

City of East Providence RFP EP23/24-03
Small Business Incubator Feasibility Study

New Venture Advisors Proposal

December 20, 2023

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The City of East Providence is seeking a consultant to conduct a feasibility study on the conversion of a former municipal elementary school building into a small business incubator. The vision for the former Oldham Elementary School building is a multiuse small business, blue economy, and arts incubator that will be centered on the creation of jobs through business startups and providing a network and important business

resources that will ensure a greater level of long-term success for these small businesses. The study will examine the overall feasibility of the incubator model and based on the results, develop a plan of action that will lead to the development of a facility that supports the business needs identified within the feasibility analysis.

New Venture Advisors shares your belief that investments in the local food system and small businesses can revitalize downtowns, provide good jobs, and create community wealth by supporting farmers, food entrepreneurs, small business owners, consumers, and the intermediaries that connect them. We are thrilled to share a proposal to assist you in determining if and how the development of Oldham Elementary into a business incubator could be a catalyst for economic growth among communities in East Providence, especially those facing disadvantages in economic opportunity.

INTRODUCTION



New Venture Advisors is a certified woman-owned small business (WBE, WOSB) with consultants in Georgia, Hawaii, Illinois, Maine, Michigan, Minnesota, Massachusetts, Missouri, New Mexico, New York, North Carolina, Ohio, Pennsylvania, and South Carolina.

Kathy Nyquist, Founder and Principal

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New Venture Advisors (NVA) is a strategy consulting firm specializing in food system planning and food infrastructure development. Our clients share our commitment to environmental sustainability, social impact, equity, diversity, and inclusion as we help them realize their vision for a more just and sustainable food system.

These are nonprofit organizations and municipal planning agencies launching new programs, policies and social enterprises that benefit their communities by promoting sustainable agriculture, economic development, food access, hunger relief and health equity, as well as entrepreneurs and investors capitalizing on the extraordinary growth of the good food sector.

Over the last decade plus, more than 150 clients have worked with us to develop their food system infrastructure in many forms: aggregation and distribution facilities, food processing centers, shared kitchens, food business incubators, food halls, retail grocery hubs, community centers, and culinary training programs, to name a few. Early on, they focused on one or two of these operations. Now increasingly they are exploring the benefits of combining multiple units into mixed-use developments that house a variety of food enterprises under one roof as part of a Community Food Center, or as a food campus or district.

As we describe in a [screencast series](#) on our blog, the benefits can be significant. Participants can buy and sell from each other, share resources and knowledge and reduce overhead and operating expenses. And they can become important assets for the community by offering space for gathering, nutrition education, workforce development and hunger relief programs.

FROM OUR CLIENTS

<p><i>“New Venture Advisors has been an instrumental partner in the development of the City of Wichita/Sedgwick County Food System Master Plan. NVA’s content expertise was extremely valuable at every phase. It is the best plan one of my colleagues had ever seen in his decades of work at the local government level.”</i></p>	<p><i>“New Venture Advisors has exceeded our expectations. Their unique case history approach has helped us develop and refine a strategic vision for agriculture in Appalachia, pointing us in an ambitious direction we would never have conceived or considered without examples to inspire and guide us.”</i></p>	<p><i>“New Venture Advisors is exceptional. The team has a rare ability grasp the vision for a project as well as the nuance. It’s a pleasure to work with skilled, knowledgeable, experienced people who share a passion for rebuilding food systems that work for people and places.”</i></p>	<p><i>“It was a pleasure to work with New Venture Advisors and refreshing to get practical, real-world advice from a consultant. All too often, consultants are willing to sell findings and recommendations that are convenient for the client, but that may not be in their best interest. NVA approached our project as a partner and kept us moving in the right direction.”</i></p>
<p>Becky Tuttle, City Council Member – District II City of Wichita Wichita, KS</p>	<p>Kathlyn Terry, Executive Director Appalachian Sustainable Development Abingdon, VA</p>	<p>Mauri Ingram, President & CEO Whatcom Community Foundation Bellingham, WA</p>	<p>Dan Wayne, Senior Planner Shasta Regional Transportation Authority Redding, CA</p>

QUALIFICATIONS

NVA is one of the leading advisory groups and thought leaders in food system planning and development.

We dig deeply into the local context to design strategies and enterprise models that are suited to the goals of our clients and the local food system, combining best practices for enterprise development with methodologies that can be applied across organization types, regions and cultures.

The team has a track record of success in engaging a diverse set of stakeholders to assess the internal and local food landscape, develop optimal organizational models, and establish effective implementation plans that bring enterprise strategies to fruition with strong regional support.

Our diverse food system infrastructure work led us to create a [suite of online tools](#) that quickly evaluate food enterprise concepts so that planning efforts are focused on the most promising opportunities.

Our experience comes from hundreds of food system and food enterprise planning projects across the U.S.

- ✓ 90 market assessments analyzing supply, demand, infrastructure and organizational capacity in the food system
- ✓ 65 comprehensive strategic plans
- ✓ 60 food processing / [kitchen incubator](#) facilities and 50 aggregation and distribution enterprises
- ✓ 45 innovations to address poverty, health and/or hunger
- ✓ 35 retail grocery and foodservice developments
- ✓ 25 [multiuse food center](#) developments
- ✓ 25 plans impacting food policy including 15 food system plans
- ✓ All began with internal review and goal setting to ensure recommendations are rooted not only in the local food landscape, but also in our clients' mission and capacity

We understand the keys to success for these multifaceted enterprises, and the pathways to greater impact and sustainability.

Our [blog](#) and [newsletters](#) provide in-depth analysis of food system trends and business best practices.

OUR APPROACH TO FACILITY DEVELOPMENT

Our methodology for developing a new food facility moves through progressive phases, refining the concept and assessing viability at each stage to allow a go/no-go decision prior to making further investments. The specific scope of a project varies based on the needs of our clients. For some, we focus on a single step or combination of deliverables in this process. For others, we work from idea to venture launch to ongoing business support.

Feasibility Assessment		Pre-Development Planning			Implementation
Operating Model Development	Facility Design & Financial Analysis	Site & Operator Search	Conceptual Design	Business Plan	Next Steps
<ul style="list-style-type: none">•Market analysis and landscape assessment•Operating model development: components, programming, etc.•Stakeholder input meetings and site visit•Operating model refinement•Preliminary feasibility	<ul style="list-style-type: none">•Facility layout & design•Financial analysis•Recommendations, risks and impacts•Go/no-go decision•Feasibility study finalization•Development milestones and roadmap	<ul style="list-style-type: none">•RFI for site, owner / operator, anchor tenants•Candidate screening, interviews and tours•MOUs with selected applicants	<ul style="list-style-type: none">•Updated operating model, building program•Visualizations of facility, site plan•Estimated construction costs, financing strategy	<ul style="list-style-type: none">•Comprehensive business plan: facility, operations, staffing, marketing plans•Pro forma financial projections through breakeven•Implementation milestones and roadmap	<ul style="list-style-type: none">•Design development•Fundraising•Anchor tenant lease agreements•Construction•Launch

PROJECT OVERVIEW

Assignment

Determine the ideal components, programs, services, and feasibility of a multiuse small business incubator in a former municipal elementary school in East Providence, Rhode Island.

Project Goal

Develop a feasible concept for a multiuse business incubator situated at the former Oldham Elementary School building in East Providence that creates jobs through business startups and provides a supportive network and resources that will ensure a greater level of long-term success for these small businesses.

Project Hypothesis

Based on independent research conducted to date, the City has identified the need for specialized food production and other small business supports that are not currently being captured by existing incubators in the state, including spaces for:

- Baking
- Gluten-free designated production
- Food packaging
- Arts-based business incubation
- Blue economy industries (renewable energy, aquaculture, seabed extractive activities and marine biotechnology and bioprospecting)

An incubator space putting these and other businesses in proximity could promote mutual support and cross-pollination that strengthens them individually and creates a greater whole.

Key Research Questions

- What are the best use cases for Oldham?
- Among potential users of the space, what is the level of interest? What are their goals and objectives? Needs and requirements?
- What is the ideal way to incorporate these into the design, operations and business plan for the facility? What constituent parts will a viable facility at Oldham include?
- What will it cost to develop, build, finance and operate the incubator? What are the realistic funding options?
- In what ways can cooperative partnerships with community and civic groups contribute to the long-term success of entrepreneurs?

Project Beneficiaries

Encourage the establishment of small business start-ups with an emphasis on supporting the most disadvantaged citizens in East Providence.

REQUESTED SCOPE OF SERVICES

1. Feasibility and Marketing Analysis

Develop a feasibility and marketing analysis that analyzes the regional market demand for specialized food services that:

- Further builds upon and enhances the existing **food production** ecosystem in Rhode Island, **arts-based business** incubation and **blue economy** industries in East Providence and the surrounding region. These industries have been identified as growing areas in the regional economy.
- Identifies resources that could support the necessary steps to successfully establish the **determination of need** for the incubator concept in the City.
- Will **not unduly compete** with other business incubators operating within the region but **instead fill the voids** existing within the Rhode Island food production ecosystem and work with the existing food production spaces collaboratively.
- Emphasizes **job creation** that is focused on **emerging niche industries** (i.e. baking, gluten-free production, food services manufacturing, arts-based business incubation, and blue economy industries).
- Assesses key issues including **raising sufficient capital** to design and build the incubator, the recruitment of **incubator support services** for entrepreneurs establishing themselves within their chosen sector and determines the viability of other potential services that would support new business startups.
- The analysis will also include the following:
 - a. Market Research on **potential users** of an incubator including an analysis of existing small businesses willing to pay for services and/or space, organizations that could serve as potential anchor tenants of the incubator, and other organizations that might benefit or utilize the incubator in the provision of support services to the incubator businesses.
 - b. Information gathering regarding the **resources required** (e.g., space, financing, services, and more) for an incubator to be successful in this market, what needs are present in the market the incubator could resolve, and opportunities that an incubator presents.
 - c. Information gathering on the **potential competitors** in the area and how the City's incubator could be developed in a manner that would mitigate the competition, determine the needed differentiators, and/or develop a niche that other competitors are not providing.

2. Startup and Development Costs

Provide a detailed **Startup and Development Cost Analysis** for constructing and establishing a business incubator that is reflective of the outcomes and recommendations of the Feasibility and Marketing Analysis.

SCOPE OF WORK OVERVIEW

Feasibility Analysis

Part 1: Facility Evaluation

- Project initiation
- Site visit to evaluate suitability of the facility for a variety of use cases
- Research permitting, zoning, community sentiment surrounding the building, etc.
- Determine which use cases to include in the market analysis

Part 2: Operating Model Development

- Market analysis including secondary and primary research – interviews, surveys and community meetings
- Operating model development with potential combinations of user groups, spaces, owner/operator strategy, partnerships, etc.
- Stakeholder input via series of in-person and virtual meetings to discuss space requirements and building design
- Operating model refinement based on user input
- Preliminary breakeven analysis

Part 3: Feasibility Assessment

- Facility design including rough floorplans and elevations based on building program
- Financial analysis evaluating cost to acquire, build, operate and finance
- Recommendations based on risk and economic impact assessment
- Go/no-go decision made by Study Team
- Feasibility study finalization – full report, executive summary and web-based presentation of findings, e.g., ArcGIS StoryMap

Pre-Development

Optional Follow-on Phases

- Operator search based on owner/operator model to identify management team to lead development and launch
- Conceptual 3D design of entire facility
- Business plan defining the development, operating, financial, marketing, partnership and programming strategies for the incubator

FEASIBILITY ANALYSIS

PART 1: FACILITY EVALUATION

The first step is to determine the suitability of the elementary school for a variety of use cases. This will ensure that the user groups included in the market research could be situated at the Oldham building, and that the interior spaces and exterior features could be configured to accommodate a range of creative and industrial activities considering size, location, zoning, regulatory requirements, etc. for activities such as:

- Commercial food processing and meal production
- Warehousing and refrigerated storage of food products
- Aggregation and distribution of farm products
- Officing for business and nonprofit organizations
- Studio space for visual arts such as painting, illustration, sculpture, ceramics, photography, printmaking, film
- Rehearsal space for performing arts such as dance, theater, music
- Laboratory and bench space for technology development
- Indoor and outdoor growing space for agricultural and ocean farming development
- Classroom space for food, arts, and blue economy workforce training

Initiation Hold a kickoff call with the Study Team to discuss project goals, team roles, work plan and timing. Review the issues faced by stakeholders, and the underlying hypothesis for the study. Identify 1-2 people from each stakeholder group for preliminary interviews. Refine work plan.

Facility Evaluation Complete preliminary interviews and develop a complete list of potential use cases for the building. Review floorplans, permit drawings, citations, and other documentation provided by owner. Conduct a site visit to walk through the interior of the building, exterior, and entire site.

Research current zoning and business licensing and evaluate future capability of the property. Interview 2-3 people familiar with recent discussions about development to evaluate the political climate and community sentiment surrounding the location. Evaluate building infrastructure against potential use cases. Research and list improvements required to meet building codes and criteria. Develop preliminary layout options for space allocation. Pull high-level quotes for improvements and build rough capacity model. Model traffic impacts of various use cases. Compile recommendations.

Refine Use Cases Discuss findings with Study Team and review how the building is suited to potential use cases for the location. Determine which use cases to include in the market analysis.

FEASIBILITY ANALYSIS

PART 2: OPERATING MODEL DEVELOPMENT

The next step is to gather input from project beneficiaries to understand the issues they face, and from other food system stakeholders to understand how the facility might be part of a regional solution to address these challenges and other opportunities. That primary research is combined with secondary market research to inform the operating model and lay the foundation for the business case for the facility.

The operating model may include:

- Combination of components most desired by stakeholders
- Their transactional and programmatic interactions
- Probable size and scale
- Potential anchor tenants
- Key users, suppliers, buyers
- Key collaborators and partners
- Ownership and governance structure
- Revenue model

Market Analysis Perform secondary research of the food landscape including supply, demand, current infrastructure, competition, regional work force and demographics, etc. Secondary research will include review of prior food system studies and other market and industry sources. Synthesize findings to identify themes and prioritize areas for exploration. Review with Study Team and finalize research plan to gain deeper insights through broad-based primary research.

Develop research instruments. These are likely to be surveys for regional user groups engaged in business, creative, and R&D activities in agriculture, food production, the arts, and the blue economy, as well as interview guides for other food system stakeholders and key informants. Develop outreach plan, beta test and field surveys. Conduct up to 60 interviews with members of the regional food system and small business ecosystem such as farm service organizations, business owners, municipal agencies, nonprofit leaders, elected officials, academic institutions, civic groups, artists guilds and foundations.

Operating Model Development Synthesize the market research to draw implications. Create several maps to identify the field of users, competitors, and infrastructure related to the site. Recommend a range of operating models for the facility based on findings. Use case studies to bring these models to life. Discuss with Study Team and narrow to 1-2 models to pursue further. Prepare a summary to share with stakeholders and gather input.

Stakeholder Input Invite all study participants to a convening of stakeholders to gain their input on recommendations. Typically, this is a 2-3 hour live meeting with a presentation of findings followed by breakouts to workshop ideas within user groups. This can be conducted as in-person meetings over several days, or virtually to engage a wider audience of stakeholders.

Operating Model Refinement Incorporate stakeholder feedback to narrow and refine the operating model. Refine preliminary layouts and provide a breakeven analysis. Summarize and review with Study Team as a preliminary go/no-go stage gate.

FEASIBILITY ANALYSIS

PART 3: FEASIBILITY ASSESSMENT

Once the operating model is defined, the facility can be sized, designed and programmed accordingly. This involves a series of steps.

- Quantitative capacity modeling to determine the size and scale of components to accommodate anticipated use and throughput
- Building program and site plans that define the use, square footage, adjacencies and technical considerations for each internal and external area
- Refined diagrammatic floor plan incorporating stakeholder feedback showing primary uses in the building, support spaces, and major exterior elements, color coded and notated to show people and product flows in and out of facility including major areas of production, circulation and gathering. Includes conceptual parking layout where appropriate.
- Preliminary list and budget for FF&E (furnishings, fixtures & equipment)

With these steps completed, it is possible to generate rough construction costs which is a key component of the financial analysis.

Facility Design Review the operating model and discuss space and structural requirements with any potential anchor tenants identified to date. If anchors are not identified, develop assumptions based on data gathered from market research and case studies. Build capacity models, develop site plan, design building program and render a diagrammatic floor plan of the facility and potential expansions in later phases of development. Review with Study Team and any potential anchor tenants. Revise as necessary.

Financial Analysis Develop preliminary financials based on operating model and building program. Estimate construction costs, startup expenses, operating costs and break even / steady state economics. Demonstrate the impact of various financing structures and provide a list of potential sources of capital.

Recommendations Develop a complete draft of the operating model, facility design and financial analysis, with supporting findings from market research and community input. Provide a risk assessment and potential economic impact for the proposed project.

Go/No-Go Decision Study Team determines direction based on risk and impact assessment. If decision is to proceed, prepare a roadmap for follow-on phases of development delineating milestones, timing and roles. Create a funding development plan to guide fundraising efforts.

Feasibility Study Finalization Capture all inputs, analysis, decisions and strategies from the study in a professional, final report. Prepare executive summary and web-based presentation to share conclusions with stakeholders, such as ArcGIS StoryMap.

Your Role

Organize project team that will engage in the study. Agree to goals and decision-making process. Provide contacts for primary research, make introductions and handle survey outreach. Attend periodic project management conference calls with NVA. Arrange, promote and host all stakeholder meetings. Make go/no-go decisions.

PLANNING & DEVELOPMENT

OPERATOR SEARCH, CONCEPTUAL DESIGN, BUSINESS PLAN

The feasibility study presents the business case for (or against) the development of the facility. It is a mechanism for the public sector to encourage private sector investment.

It is critical that the owner/operator is engaged during the development phase so that the site plan, facility design, operating model and business plan reflect their strategic vision and risk profile.

Often these key resources are identified during a feasibility study. If they are not, a search for an operator should be conducted prior to completing these steps. The process may also uncover potential anchor tenants.

Operator Search Convene search committee. Determine selection criteria for optimal operator based on findings from study. Develop, issue and publicize a request for information (RFI) from interested potential operators of the facility, and enterprises interested in operating at the facility. This could be separate RFIs or one combined RFI allowing respondents to indicate multiple areas of interest. Screen responses and invite qualified owner/operator candidates to interview. Develop short list and conduct final interviews. Contact potential anchor tenants to discuss requirements. Draft memoranda of understanding (MOU) for selected owner/operator and potential anchor tenants.

Conceptual Design Update operating model and building program based on chosen operator and anchor tenant requirements. Computer generate drawings of the site plan, floor plans and 3D elevations of interior and exterior. Develop equipment list. Estimate costs for construction, FF&E (furniture, fixtures and equipment) and tenant improvements.

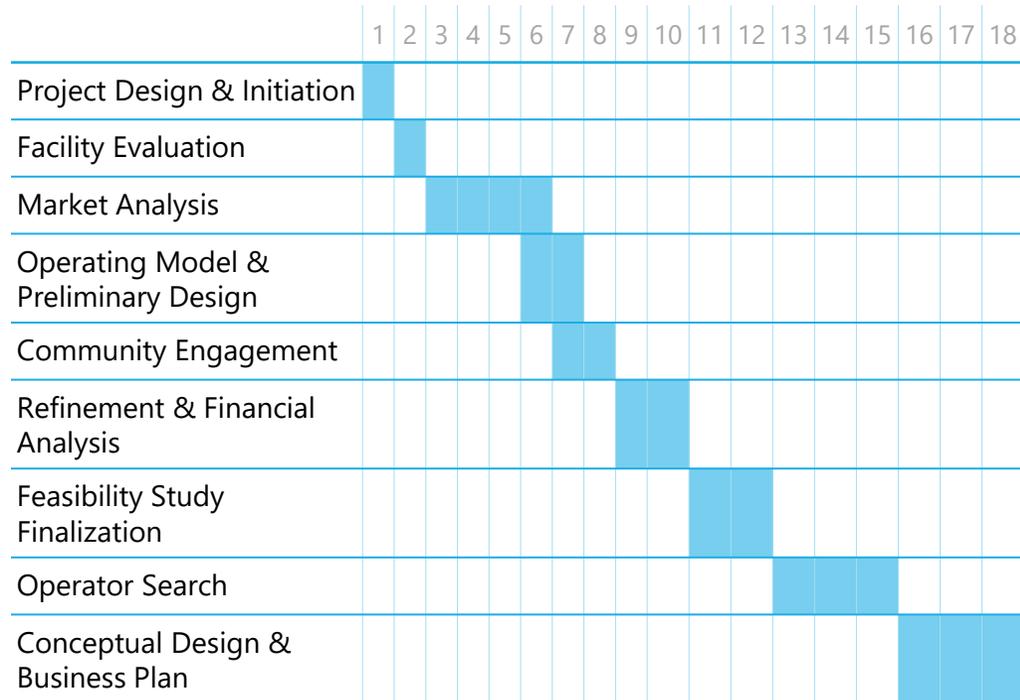
Business Plan Complete a comprehensive business plan that reflects the strategic vision of the selected owner/operator and their operating model. This will include their role as facility manager and any co-located enterprises the owner operates directly. If necessary, the Market Analysis will be updated to validate the owner/operator's value proposition. The business plan will include:

- Strategic plans for phased facility development, operations, staffing, financing, brand/marketing
- Financial projections and capital requirements through breakeven, and sources and uses of funds
- Governance structure and operating agreements with strategic partners
- Implementation roadmap with milestones for securing letters of intent with anchor tenants, improving the site, facility design development, construction, and creating a private placement memorandum for fundraising

Your Role

Select search committee. Issue RFI and field responses. Convene search committee through its selection process. Review, negotiate and finalize MOUs. Option to participate in design phase and business planning process with owner/operator.

TIMELINE



- The feasibility study will take approximately **12 months to complete**.
- You are an important factor in our timing. We will agree to a schedule that typically allows 1-2 weeks for you to complete certain tasks like reviewing deliverables. If you need more time, we can adjust the schedule which may exceed the length of the delay depending on other work we have at that time.

COST

Small Business Incubator Feasibility Study

Initiation, Facility Evaluation	\$37,000
Market Analysis	\$22,800
Operating Model, Preliminary Design	\$10,500
Community Engagement	\$26,500
Refinement & Financial Analysis	\$30,800
Finalization	\$22,600
TOTAL FEASIBILITY STUDY	\$150,200
Operator Search	\$25,000
Conceptual Design	\$35,000
Business Plan	\$60,000
TOTAL OPTIONS	\$120,000
TOTAL ESTIMATE	\$270,200

- Timing and cost is approximate and will be finalized in a work plan developed with you at the start of each phase of the project.
- Includes travel expenses for 2 trips for 2 team members, including a multi-day visit for community meetings and a \$5,000 budget for stipends, meeting materials and translation services.

TEAM

The **New Venture Advisors** team is composed of enterprise and nonprofit strategy consultants from diverse fields including management consulting, food manufacturing, food & ag policy, farming, foodservice ops and design, and architecture. The broader team hails from industry-leading firms and the nation's top universities and business schools. Many of us have owned and operated small businesses of our own.

Across the team we have subject matter experts in every aspect of food system planning: supply chains and infrastructure, urban and rural food access, grocery and restaurant retailing, food policy and municipal planning, and nonprofit development. We excel at managing complex strategic projects with diverse and numerous cross-sector stakeholders.

We bring together this experience, training and passion for good food and entrepreneurship to help our clients develop food systems, food enterprises and food policies that are good for farmers, consumers and the intermediaries that connect them.

NVA Team	Title	Role
Kathy Nyquist	<i>Founder and Principal</i>	Scope and oversight
Andrea Carbine	<i>Sr. Project Manager</i>	Project lead and operations specialist
Maya Atlas	<i>Project Manager</i>	Research lead and kitchen specialist
Maura Rapkin	<i>Research Specialist</i>	Primary research
Sheree Goertzen	<i>Research and Funding Development Specialist</i>	Secondary research and funding plan
Rob Clemens	<i>Finance Specialist</i>	Financial strategy
Sarah Lesch	<i>Facility Design Specialist</i>	Facility evaluation
Deb Wilkinson	<i>Operations Manager</i>	Billing and administration



KATHY NYQUIST

Founder and Principal

Chicago, Illinois

Kraft Foods
Leo Burnett
Young & Rubicam

University of Chicago Booth School of Business
Bradley University

Business Planning Advisor, *Good Food Accelerator*, Chicago, IL
Advisor and Lecturer, *University of Vermont Food Hub Management Program*, Middlebury, VT
Advisory Board, *Breakthrough Enterprises*, Chicago, IL
Board of Directors, *Garfield Produce*, Chicago, IL
Advisory Board, *Blue Ridge Produce*, Elkwood, VA
Board of Elders, *Grace Chicago Church*, Chicago, IL

In 2009, Kathy founded NVA to bring entrepreneurial momentum to the emerging sustainable food industry. Her work has led to numerous assessments, business launches, speaking engagements and publications focused on the rebuilding of local food systems.

Kathy has served as a board member and advisor to many organizations including the Good Food Accelerator which offers training and mentorship to emerging food entrepreneurs; Garfield Produce, a hydroponic farm producing microgreens and herbs and providing jobs for those affected by poverty in Chicago's East Garfield Park neighborhood; and the Food Hub Management Program, a certificate program offered by the University of Vermont.

Kathy has over 20 years of marketing and strategic leadership experience with Fortune 100 companies. She served on the leadership team for a \$5 billion product portfolio at Kraft Foods. She previously managed accounts at Leo Burnett and Young & Rubicam, then the nation's largest advertising agencies, developing national campaigns for clients such as Coca-Cola, Keebler, Frito-Lay and Miller Brewing.

A graduate from the University of Chicago Booth School of Business, Kathy earned an MBA with honors and the Dean's Award for Strategy for achieving the highest academic record in Strategic Management. She also holds a B.S. in economics from Bradley University.



ANDREA CARBINE

Sr. Project Manager

Grand Rapids, Michigan

Optimist Consulting LLC
Front Burner Foundation
Pilotworks
Local Roots
Sustainable Hospitality Consultant

The International Culinary Center
University of Washington
Boston University

Andrea is a restaurateur, entrepreneur and decorated chef with a background in sustainable practices. For her work in the kitchen and in her own ventures, she has been recognized with two James Beard nominations, a Local Hero award, and a Women of Excellence Award for Entrepreneurship. During her culinary career, she has launched, operated, scaled, and sold her own entrepreneurial ventures.

She was recently General Manager at Pilotworks, a culinary co-working space that gives food makers commercial kitchen space, mentorship, and the tools needed to build, scale, and develop their businesses. There she held the operational lead role for the launch of a 40,000 square foot facility after a \$1.4+ million buildout including construction project management and budget restructure, P&L development for an aggressive 6-month ramp to utilization, and kitchen model standardization for all national units with a re-structured pricing model that was more responsive to local markets.

Andrea also co-founded the Front Burner Foundation to address systemic issues in the food and hospitality industries, tackling culinary education reform, job training and development, financial literacy, and larger food system change.

These experiences make Andrea an exceptional strategist and consultant to young food businesses and creative entrepreneurs as they scale and develop. Today she consults with New Venture Advisors in developing food resources in communities, helping to design operating models and programs that are tailored to the vision and unique needs of our clients.



MAYA ATLAS

Project Manager

Biddeford, Maine

Saint Joseph's College
Woolf Lavender Farm
Union Kitchen

Barnard College, Columbia University

Secretary, Biddeford Conservation Commission, Biddeford, ME
Board Member, Biddeford, Saco, Old Orchard Beach Transit
Authority, Biddeford, ME

Maya has spent her career working at the intersection of local food production, business development, and community engagement. After receiving her degree at Barnard College, she began her career at Union Kitchen, one of the nations first for-profit food incubators. At Union Kitchen, Maya helped open a 50,000 square-foot production facility, grew membership, and built the systems used to train kitchen operators, launch businesses, and scale products in a large metropolitan market. You can find some of the businesses she worked with at Whole Foods nationwide and large regional grocers!

Most recently, Maya was the Program Director for the Institute for Local Food Systems Innovation at Saint Joseph's College of Maine. As the Program Director, Maya led feasibility studies and wrote business plans for enterprises across different industries and large event series. She worked with professors to implement academic and extracurricular programs, managed the agritourism event center, and led the student-run hydroponic farm on campus, tailoring the crops and programs to the educational goals of the students.

Maya lives in Southern Maine and enjoys long coastal bike rides and growing a garden many sizes too big for her family so she can share with the neighborhood. She serves on two city council advisory boards to support her town's transit system and encourage land conservation.



MAURA RAPKIN

Research Specialist

Pittsburgh, Pennsylvania

Napkin LLC
Abigail Kirsch
Breads Bakery
Blue Hill at Stone Barns
The Modern

Chatham University
University of Rochester

Maura is a New York City chef, western Pennsylvania farmer, and small business owner guided by principles of community engagement and enlightened hospitality. She is passionate about conceiving solutions for a socially just, equitable, sustainable, and environmentally conscious food system.

She started her career in 2011 as a sustainability-oriented chef in New York. She worked as a chef and manager in hospitality businesses including Michelin-rated restaurants The Modern and Blue Hill at Stone Barns, internationally renowned Breads Bakery, and premier catering company Abigail Kirsch.

After receiving her Masters, Maura founded Napkin LLC, a mission-driven consulting company, when she saw a need emerge for lean, agile, and sustainable business solutions in the food and agriculture sectors. With Napkin, Maura has been able to expand her impact working with stakeholders to build a more equitable, environmentally conscious, and hospitable food and ag industry. Now consulting with New Venture Advisors, Maura applies the knowledge she has gained in the kitchen, on the farm, and advising small business owners as research specialist.

Maura received her MBA and Masters in Food Studies from Chatham University's sustainability program and a Bachelor's in Environmental Studies and Film Studies from University of Rochester.



SHEREE GOERTZEN

Research and Funding Development Specialist

Chicago, Illinois

AltruNext
Rebuild Foundation
NeighborWorks Lincoln
University of Nebraska-Lincoln
KVC Behavioral Healthcare
Perinatal Treatment Services

The University of Nebraska-Omaha, School of Public
Administration

Sheree conducts research and is a writer for New Venture Advisors, and she is a grant writing and development strategy specialist for nonprofits. In addition to her work with NVA, Sheree consults with AltruNext, providing strategic planning services to nonprofits with a holistic approach to growth encompassing organizational capacity, board trainings, fund development, strong operations, good governance, clear communications, and dynamic programs.

She spent over 12 years providing public social services to youth and families and coordinating community development projects. She built partnerships between government, nonprofit and private sectors to bring investment to an under-resourced neighborhood.

Sheree grew up on a large farm in Nebraska where her family are fourth generation farmers. She has an M.S. in Urban Studies from the University of Nebraska-Omaha School of Public Administration.



ROBERT CLEMENS

Financial Specialist

St. Paul, Minnesota

Mt Curve LLC
TripleTree
G2 Capital Advisors
Enlivant / TPG Capital
Houlihan Lokey
Lazard Ltd.
UBS Investment Bank
Bank of America Merrill Lynch

The University of Chicago Booth School of Business
Indiana University

For 15 years Robert has provided M&A advisory, investment banking and restructuring services to a diversified range of firms across manufacturing and service industries.

Today Robert specializes in operational and financial improvement initiatives working directly with private equity firms, portfolio companies, and independent businesses to provide financial planning and analysis consulting, assess operational and internal efficiencies, and institute business lifecycle navigation planning.

He brings this experience to New Venture Advisors as Financial Specialist, developing financial forecasts and analytical models that provide in-depth and thoughtful decision-making solutions. Delivering these findings to our clients is a role he greatly enjoys.

Robert has an MBA from The University of Chicago Booth School of Business and a B.S. in Finance from Indiana University Kelley School of Business.



SARAH LESCH

Facility Design Specialist

Great Barrington, Massachusetts

Lawndale Christian Health Center

Green Tomato Cafe

McBride Kelley Baurer Architects

Booth Hansen Architects

U.S. Army Reserve

The University of Wisconsin-Milwaukee, School of
Architecture and Urban Planning

Sarah found her niche at the intersection of architecture, hospitality design and non-profit organizations. Before joining New Venture Advisors, she worked at one of Chicago's largest Federally Qualified Health Centers, overseeing the design, construction and opening operations of a large community café and conference center— creating everything from lighting plans to lunch menus. She had a hand in clinic renovations, organizational rebranding, cross-campus wayfinding overhauls, interior design and cooking the daily specials. Prior professional projects include hospitality and retail work in the Chicago loop, single- and multi-family housing in skyscrapers and in the suburbs, and the endless rehab of her family's 1905 Chicago home.

While working on her Master's Degree in Architecture, Sarah enjoyed two summers of work-study in Italy. Her thesis project was the proposed design for a light-touch-on-the-earth kayaking center in the Hebrides Islands of Scotland. Ongoing passions include reading, writing (children's curriculum, recipes, very long emails) and cooking in the community.

Sarah never misses a chance to paddle board, kayak, swim or just admire water from the beach with her husband and three kids, all of whom recently relocated to the Berkshires for some fresh air.



DEB WILKINSON

Operations Manager

Branson, Missouri

Accenture

Mercer

Andersen Consulting

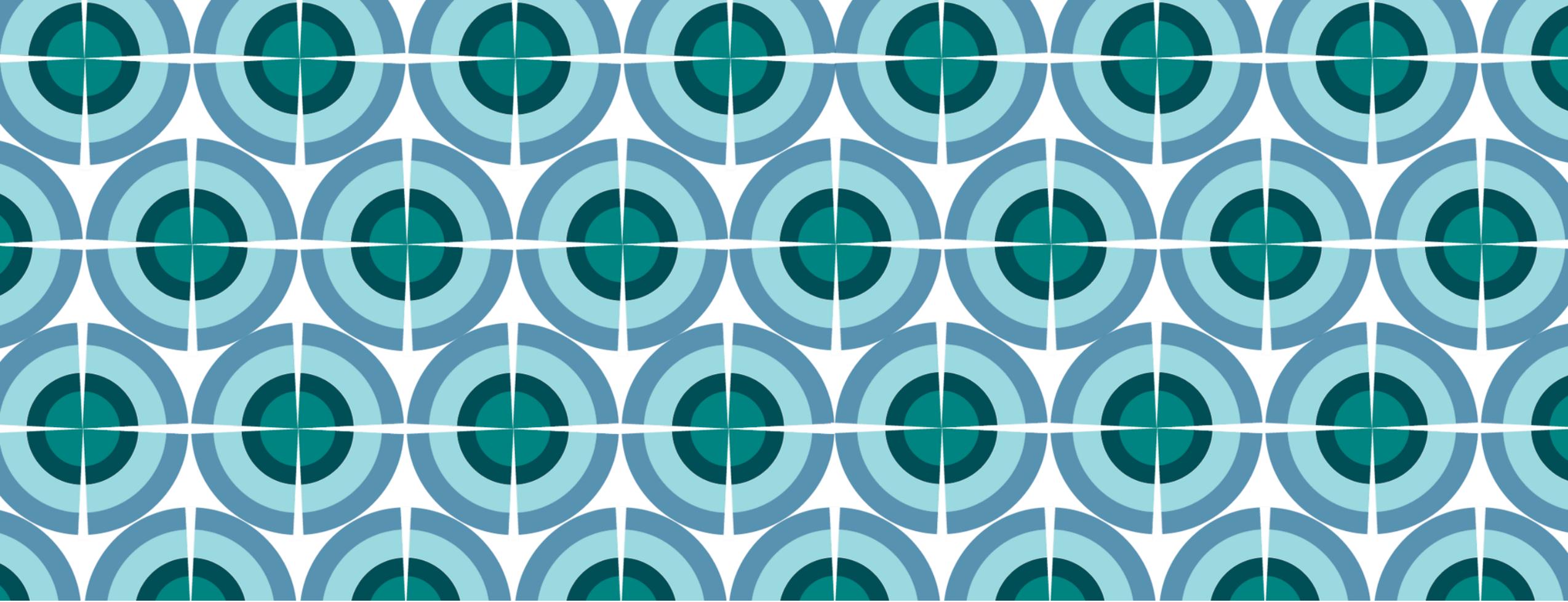
Arthur Andersen

Purdue University, Krannert School of Management
Le Cordon Bleu College of Culinary Arts

Prior to managing internal operations with New Venture Advisors, Deb served as a recruiter for the nation's leading consulting firms. At Accenture, she focused on behavioral interviews for experienced candidates globally. She previously oversaw operations and processes for the U.S. recruiting team at Mercer and worked with all international locations to ensure global consistency in recruiting processes and systems. Prior to that, Deb was back at Accenture/Andersen Consulting in recruiting and consulting roles.

Deb graduated from Purdue University with a B.S. in Management. She later earned an Associate Degree from Le Cordon Bleu College of Culinary Arts in Chicago, IL. This experience drove her to start a personal chef delivery business in Chicago focusing on healthy foods for busy families.

Deb has since moved from the Windy City to the beautiful Ozarks, where she continues to cook for family and friends.

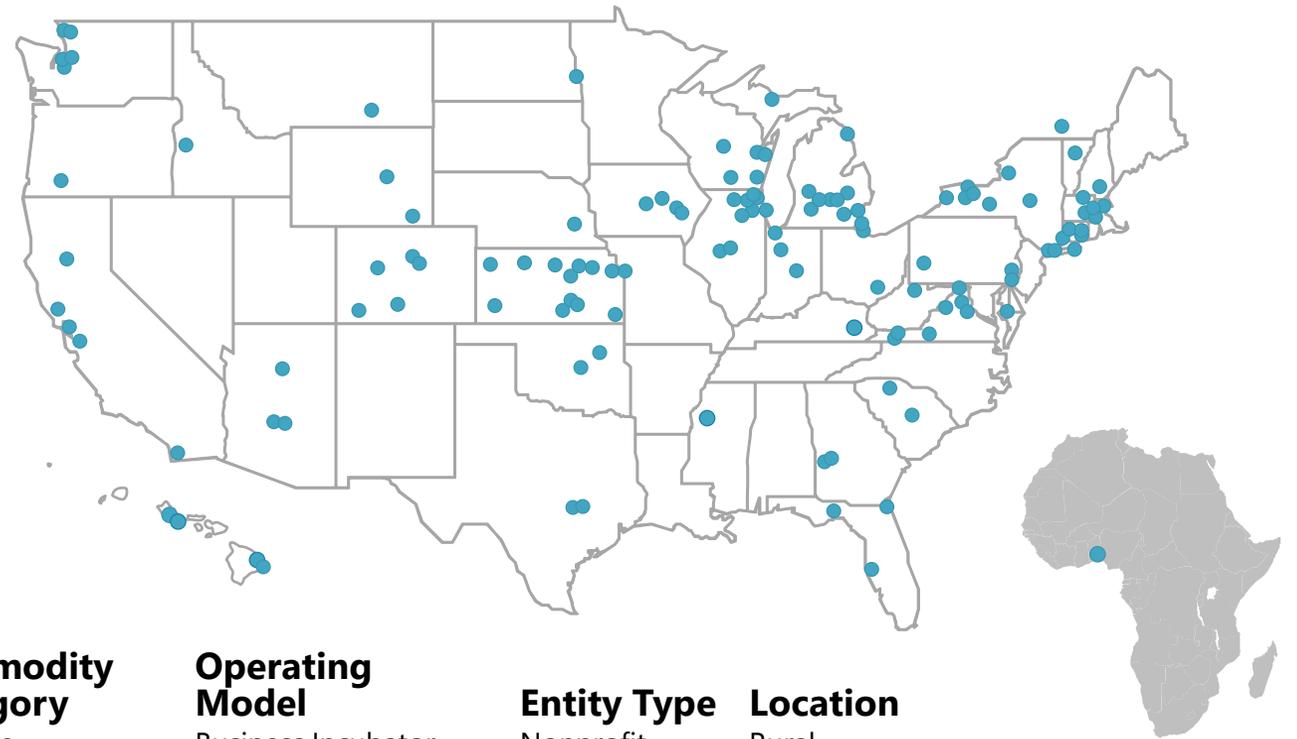


APPENDIX

Project Map
Project List
Case Histories
Publications

PROJECT MAP

Projects span the value chain and across commodity types, operating models, location and scale, from a 400 square foot processing kitchen in rural Illinois to a 25-acre food campus on Hawai'i Island. Each project has been designed to suit the local landscape. While they vary considerably, they are similar in their focus on shortening supply chains, strengthening local food systems and economies, and providing community and environmental benefits.



Project Type

Food System Assessment
 Food System Plan
 Feasibility Study
 Business Plan / Strategic Plan
 Facility Design & Development

Stage in Value Chain

Farming & Production
 Aggregation & Distribution
 Processing & Value-Addition
 Grocery & Foodservice
 Emergency Food Distribution

Commodity Category

Produce
 Meat
 Dairy
 Grains
 Specialty Foods

Operating Model

Business Incubator
 Brick & Mortar
 Virtual & Networked
 Value Chain Facilitator
 Food As Medicine

Entity Type

Nonprofit
 For-profit
 Cooperative
 Public/private

Location

Rural
 Urban
 Peri-urban
 Emerging markets

SELECTED PROJECTS UNDERWAY

Our active portfolio is managed by two teams that specialize in food system infrastructure and food system policy and planning. Our **mixed-use facility projects** are highlighted in blue.

Feeding America East Wisconsin Grocery Cash Card	Milwaukee, WI	2023	Evaluate the viability of providing food bank visitors with cash cards to redeem at grocery stores
West Central Missouri Community Action Agency	Appleton City, MO	2023	Evaluate the regional Beginning Farmer and Rancher Program operated by New Growth
Detroit People's Food Co-Op	Detroit, MI	2023	Business plan for a Black-led, community owned grocery store anchoring the Detroit Food Commons
Northwest Indiana Community Food Access Plan	Crown Point, IN	2023	Development of a plan to guide food access programs and policies in a 7-county region
Rogue Valley Food System Assessment and Action Plan	Medford, OR	2023	Completion of a two-year community planning process for the Rogue Valley Food System Network
Fauquier Livestock Exchange Abattoir Study	Warrenton, VA	2023	Feasibility study for the integration of an abattoir at the county livestock auction
Indiana Statewide Food Charter	Indianapolis, IN	2023	Finalization of a Food Charter to guide policies and programs that impact the local food system
Newark Alliance Food Network	Newark, NJ	2023	Feasibility study for a hub-and-spoke network of food facilities across Newark wards
GROW Windham Food Distribution Study	Willimantic, CT	2023	Evaluation of food distribution scenarios among producers and distributors across eastern CT
Traders Hill Farm Agricultural Complex	Hilliard, FL	2023	Comprehensive regional food access assessment to design a Community Sustainability Campus
International Marketplace Feasibility Study	Seattle, WA	2023	Development of an international public market serving regional food producers and entrepreneurs
Kane County Livestock Market Assessment	Geneva, IL	2023	Agricultural market assessment for livestock products produced and sold in the local market
Windy City Harvest Produce Prescription Program	Chicago, IL	2023	Program evaluation and strategy for managing rapid growth of the VeggieRx program
Food System Assessment for Northern Arizona	Flagstaff, AZ	2023	Comprehensive regional food system assessment and social network analysis for City of Flagstaff
Veggielution Food Hub	San Jose, CA	2023	Feasibility study for a food hub serving diverse food entrepreneurs and farmers in the Santa Clara region

Kent County Food System Planning	Grand Rapids, MI	2023	Food system assessment, food policy assessment and food system plan for Kent County/Grand Rapids
Philabundance Community Food Justice & Entrepreneurial Plan	Philadelphia, PA	2023	Two neighborhoods are designing their own foodscape that brings good food to residents
King County Food Hub	Kent, WA	2023	Conceptual design for a multi-use food center serving low-income residents and entrepreneurs
DeKalb County Community Gardens Food Campus	DeKalb, IL	2023	Feasibility study for a university-based Community Health Education and Food Center
Southwest Kansas Food System Assessment	Kansas City, KS	2023	Assess local food environments to set strong policy foundation for diverse, high-need, 9-county region
Wichita Healthy Corner Store Initiative	Wichita, KS	2023	Plan for a healthy corner store initiative stemming from the recently adopted Food System Plan
The Food Mill Community Kitchen & Mobile Market	Columbus, GA	2023	Operating plan integrating nine businesses centered on providing healthy and medically-tailored meals
San Luis Valley Community Food Assessment	Alamosa, CO	2023	Community food assessment and action plan for the 6-county San Luis Valley Local Foods Coalition
Bushel & Peck Food Hub	Charles Town, WV	2023	Feasibility study for expansion into local foods production and wholesaling by a rural grocery store
The Food Basket Agricultural Innovation Park	Hilo, HI	2023	Operating model and facility design for a food bank expansion into farming, production and retailing
North Central Massachusetts Local Food Campus	Winchendon, MA	2023	Plan for campus with aggregation, packaging, processing, retailing and food access programs
Adelante Food Ecosphere Development	Waukegan, IL	2023	Collective impact plan and facility design for food enterprises focused on food access, hunger relief
Barry County Community Food Center	Hastings, MI	2023	Feasibility study for the restoration of a historical building into a mixed-use food hall and food center
The Millworks Local Food Campus	Bellingham, WA	2023	Business case for a mixed-use development anchored by three hunger-relief organizations

SELECTED PROJECTS COMPLETED

Blue Cross of Idaho Foundation Community Health Academy	Boise, ID	2023	Workshop for mayors on their role in food system development and influence on community health	Miko Meats Food Facility	Hilo, HI	2022	Feasibility study for the adaptive re-use of a former USDA meat processing facility
RG Foods Food Hub Feasibility Study	Tulsa, OK	2023	Feasibility study for a cooperatively-owned warehouse for regional food access retailers	CLiCK Kitchen Expansion Plan	Windham, CT	2022	Feasibility study for the expansion of an incubator kitchen serving low-income and minority residents
California Indian Museum & Cultural Center Incubator	Santa Rosa, CA	2023	Feasibility study and facility design for a kitchen incubator serving traditional foods producers	Oneida Nation Meat Processing Center	Oneida, WI	2022	Feasibility study for a meatpacking and processing facility serving tribal and regional livestock farmers
Plenty Doors Grocery Study	Crow Agency, MT	2023	Feasibility study for a community food center and grocery store on the Crow Reservation	Business Impact NW Kitchen Incubator	Seattle, WA	2022	Due diligence for a kitchen incubator to be acquired by a CDFI serving underbanked entrepreneurs
Whatcom County Food System Plan	Bellingham, WA	2023	County-wide food system plan for the Whatcom County Food System Committee	Norton County Food System Assessment and Plan	Norton, KS	2022	Assessment to explore the feasibility of developing a food system plan for Norton County
Food Bank Council of Michigan Senior Food Access	Lansing, MI	2023	Last-mile distribution model for delivering food boxes to seniors regardless of location	Geary County Food System Assessment and Plan	Junction City, KS	2022	Food system plan to identify policies and programs to strengthen the local food system
Manchester Healthy Food Access Plan	Manchester, NH	2023	Community-driven planning process for policies and programs that address food insecurity	Appalachian Harvest Herb Hub	Duffield, VA	2022	Business plan for a network of forest and medicinal herb farmers cultivating in-demand botanicals
Community Garden Expansion Plan	Cedar Rapids, IA	2023	Site plans and management toolkit for the development of community gardens in city parks	God's Pantry Food Warehouse	Hazard, KY	2022	Feasibility and design of a rural food hub providing storage for food pantries and regional producers
Aspen Region Food Facilities Feasibility and Design	Basalt, CO	2023	Redevelopment of a grocery store and two historic buildings as regional food system infrastructure	Warehouses4Good Food Warehouse	Moorhead, MS	2022	Feasibility and design of a nonprofit warehouse serving rural farmers and food producers
Michigan Food Bank Collaboration	Flint, MI	2023	Feasibility study and project model for a warehouse jointly operated by two Michigan food banks	Central Texas Regional Food System Data Evaluation	Austin, TX	2022	Data collection and analysis to establish baseline metrics to measure food system developments
Eastern Market Expansion Plan	Detroit, MI	2023	Feasibility study for significantly expanded processing, warehousing and distribution capacity	Riley County Food System Assessment and Plan	Manhattan, KS	2022	Ten-year food system plan for the City of Manhattan and Riley County
Northern Michigan University Food Hub Feasibility Study	Marquette, MI	2023	Feasibility assessment and design of an aggregation and processing center serving the Upper Peninsula	Project EATS Urban Farm Growth Strategy	New York, NY	2022	Strategic plan focused on technology adoption, sales & marketing and new product launch
McHenry County College Food Hub	Crystal Lake, IL	2022	Feasibility study for an on-campus food hub and processing kitchen serving regional farmers	City of Wichita Healthy Food Access Assessment	Wichita, KS	2021	Strategic analysis and recommendations to provide access to fresh groceries in LI/LA neighborhoods
Shawnee Grocery Retail Strategy	Shawnee, OK	2022	Retail food access strategies for Blue Zones Project of Pottawatomie County	Oneida Community Cannery	Oneida, WI	2021	Conceptual design and business plan for Native foods processor and food business incubator
Southeast Nebraska Development District	Lincoln, NE	2022	Economic development handbook to spur food system investments in rural communities				

SELECTED PROJECTS COMPLETED

Cultivate KC Strategic Plan	Kansas City, MO	2021	Three-year strategic and expansion plan for urban ag and nutrition incentive programs	Wood County Community Food Center	Wisconsin Rapids, WI	2020	Feasibility study for a food center led by the County health department and three hunger organizations
Spartanburg Community Food Center	Spartanburg, SC	2021	Feasibility study for a community food center led by the Spartanburg Food Policy Coalition	Linn County Food System Assessment	Cedar Rapids, IA	2020	Comprehensive assessment focused on production, procurement, processing, and barriers to entry
Oahu Fresh Food Hub	Honolulu, HI	2021	Expansion plan for a multi-use food center experiencing dramatic pandemic-related growth	Great Plains Food Bank Mobile Market	Fargo, ND	2020	Feasibility study for turning a mobile pantry program into a mobile market social enterprise
Damian's Craft Meats Processing Facility	Ann Arbor, MI	2021	Feasibility study and business plan for a small-scale slaughterhouse and meat processing facility	Sustainable Food Center Visioning Project	Austin, TX	2019	Strategic vision for the Austin food system and the central role of a leading value chain organization
Shenandoah Valley Ag Enterprise Center	Staunton, VA	2021	Feasibility study for a multi-use facility supporting farmers and food businesses in central Virginia	McHenry County Food System Vision	Woodstock, IL	2019	Facilitate a vision for the local food system and advancement of regenerative agriculture practices
Open Door Community House Culinary Incubator	Columbus, GA	2021	Operating model and management coaching for new incubator serving lower-income participants	Vermont Grain Industry Assessment	Montpelier, VT	2019	Demand study assessing potential markets in the Northeast for Vermont-produced grain
Good Food Collective Fruit for Good	Durango, CO	2021	Business coaching for the launch of a consumer product through a community gleaning program	New York Green Bank	New York, NY	2019	Market due diligence for ag tech development efforts within the state of New York
Shagbark Seed & Mill Growth Strategy	Athens, OH	2021	Business analysis of processing operations and strategies to support Ohio bean and grain farmers	Central Massachusetts Grocery Cooperative	Worcester, MA	2019	Market study for a grocery cooperative offering predominantly locally-produced goods
Wichita Food System Master Plan	Wichita, KS	2021	Developed a ten-year master food plan for the City of Wichita and Sedgewick County	Kōkua Kalihi Valley Health Services Roots Program	Honolulu, HI	2019	Strategic plan for cultural and community-based food programs of a community health center
Can-Do Kitchen	Kalamazoo, MI	2021	Expansion plan for a kitchen incubator and strategy for new microloan program	Cornell University Eastern Broccoli Project	Ithaca, NY	2019	Strategic plan toward trade acceptance of broccoli grown in the eastern United States
East End Food Institute Food Hub	Southampton, NY	2021	Design for a value-added processing and small-scale food production space on eastern Long Island	Kane County Food Hub	Geneva, IL	2019	Business plan for a food hub and processing center to improve food access and health equity
Faith in Place Shared Kitchen Starter Guide	Chicago, IL	2020	Self-assessment guide to enable houses of worship to convert foodservice assets into shared kitchens	Worcester Regional Food Hub	Worcester, MA	2019	Market study, business plan and ongoing advisory for a kitchen incubator and aggregation hub

SELECTED PROJECTS COMPLETED

World Bank Group / IFC SME Support Services	Lagos, Nigeria	2018	Strategic services for small- to medium-sized food enterprises to promote economic development	Wyoming Food System Assessment	Cheyenne, WY	2016	Statewide study for a food hub network across Wyoming and the Rocky Mountain region
LISC Phoenix Commercial Kitchen Strategy	Phoenix, AZ	2018	Operating model refinement and capacity building for two nonprofit commercial kitchens	Cobleskill Regional Food and Agriculture Enterprise Center	Cobleskill, NY	2016	Feasibility study for the redevelopment of a former mill into a multi-use food & ag center
Central Appalachian Food Enterprise Corridor	Abingdon, VA	2018	Business model and brand strategy for a portfolio of products grown and marketed across Appalachia	Project Angel Heart Food Enterprise	Denver, CO	2016	Business plan for a private venture of a nonprofit that offers medically-modified meals
Kansas Statewide Grocery Distribution Strategy	Topeka, KS	2018	Identification of innovative strategies for distribution to rural grocery stores	Food Safety Audit Enterprise	West Lafayette, IN	2016	Feasibility study for Purdue University for a new business providing auditing services for farms
The Hatchery Chicago	Chicago, IL	2017	Market study for a 70,000 ft ² food business incubator and community development project	The Food Trust Small Store Initiative	Philadelphia, PA	2016	Supply chain strategies to bring healthy food to small stores in rural and urban areas
Frenchtown KitchenShare Food Business Incubator	Tallahassee, FL	2017	Business plan for an online marketplace serving farms, food entrepreneurs and wholesalers	Eastern Market Frozen Processing Facility	Detroit, MI	2016	Business plan for a facility that flash freezes local produce for institutional markets
Western New York Grain Hub	Geneseo, NY	2017	Feasibility study and business plan for grain hub supplying feed mills, maltsters and distillers	Bridgeport Community Food Assessment	Bridgeport, CT	2015	Strategic plan to revitalize the downtown district through food enterprise development
California Food Hub Network	Davis, CA	2017	Network strategy for a group of California food hubs convened by UC SAREP at UC Davis	Headwater Food Hub	Rochester, NY	2015	Market study for a food hub expansion into fresh cut and frozen processing services
Commonwealth Kitchen	Boston, MA	2017	Business plan for a kitchen incubator serving minority and lower income entrepreneurs	Landmarks Illinois Chicago Public School Redevelopment	Chicago, IL	2015	Assessment of food-related reuse cases for 18 historically-significant closed CPS schools
Far-Northern California Agricultural Cluster Strategy	Redding, CA	2017	Analysis of potential transportation systems for wild rice and organic vegetable farming clusters	FairAcre Traders	New England	2015	Incubated business that drove sales for food hub network through large distributors
Building Rural Grocery Store Viability through Food Hubs	Kansas, Iowa, Michigan	2017	Feasibility analysis for adapting rural grocery stores into food hubs	Western New York Food Hub (Field & Fork/Eden Valley)	Buffalo, NY	2015	Feasibility study and business plan for a food hub incubated within a farmer cooperative
Northwest Connecticut Food Hub	Litchfield, CT	2017	Feasibility study and joint venture strategy for food hub and hydroponic farm collaboration	Angelic Organics Learning Center Roots & Wings Food Hub	Rockford, IL	2015	Feasibility study for food hub and farm serving residents in urban housing developments

SELECTED PROJECTS COMPLETED

New London Food Hub	New London, CT	2015	Feasibility study for a food hub serving the mission of the United Way of Southeastern CT	McConnell Foundation Value Chain Network Training Program	Montreal, QC	2013	Business planning and operations training for food enterprise grant recipients
Casper Community Food Assessment	Casper, WY	2015	Market study for a food system serving season extension and livestock farmers	Fresh Takes Kitchen	Denver, CO	2013	Incubated a healthy meal delivery service accessible to lower-income consumers
Crawford County Community Food Assessment	Pittsburg, KS	2015	Conducted in partnership with KSU for one of the state's poorest counties	West Virginia University Meat Processing Enterprise Planning	Morgantown, WV	2012	Opportunity assessment of meat processing capacity and action plan for development
Michigan Food Hub Technology Platform	Lansing, MI	2015	Assessment and plan for an IT system that facilitates trade for a network of MI food hubs	FarmedHere Salad Dressing	Chicago, IL	2012	Business case for an indoor vertical farm to expand its salad dressing line
Chesapeake Harvest Food Hub	Easton, MD	2015	Business plan for integrated farm and food hub aggregating from hoop house producers	Southern Wisconsin Food Hub	Madison, WI	2011	Feasibility study which led to the launch of Wisconsin Food Hub Cooperative
International Rescue Committee Project CHOP	San Diego, CA	2015	Business plan for a food processing facility serving refugee farmers	Neumann Family Services Processing Kitchen	Chicago, IL	2011	Feasibility study for food processing center serving adults with disabilities
Fresh Access Food Hub	St. Petersburg, FL	2015	Market study for the expansion of a community farmers market into a food hub	Tazewell County Resource Center Processing Kitchen	Tremont, IL	2011	Feasibility study for small-batch processing center serving adults with disabilities
Freestate Farms Greenhouse	Hume, VA	2015	Business plan for an integrated anaerobic digester/commercial greenhouse operation	Prairie Crossing Farm Business Development Center Planning	Grayslake, IL	2011	Capacity modeling for on-farm aggregation and processing center
Greater Kansas City Food Hub	Kansas City, KS	2014	Opportunity identification and feasibility study for a network model food hub	Blue Ridge Produce	Elkwood, VA	2011	Business plan for food hub and greenhouse on a 33-acre site of a former tropical plant facility
HOPE Collaborative Food Hub	Oakland, CA	2014	Feasibility study and business plan for food hub incubated within existing distributor	Food Systems Assessment for Northern Virginia	Washington, DC	2010	Regional food system analysis that led to the launch of Blue Ridge Produce
South Madison Farmer's Market Food Enterprise	Madison, WI	2014	Business plan for a retail grocery and café extension of an outdoor farmers market	Ready to Grow: Increasing Fruit & Vegetable Production in IL	Springfield, IL	2010	Barrier assessment and action plan which led to launch of two farm-based food hubs
SustainFloyd Dairy and Value-Added Processing Center	Floyd, VA	2013	Business plan for an artisanal dairy and value-added food processing center	Wellspring Growers Vertical Farm	Chicago, IL	2009	Business plan for indoor hydroponic farm

THE HATCHERY



CHICAGO, IL



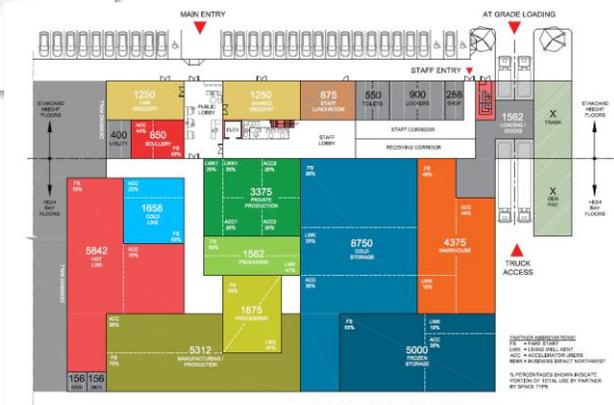
New Venture Advisors worked with three deeply-rooted, local organizations to explore the feasibility of financing, developing and operating a **nonprofit food business incubator** that would serve food entrepreneurs in Chicago while helping to revitalize and bring jobs to a low income, west side neighborhood. Through the study, NVA helped the client team develop a unique multi-faceted incubator business model for a 70,000 sqft facility that incorporates shared-use kitchen space for new entrepreneurs, private food-production-ready space for growing food businesses, shared storage areas and office spaces, as well as business services and networking opportunities for food business owners who want to be part of a supportive community.

Community organizations, political leaders and local stakeholders from the west side neighborhood were engaged to ensure the business model was structured to provide residents with desirable jobs and support aspiring neighborhood food business owners. The Hatchery opened its doors in December 2018.

KENT VALLEY FOOD ENTREPRENEURSHIP CENTER



KENT, WA



King County and its planning partners spearheaded a feasibility study for the Kent Valley Food Entrepreneurship Center to propel the growth of food businesses and the region’s food manufacturing industry. The multi-functional facility will support small food businesses, provide production capacity for urban farmers and producers, and train job seekers and the workforce for local food businesses.

The vision for the Center is to support the diverse cultural communities that make up southern King County. **More than 20 project partners including refugee, farming, hunger relief and other advocacy and business groups** formed the advisory committee overseeing the study. Many are likely to locate their operations at the Center creating a dynamic ecosystem of food production, service and community organizations.

New Venture Advisors worked directly with the local business community and potential site planners to develop an operating model and design a multi-purpose facility that will bring together these partners and provide needed infrastructure to strengthen the local food system and empower residents to start new businesses. This process informed the **Seattle International Public Market**, a new development that will provide retail access for food entrepreneurs. New Venture Advisors is leading the feasibility study for the Port of Seattle.

THE MILLWORKS: LOCAL FOOD CAMPUS



BELLINGHAM, WA



New Venture Advisors is assisting a community foundation in redeveloping a vacant waterfront property into a local food campus—a **multi-tenant site anchored by the school district and three hunger-relief organizations that will combine food production in one central kitchen**—that aims to catalyze the food system into a thriving, dynamic food landscape and foster economic development and wealth creation for families in the community.

NVA spent the first four months interviewing every community food and agricultural leader to develop a vision for the local food campus. The vision that emerged is rooted in strengthening the local food system by promoting health equity, forging tangible connections between food production and assistance organizations, and helping farmers connect with institutional markets.

The expansive business case for the food campus includes strategic and financial analysis for community housing, the school district, port authority, community foundation and more than a dozen organizations across the food system.

EASTERN MARKET EXPANSION



DETROIT, MI

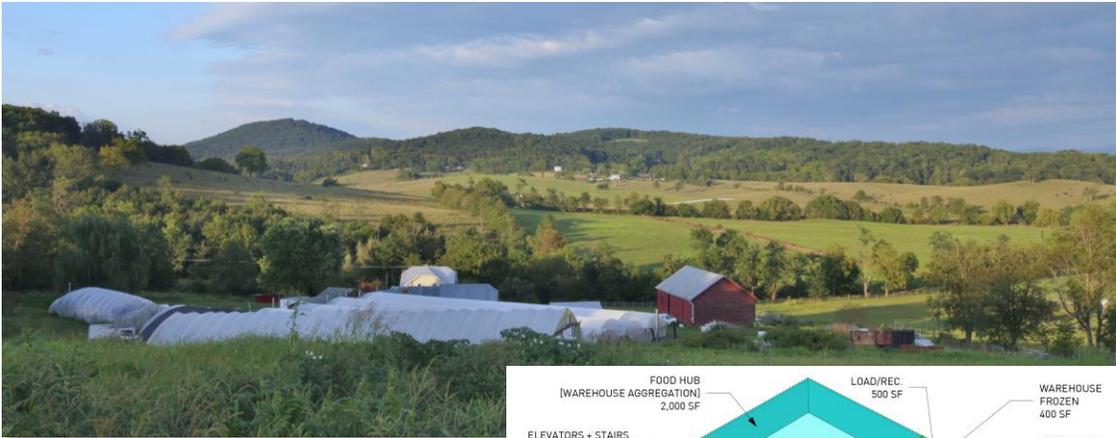


Eastern Market has been a working food district for 130 years. The market campus is a network of sheds and flexible spaces that support retail and wholesale operations, programming, parking, and community events.

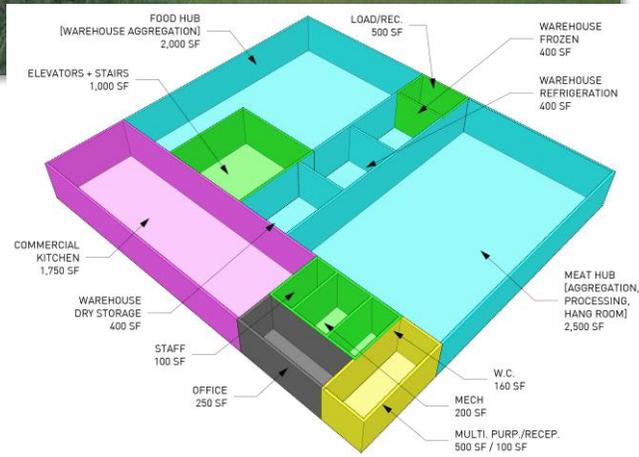
Eastern Market Partnership, the managing nonprofit, has been planning with the City of Detroit for several years to expand the Market. New Venture Advisors has worked with Eastern Market in planning these expansions, beginning with a business plan for a **frozen processing facility** that enabled the Market to raise several million dollars to launch Michigan Farm to Freezer, now doing business as Michigan Frozen.

New plans will relocate food processing, warehousing and distribution businesses to adjacent sites in food safety compliant facilities, opening space for retail and public events on the main campus. New Venture Advisors completed a feasibility study for the proposed expansion and designed the facilities to meet the needs of the diverse stakeholders who make up the Market ecosystem. The vision brings together operations that have never been combined anywhere in the U.S.: expansion of frozen and the addition of **fresh cut processing**, a **public wholesale market** with raised docks and cold storage for larger regional farmers, and **regional logistics and distribution**.

SHENANDOAH VALLEY AGRICULTURAL ENTERPRISE CENTER



STAUNTON, VA



The Central Shenandoah Planning District Commission saw an opportunity to support business diversification and growth in the Shenandoah Valley of Virginia through value-added products and the delivery of agricultural goods to new markets, specifically supporting local food entrepreneurs and farmers. The vision was for an Agricultural Enterprise Center, a multi-use facility that would help local growers and producers expand their market area, bridge the market gap, and pool together products to meet market demands.

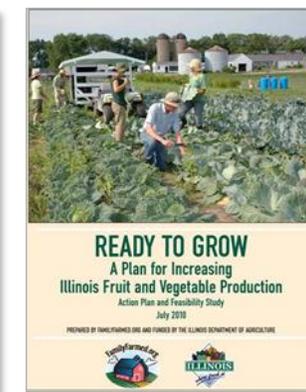
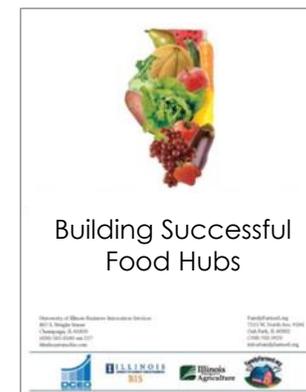
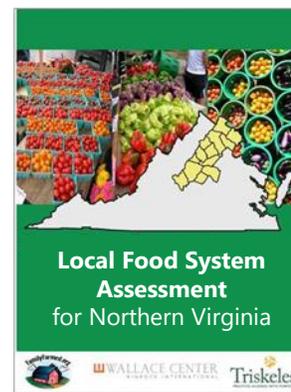
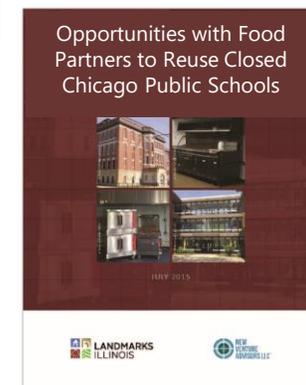
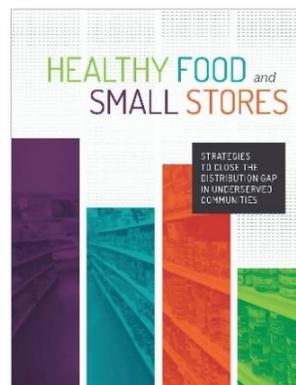
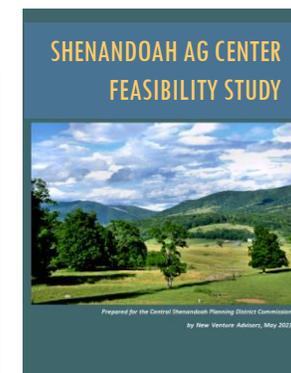
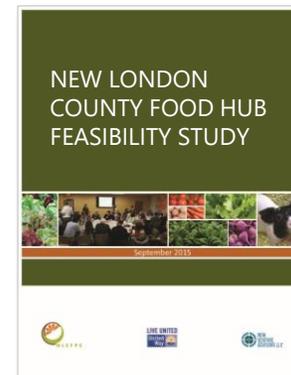
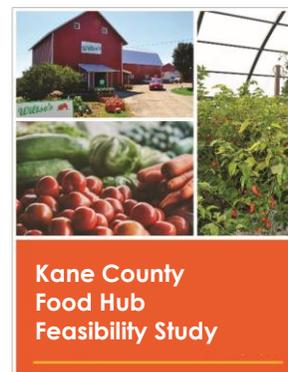
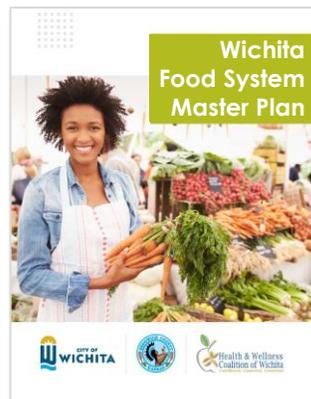
New Venture Advisors conducted a comprehensive feasibility study reaching over 100 in-region stakeholders (i.e., farmers, ranchers, food businesses, and buyers) to determine an optimal operating model for this potential facility based on their needs. The result is the Shenandoah Specialty Meat and Produce Hub, which will have three core service areas: **produce aggregation, meat processing and aggregation, and a commercial kitchen.**

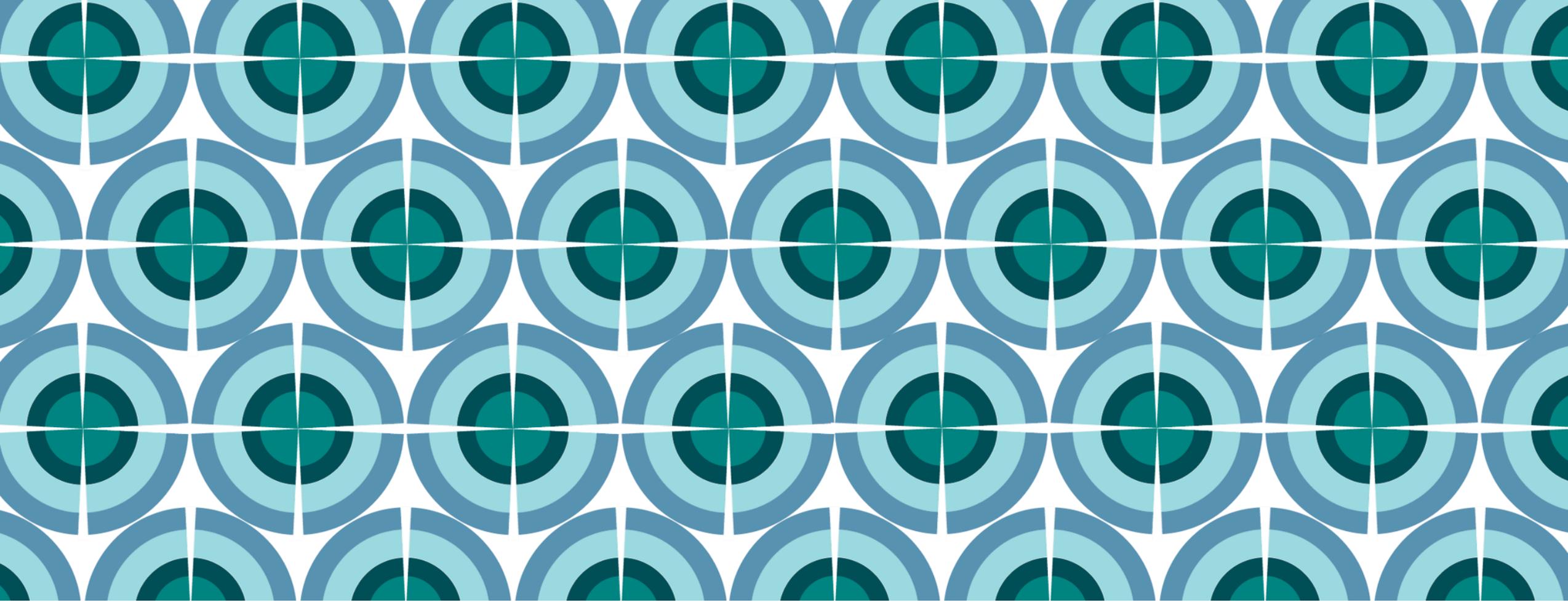
The full [report](#) can be accessed on our website.

PUBLICATIONS

We have published dozens of reports, many of which are available through our website, the USDA and the National Good Food Network. Ours were among the first works published in support of regional food system development. *Southern Wisconsin Food Hub Feasibility Study* is widely cited as an exemplar of feasibility analysis for food hubs.

Click on these images to view the report.





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