals, food and cultural diversity which is something that is highly desirable at this time of social isolation
- Purpose-driven business (B-corp) and conscious capitalism will attract millennials (aka kindness keeper spenders) and other people who value our mission to utilize their purchase power as an active role in furthering CMN's purpose

##### **Architecture and Adaptable Structures:**

- Designing the space with consideration for social distancing measures and making it easily adaptable to more extreme circumstances is a challenge UCCC will incorporate on its architectural design
- Having movable walls available for space separation

### **Restaurants precautions:**

- No disposable utensils (in line with our sustainability mission as well)
- As much access to sunlight as possible
- No central ventilation systems, windows will be strategically positioned for natural airflow and cooling
- Provide hand sanitizers at the table
- QR coded menu
- Temperature checks for clients and staff if upon WHO requirement
- The risk of becoming infected with the new coronavirus from food is very low. It needs to enter the respiratory tract to cause infection, and it cannot do this by way of the stomach or intestinal tract
- If food were to be contaminated during preparation, the cooking temperature would likely inactivate much if not all of the virus
- Drive-up windows or carry-out are probably the safest; transient interaction with one individual when everyone is wearing masks is a lower-risk situation if you live in the proximity of the center only, to keep in line with the center's sustainable practices
- Overall, outside dining is safer than indoor dining
- Tables distributed with safe distance throughout the communal eating space
- Large installations of air-purifying plants will be dispersed throughout the center



### **Workshops Precautions (cooking, nutrition, planting):**

- Follow WHO guidelines if a surge occurs to keep all participants healthy
- Use of dividers when possible
- Decide the number of places available where the workshop will take place, work at 50% of the capacity (depending on the size of the space) to ensure the safety of our clients.

- Increasing accessibility for digital experiences: simple cooking and nutrition classes, gastronomic culture and history classes, how to plant and grow certain vegetables, creative and food art workshops.

## Health and Safety:

Annex 22.

### 22. UCCC General Health and Safety Form

#### Health and Safety - General Form

<i>Date of Assessment :</i>	<i>Accessed by: Administrative Coordinator</i>
<i>Date Revised :</i>	<i>Accessed by:</i>

Hazard n°	Identification of hazards and risks	Control measures	Existing	Missing	Fixed/ Replaced	Risk Rating: Low Medium High
1.	Fire	<b>Fire Exits</b> clearly identified and to remain unblocked at all times				
		<b>Extinguishers</b> in every kitchen and in central positions when necessary.				
		<b>Smoke detectors</b> and clear assigned <b>Smoking Area/s</b>				
		<b>Exit Maps</b> and <b>Clear Information</b> on the following required in case of emergency, visible throughout the center.				
		<b>Fire Drill Procedure</b> carried out (periodically)				
2.	Electricity	<b>Electric Sources</b> are checked regularly				
		<b>Cables</b> are safely stored and out of reach				
		Control of on-site backup <b>Generator</b>				

3.	Accidents: (Staff)	Monthly inspection of <b>First Aid Kits</b>				
		Employee <b>Insurance</b>				
		On-site <b>First Aid Qualified Staff Members</b> to attend to emergency situations while waiting for help.				
4.	Accidents (Customers)	First Aid Kits				
		Accessible <b>Emergency Contacts</b>				
		On-site <b>Defibrillator</b>				
		<b>Consent Agreement forms</b> from parents in case of underaged participation (-18)				
5.	Vandalism; Violence; Theft	<b>CCTV</b> (outsourced Security Company)				
		On-site <b>Guard</b> (outsourced by Security Company)				
		<b>Alarm System</b> (outsourced by Security Company)				

### Additional Measures Required

Hazard n°	Identification of hazards and risks	Control measures	Existent	Missing	Fixed/ Replaced	Risk Rating: Low /Medium High

<i>Date of Supervision :</i>	<i>Accepted by: Executive Director</i>
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# Health and Safety:

Annex 23.

## 23. UCCC Activity Risk Assessment Form

Health and Safety - Activity Form

**Id. Code:** .....

UCCC Location		UCCC/ Dept.	
Name(s) of Assessor(s)		Specific site Location (Eg. Garden, Food Court, Cooking Lab, other rooms)	
Date of Assessment		Review Date	
Risk Assessment			

### 1. Description of task / activity / area

--

### 2. Identification of hazards and risks

Identification of hazards and risks	Risk rating (with existing control measures)

### 3. Existing Control Measures

Are the control measures adequate?	Yes	No	

	Multiple deaths or over £1,000,000 in damage	Single death or over £100,000 in damage	Major injury or over £10,000	Lost time or over £1000	Minor injury or over £1000	
<b>Certain</b>	<b>Very High</b>	<b>Very High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>
<b>Very likely</b>	<b>Very High</b>	<b>Very High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>Medium</b>
<b>Likely</b>	<b>Very High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>Medium</b>
<b>May happen</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>Low</b>	<b>Low</b>
<b>Unlikely</b>	<b>High</b>	<b>Medium</b>	<b>Medium</b>	<b>Low</b>	<b>Low</b>	<b>Low</b>
<b>Very unlikely</b>	<b>Medium X</b>	<b>Medium X</b>	<b>Low X</b>	<b>Low X</b>	<b>Low X</b>	<b>Low X</b>

### Matrix Table Explanation

Action prioritization table following a risk assessment (taken from Croner's risk assessment):

Risk Level	Action and timescale
Low	No further preventive action is necessary, but consideration should be given to more cost-effective solutions or improvements that impose no additional cost burden. Monitoring is required to ensure that controls are maintained.
Medium	Efforts should be made to reduce the risk, but the cost of prevention should be carefully measured and limited. Risk reduction measures should normally be implemented within three to six months, depending on the number of people exposed to the hazard.
High	Work should not be started until the risk has been reduced. Considerable resources may have to be allocated to reduce the risk. Where the risk involves critical work in progress, the problem should normally be remedied as soon as reasonably practicable but within one to three months, depending on the number of people exposed to the hazard.
Very high	Work should not be started or continued until the risk level has been reduced. While the control measure selected should be cost-effective, legally there is an absolute duty to reduce the risk. This means that if it is not possible to reduce the risk even with unlimited resources, then the work must not begin or must remain prohibited.

#### 4. Additional Control Measures Required



<b>Will additional control measures reduce the risk to an acceptable level?</b>	Yes		No	

**5. Actions**

Action	Person responsible	Acknowledged	Time scale	Date completed
Has a safe system of work been completed?	Yes		No	
			Not required	

A risk assessment completed by.....(print name)

.....(signature).....(Date)

Risk assessment accepted by (Administrative Coordinator).....(print name)

.....(signature).....(Date)

# Environmental & Sustainability:

## Annex 26.

### **24. UCCC Environmental & Sustainability Plan**

Circle One	Actions / Compliance Goals
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>1. Food Waste Reduction</p> <p>Digital Inventory Management Tool: – like PeachWorks or BevSpot This software sends alerts to smartphones when inventory is nearing expiration. Get a real-time look at inventory to avoid over-ordering.</p> <p>Highlight Expiration Dates: Ensure prep chefs grab ingredients that are closest to expiring. Add stickers with a “use by” date on all ingredients.</p> <p>Donate Surplus Food: Send all usable fresh food to the Food Pantry program</p>
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>2. Use Energy Efficient Appliances</p> <p>Use the Energy Star logo to select appliances that use less energy without impacting performance.</p>
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>3. Green Cleaning Routine</p> <p>Conventional cleaning products are bad for the environment.</p> <p>Swap out conventional cleaners with eco-friendly brands like Dr. Bronners or Meyers others may contain the <a href="#">Design for the Environment</a> (DfE) or <a href="#">Green Seal</a> to indicate that they are certified cleaning chemicals.</p>
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>4. Go Local and Grow Produce On-Site</p> <p>Use as much of the on-site garden’s produce in the cooking lab and workshops as possible and buy supplements from local farmers.</p> <p>Since items travel across the city – instead of across the country – this reduces carbon emissions</p> <p>Use a vermiponic vertical growing system for space efficiency and low resource food production. This high performance and the innovative process</p>



	<p>does not require soil and can run on very little water. All you need is hungry earthworms, compost, and seedlings.</p>
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>5. Reduce, Reuse, Recycle</p> <p>Reduce waste, reuse containers, and recycle materials.</p> <p>Use chlorine-free toilet paper and paper towels that are made with recycled paper</p> <p>Use kitchen and bar mats made from 100% recycled materials</p> <p>Recycle wood boxes, glass bottles, and cardboard</p> <p>Use reusable cups and recycled containers instead of plastic and styrofoam ones</p> <p>Eliminate the use of plastic straws</p>
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>6. Serve Organic Wine Most wine is made using chemicals and farming practices that are harmful to the environment. Some wineries even inject pesticides and other chemicals directly into the soil, contaminating the surrounding area. Partner with smaller wineries in the region who use sustainable practices.</p>
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>7. Be Strategic About Shipping</p> <p>Reduce shipments to once per week to cut down on fuel emissions. Request the use of biodegradable materials and less packaging for all orders.</p>
<p>Pass</p> <p>Needs Improvement</p> <p>Fail</p>	<p>8. Get Smarter about Water</p> <p>Replace the facility’s toilets with water-saving ones that reduce the amount of water used with every flush.</p> <p>Consider switching from an in-house filtration system for drinking instead of bottled water.</p> <p>Install solar thermal panels to heat water. Many state and municipal governments are offering grants and rebates for solar panels.</p> <p>Practice rainwater harvesting for on-site garden irrigation</p>



Pass Needs Improvement Fail	<p>9. Build a Sustainable Eating Area</p> <p>Use locally-built tables and chairs for the dining area.</p> <p>Use cloth table drapes and napkins or paper materials that can be recycled.</p>
Pass Needs Improvement Fail	<p>10. Compost</p> <p>Reduce greenhouse gases and food waste. Keep a separate container in the kitchen for staff to dispose of food-based waste and easy to use receptacles in the public eating spaces for customers to use regularly then transfer the contents to the outdoor compost bin following the instructions of the Garden Manager.</p> <p>If excessive compost is generated it can be donated to a community garden.</p>

## Evaluation:

### Annex 25.

## 25. Customer Satisfaction and Development Surveys

There is a survey for each target group on every page.

### Survey #1

Target Survey Group: Nutritional and culinary workshop program participants

Suggested timing: Before and after program experience (conduct this survey every season)

Sample Questions: Pre and Post

1. Where do you get your food?
2. How many meals a day do you eat?
3. Check the food items you get in your diet in a daily basis.
  - a. Grains
  - b. Vegetables
  - c. Meats
  - d. Fish
  - e. Eggs
  - f. Fruits
  - g. Dairy products (milk, cheese, butter)
  - h. Nuts
  - i. Desserts
  - j. Candy
  - k. Fast food or junk food
  - l. Alcoholic beverages
4. To the best of your comfort level, do you currently experience any health challenges?
5. Are you familiar with the 5 food groups (food pyramid)?
6. Do you know which fruits and vegetables provide the different vitamins and minerals?
7. Do you and your family sit to eat your meals on a daily basis?
8. Do you sleep well?
9. How do you feel with your energy levels during the day?
10. Do you know what a complete balanced plate includes?
11. Do you know where to get your proteins if you are vegan or vegetarian?



## Survey #2

Target Survey Group: Garden program participants

Suggested timing: Before and after program experience (conduct this survey every season)

Sample Questions:

### **PRE:**

1. Do you know where your food comes from?
2. Have you ever eaten farm-fresh produce?
3. Are you familiar with the distance that there is between you and where your food grows?
4. Have you ever experienced urban farming?
5. Have you ever grown food?/ learned how food is grown?
6. Does anyone in your family or immediate social circle grow their own food?
7. Do you understand the concept of regenerative agriculture?
8. Do you actively seek to buy local, organic, produce as your main source of nutrients?
9. Do you want to learn how to grow food at home?
10. Why are you interested in participating in the garden program in this center?
11. If you're interested in growing your own food, but you haven't yet, what is the main reason?
12. What is your goal as it pertains to your food development knowledge?
13. Do you know what it takes to grow food organically?
14. Do you know what compost is, how to make it, and what it's good for?
15. Do you understand what types of food grow each season and the benefits of eating seasonally?
16. Do you know what plants grow best together?
17. Are you familiar with good bugs and bad bugs in the garden?

### **POST:**

1. Do you understand the basics of soil science?
2. Do you know how to irrigate a plot?
3. Do you understand the principles of pest remediation?
4. Do you know what natural amendments to use for optimal growth?
5. Do you understand how to create compost and what is it good for?
6. Do you know how to propagate seedlings?
7. Do you understand how to design a seasonal plot plan?
8. Do you understand the concepts of companion planting and what plants thrive together?
9. Do you have a grasp of the best harvesting practices?
10. Do you know how to save seeds from plants after they have reached their growth potential?
11. Are you familiar with what greenhouses are used for?
12. Do you know what the most conducive urban farming environment includes?

### Survey #3

Target Survey Group: Art Workshop participants

Suggested timing: Before and after program experience (conduct this survey every season)

Sample Questions:

**PRE:**

1. Do you know any local artists?
2. What artistic techniques have you learned?
3. Do you consider yourself creative?
4. What do you know about food-focused art?
5. Have you ever had art classes?
6. What type of art classes have you had?
7. Where did you receive those art classes?
8. Have you ever taken a workshop from an international artist?
9. Are you interested in taking an art workshop?
10. Do you feel creatively fulfilled (creative potential)?

**POST:**

1. Do you know any local artists?
2. How has your knowledge about artistic techniques grown?
3. Do you consider yourself creative?
4. What have you learned or practiced in the area of food art?
5. How many art classes have you taken at the UCCC Puebla?
6. How many international artists can you recognize?
7. Are you interested in continuing culinary and artistic workshops?
8. Do you feel creatively fulfilled (reached full creative potential)?

### Survey #4

Target Survey Group: Fellowship participants

Suggested timing: Before and after program experience (conduct this survey every season)

Sample Questions:

**PRE:**

1. What's your goal with your culinary career?
2. Where are you at this stage of your culinary career?
3. Have you ever worked in a professional environment outside of your institution?
4. Have you ever developed your own menu?
5. Have you ever been trained to practice cooking techniques from your traditional culinary culture?
6. What does culinary innovation mean to you?
7. Have you ever managed a staff of sous chefs?
8. Do you know how to comply with the different dietary restrictions?

**POST:**

1. What has been your experience like managing complete kitchen staff?
2. What are the 5 most important things you learned from this experience?
3. What is something you would like to share with the next generations of resident chefs at the UCCC?
4. Do you feel more prepared for professional work in the culinary industry after this experience?
5. How was it to work under the Principal Chef and to complete your fellowship with such a unique center, growing onsite?
6. Did you use onsite grown ingredients in your plates?
7. How many people did you feed during the fellowship?

## Survey #5

Target Survey Group: 75% of attendees (across all programs)

Suggested timing: Before and after program experience (conduct this survey every season)

Sample Questions:

### **PRE:**

1. Do you know your neighbors?
2. How many people do you know from your neighborhood?
3. Do you feel comfortable and safe with the people that form part of your community?
4. Do you feel supported by the members of your community?
5. Have you attended the UCCC?
6. Have you volunteered in organizations in your community?
7. If so which ones and with what frequency?
8. Do you regularly eat traditional cuisine from this region?
9. Do you know any traditional recipes?
10. Have you ever taken cooking classes?
11. Do you feel you have cooking skills?
12. Do you cook for your family?
13. Do you want to take cooking classes? If so, why?

### **POST:**

1. How many harvest fests and UCCC events have you attended?
2. Did you connect with other members of your community in these events? Do you still keep in touch?
3. How do you feel about the safety of your community?
4. Have you ever invited you, neighbors, over for a meal in your home?
5. Do you feel you have connected to your community after all?
6. Have you volunteered at our center? If so, at what frequency?
7. Did you develop any friendships with the other volunteers?
8. Do you feel a sense of pride in your traditional culinary culture?
9. Did you learn any traditional recipes?
10. How would you rank your cooking skills from a scale from 1 to 10?
11. How many meals do you cook for your family every week?
12. Do you want to continue developing your cooking skills?
13. How would you rank your experience at the UCCC overall?

## Survey #6

Target Survey Group: Interview the Executive Director onsite

Suggested timing: Conduct this survey every season

### Sample Questions:

1. How much food waste do you amass every week?
2. What is your water consumption level?
3. Does all food waste gets processed through the composting system?
4. Are you maintaining the zero plastic use policy?
5. What is the center's carbon footprint measurement every week?
6. What other alternative uses are being given to food waste?
7. How much compost do you produce every week?
8. What is the carbon offset every week?
9. How many extra baskets have you had to buy to replace the ones that have gone missing from the food pantry program?
10. How many multiuse cups have you had to replace after each Harvest Feast?