

U.S. KITCHEN INCUBATORS: AN INDUSTRY SNAPSHOT



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1.0 INTRODUCTION

Over the past five years a significant number of kitchen incubators have opened around the country, prompting the need for a national survey and industry snapshot. Kitchen incubators are shared-use commercial kitchens that culinary entrepreneurs can rent by the hour or block of time in order to commercially produce food products. The need for a kitchen incubator stems from the fact that in many places it is illegal to run a food business out of a home kitchen. In many jurisdictions food products may only be prepared for wholesale or retail in a commercial kitchen that is licensed by the proper local or state regulatory agencies. Even in areas where certain products may be legally produced from home (per cottage food laws), many products still require a licensed facility, and in addition, most home kitchens cannot accommodate commercial-grade equipment and are not appropriate for running a business enterprise.

Entrepreneurs who need licensed commercial kitchens often rent space from a restaurant after hours, use a church basement kitchen, or seek any other type of kitchens that may be available. Often these facilities are not ideal due to a lack of flexibility of when the space is available, inconsistent access, expense, and a lack of adequate equipment. Kitchen incubators/accelerators and shared-use kitchens seek to fill this gap and provide facilities for these entrepreneurs. This report speaks to the difference between a kitchen incubator/accelerator and a shared-use kitchen which will be discussed in a later section.

Currently there are at least 135 shared-use commercial kitchen facilities across the U.S. and there has been major attention recently around kitchen incubators. An April 11, 2013 article from Initiative for a Competitive Inner City (ICIC) explains, “First it was food trucks, and now it’s kitchen incubators. They are popping up in cities left and right. Once a novelty, the kitchen incubator seems to have become commonplace.”¹ This interest in kitchen incubators is coupled with a trend of increased investment in the food industry. An April 28, 2013 article in *The New York Times* explained “In the last year, venture capital firms in the valley have funneled about \$350 million into food projects, and investment deals in the sector were 37 percent higher than the previous year...”²

Expanding interest in kitchen incubators is not surprising considering recent trends in the culinary industry. Across the nation, local, fresh, organic and artisanal products are gaining market share, as consumers buy into the “locavore” movement. Additionally, kitchen incubators may be viewed as a type of “maker space,” a term used to describe co-working facilities focusing on a variety of handmade products. Increasingly multi-sector maker spaces are including food-industry facilities or full-scale kitchen incubators in their models.

¹ Amanda Maher, “Are Kitchen Incubators the Greatest Thing Since Sliced Bread?” ICIC, April 11 2013, <http://www.icic.org/connection/blog-entry/kitchen-incubators>.

² Jenna Wortham and Claire Cain Miller, “Venture Capitalists Are Making Bigger Bets on Food Start-Ups,” *The New York Times*, April 28, 2013, <http://www.nytimes.com/2013/04/29/business/venture-capitalists-are-making-bigger-bets-on-food-start-ups.html?ref=business>.

While the concept of a shared-use commercial kitchen is not new, the recent batch of incubators demonstrates diversity and creativity of approaches and models. One of the most significant differentiators is that some facilities' primary approach is providing space for rent and little else, whereas others are incubators in the true sense of the word, providing business assistance and classes, access to low-interest lending, and supporting entrepreneurs in obtaining sales venues, distribution, and contract opportunities.

Based on this observed growth in the number of kitchen incubators, Econsult Solutions, Inc. (ESI) decided to initiate a survey of the kitchen incubator landscape in the U.S. The purpose of this research is to inform operators of existing and planned kitchen incubators to better understand national models of kitchen incubators and approaches to culinary micro-enterprise development. In addition this research will inform ESI's own work as it advises clients who are developing their own kitchen incubator projects. ESI hopes that this survey encourages additional research into national models for kitchen incubators, in order to better inform the industry and encourage local economic growth and new resources for micro-entrepreneurs.

TERMINOLOGY

It is important to note that there is a significant difference between a “shared-use kitchen” and an “incubator” or “accelerator.” The main differentiator is that a shared-use kitchen provides little to no supportive resources, training, or capacity building for entrepreneurs. An incubator can be further differentiated from an accelerator by the fact that an incubator is focused on new and very early-stage businesses, whereas an accelerator is focused on established businesses looking to move on to a more robust stage of business development.

This study found that frequently, the terms “shared-use kitchen” and “kitchen incubator/accelerator” are used interchangeably. This fact can be problematic because many entrepreneurs require more than a shared-use kitchen in order to effectively legitimize and grow their business. There is certainly a place for shared-use kitchens; however, they do not satisfy the range of capacity-building resources that culinary entrepreneurs often need. One question asked of respondents in this study seeks to identify the types of business supportive services provided, in order to determine whether a facility is a shared-use kitchen or an incubator/accelerator, and if the latter, how robust the capacity building services are.

It should be noted that there are still other types of shared-use kitchen environments: “community kitchens.” These types of facilities are not typically focused on any sort of small business development, but rather to support neighborhood stakeholders and institutions. Community kitchens can take a variety of forms, being used to cook meals for donation in low-income geographies, for cooking classes, to provide a space for hobbyists, to accommodate eating clubs, to support community programming (such as health/nutrition or youth programs), or a variety of other uses. While some of the kitchens surveyed may be defined more as shared-use kitchens, we sought to eliminate those that seemed to be primarily community kitchens.

Many facilities run a fine line between being a shared-use kitchen and an incubator or an incubator and an accelerator. ESI determined that it was not truly feasible or productive to



differentiate between these three types of facilities. However, ESI did seek to eliminate community kitchens from the survey. Throughout this report the term “incubator” is used to represent the facilities surveyed here, keeping in mind that some may be better defined as shared-use kitchens with limited business support services, and others as accelerators, focusing on later stage business growth.

DIFFERENT MODELS

Kitchen incubators come in a variety of forms. The most common is a facility with kitchens, prep spaces, and baking equipment, including some type of loading facilities and cold/dry storage. Some are more heavily focused on baking than others. Examples of the variations seen across the country are expressed below:

- Recently, kitchen incubators have served increasingly as **food truck commissaries**, and some, like Food Fort (Columbus, OH) are heavily focused on accommodating food trucks.
- A number of incubators are focused on helping **low-income, minority, and immigrant communities**, such as La Cocina (San Francisco), which focuses on Latina entrepreneurs.
- Some of the larger incubators are **affiliated with universities**, such as ACEnet (Athens, OH) or Rutgers Food Innovation Center (Bridgeton, NJ), and these tend to focus on product innovation.
- Most of the incubators that provide **significant small-business capacity building** resources are not-for-profit; however, a few for-profit incubators place a very strong focus on small business development at a level that meets or exceeds the top not-for-profit incubators. A good example is Union Kitchen (Washington, DC).
- A handful of incubators are focusing on **beer brewing**. As the craft beer movement grows, there will surely be more such facilities. One example is Bake, Boil, and Brew (San Antonio, TX).
- Some incubators, such as Organic Food Incubator (Long Island City, NY), have gotten into **packaging and co-packing** for their member entrepreneurs.
- Some make the connection between culinary **workforce development and entrepreneurship**. Increasingly, programs that provide culinary workforce training are seeing a portion of their clients interested in starting their own food business. One example of a workforce/incubator hybrid is Hot Bread Kitchen (Harlem, NY).
- Several incubators are **connected with farmers markets or public markets**. This relationship seems to produce a very positive synergy. Examples include Watertown Farm Market Kitchen (Watertown, WI), and YorKitchen (York, PA).
- Some incubators include a substantial **classroom training kitchen**, such as the Center for Culinary Enterprises (Philadelphia, PA), whose classroom kitchen functions as a TV studio.

CHALLENGES

Some prominent kitchen incubators went out of business and closed their doors in the early 2000s, creating concern about the sustainability of the business model. However, with the



booming interest in local and artisanal food, the demand for kitchen space has exploded over the past decade, creating the demand that has bred new kitchen incubators across the country. For most of these incubators it is too early to tell if they will be successful, however, it is clear that there is much more interest in local food production and culinary entrepreneurship than there was even a decade ago. This new demand may create the impetus that incubators need to truly succeed.

Yet, there remain major challenges in operating a successful incubator. Chief among them is the fact that incubators rise and fall based on the success of their member entrepreneurs. Many entrepreneurs are ill-equipped to run a small business and need substantially more than a shared kitchen. For this reason, it seems evident that if incubators are to succeed, they will need to adopt a holistic and comprehensive approach to small business development—especially when serving as a matchmaker between entrepreneurs and sales venues, such as procurement contracts.

Other potential issues relate to the design and flow of the facility, how reservations are made and payments transacted, and the ability to attract enough high-quality entrepreneurs. A whole other set of issues revolve around the nature of food sanitation regulations within different jurisdictions, and how those regulations are enforced by local regulatory authorities. These regulations vary widely and allow some incubators to function effectively while presenting a daunting stumbling block to others.

IMPACTS/OUTCOMES

Throughout this report it is continually stressed that little data exist on the performance and impact of incubators, in part because most do not collect any. In addition, the large majority of facilities are very new. However, it is still important to analyze the state of the industry through a framework of what these facilities seek to achieve. There are several ways to look at the impacts and outcomes of kitchen incubators. The most obvious is to look at how many businesses that were created from these facilities are still in business one year or two years later. Another typical metric is growth of member entrepreneurs' business through traditional indicators such as sales volume and gross revenue. For incubators that do collect data, the most popular seems to be jobs created. This metric can be expanded by looking at the nature and pay scale of those jobs. The data show that incubators tend to have a significant percentage of their clients being women, an ethnic/racial minority, and/or coming from low-income backgrounds. Even if a facility does not intentionally seek to have an impact on economic inclusion, they often de facto do, and so this metric can also be used to evaluate the impact of an incubator.

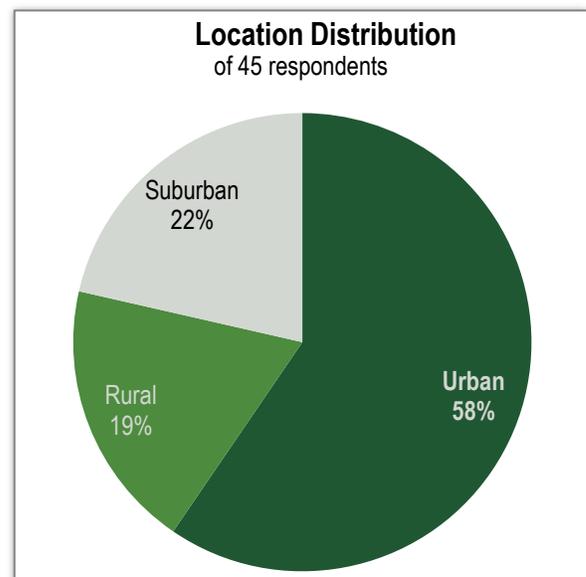
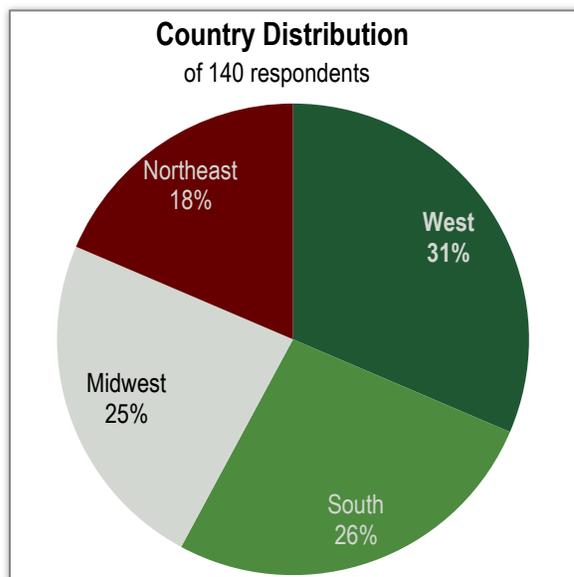
2.0 SURVEY DATA

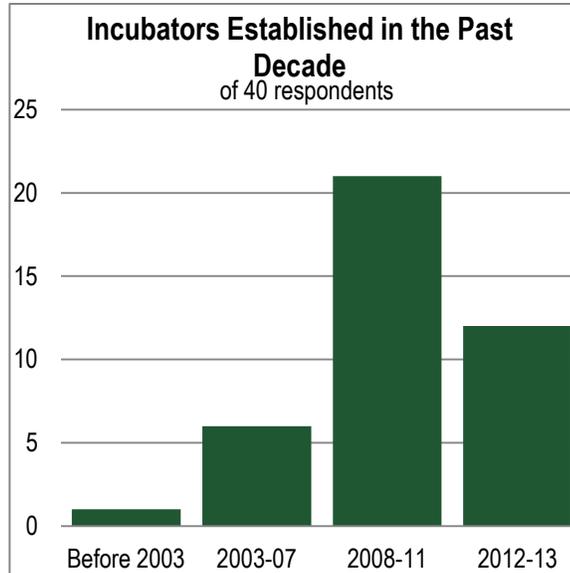
METHODOLOGY

In March and April 2013 ESI carried out a survey of U.S. kitchen incubators. ESI did not include facilities that were community kitchens, but did include some facilities that were shared-use kitchens with minimal business support services. Overall, ESI identified 135 active shared-use kitchen incubators in the U.S. The survey was completed during an approximately eight-week period by members of ESI's data staff. The survey contained 50 questions, and was delivered either by phone or by email response. All responses were treated with confidentiality. The survey received 46 total responses, or 33 percent of all possible respondents. It is important to note that not all respondents answered each question. Each data point below lists the number of respondents. Select graphs are shown below. Titles marked with an asterisk (*) designate when a single respondent was permitted to give multiple responses. The following is a select reporting of the survey data.

LOCATION AND CONTEXT

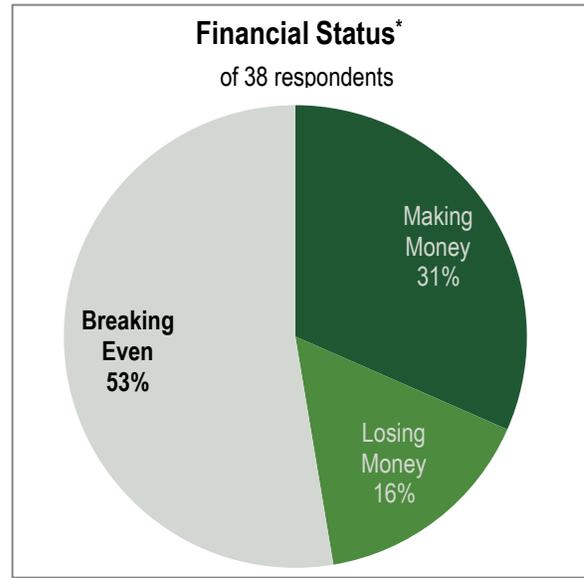
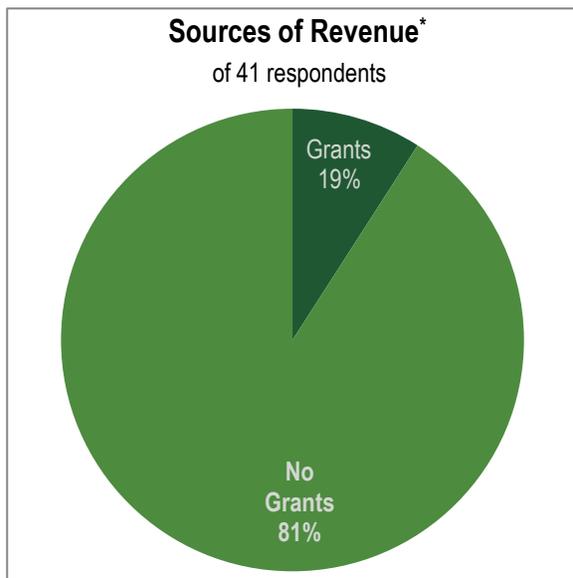
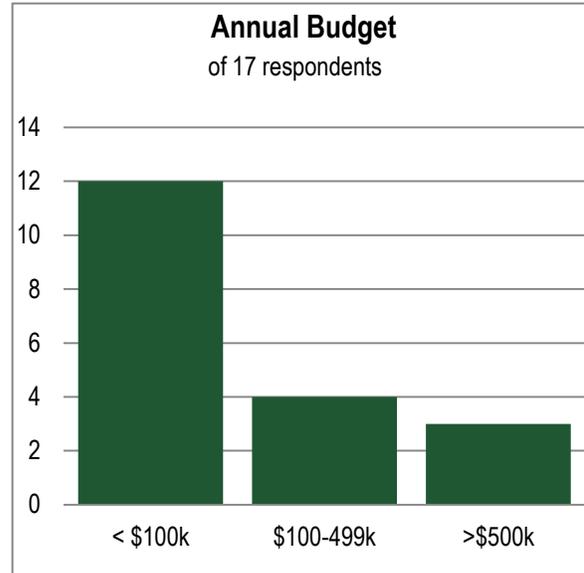
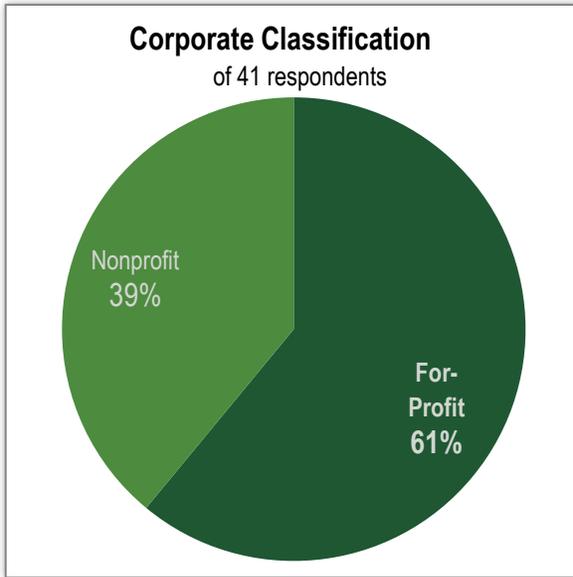
Kitchen incubators are definitely a national phenomenon, fairly evenly distributed across the country, with slightly more facilities in the Western region. Incubators are overwhelmingly (58%) located in urban areas, with an almost equal percentage in rural and suburban locations. The large majority of incubators were established in the past five years. It should be noted that this fact points to the limited supply and application of data on performance and effectiveness of existing models.





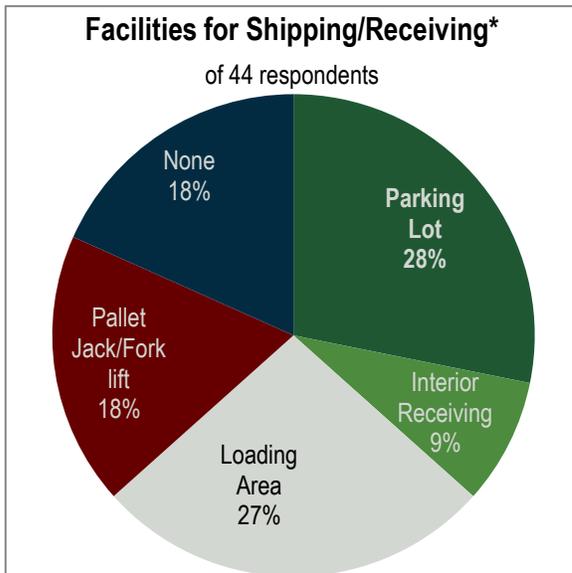
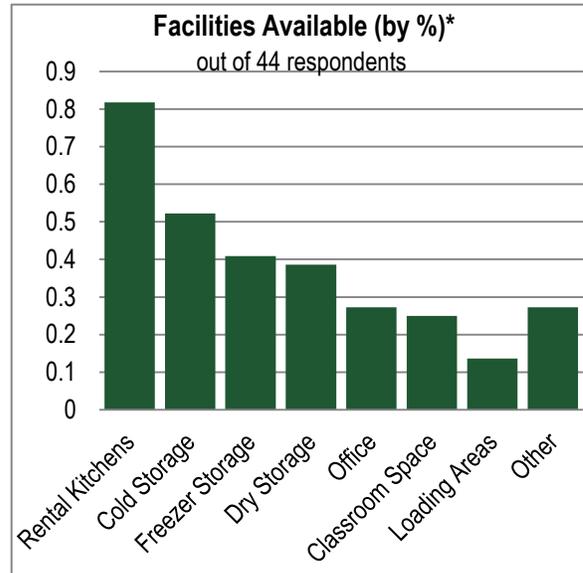
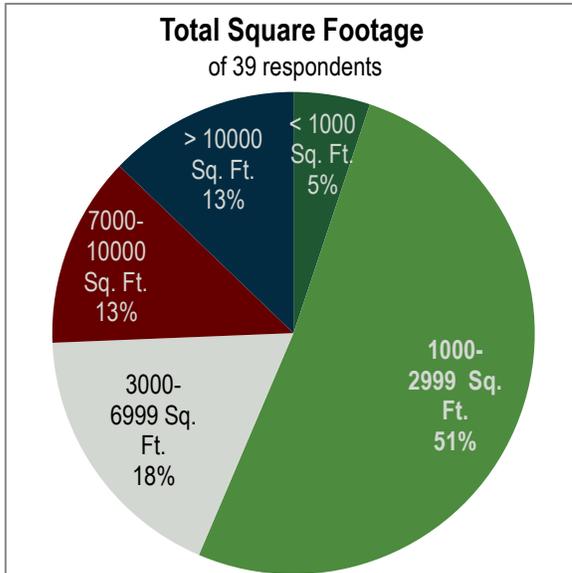
FINANCIAL VIABILITY

More than half of incubators are for-profit (61%); however there are also many not-for-profit models. The majority of incubators (59%) have an annual budget of less than \$100,000 per year (it should be noted that this question had a low response rate). It can probably be assumed that the facilities with an operating budget under \$100,000 are most likely shared-use kitchens with limited business support programming, rather than larger-scale incubators/accelerators. Most incubators do not rely on grants for operating support, with only 19% reporting grants as a source of revenue. The largest source of revenue, predictably, is rental kitchens. However, other revenue sources include rental storage, classes, retail space, and events. Most incubators report making money or breaking even, with 31% reporting making money, 53% breaking even, and 16% losing money. Adjusting for just the nonprofit incubators, the numbers are a bit different, with 15% making money, 54% breaking even, and 31% losing money. Adjusting for just the for-profit incubators, 39% report making money, 57% breaking even, and 4% losing money.



OVERALL FACILITIES

The most common size for an incubator is between 1,000 and 2,999 square feet (51% of respondents). Most facilities include rental kitchens, dry storage, refrigerated storage, and freezer storage, as well as a variety of other facilities. On average, rental kitchen areas are 1,673 square feet, dry storage is 1,450 square feet, cold storage is 472 square feet, and freezer storage is 164 square feet. To assist with loading and receiving, 27% of incubators have a loading area, and 18% provide access to a pallet jack or forklift.

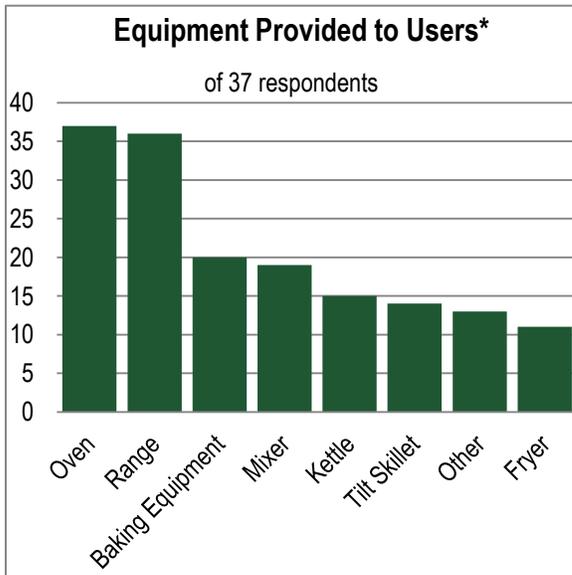
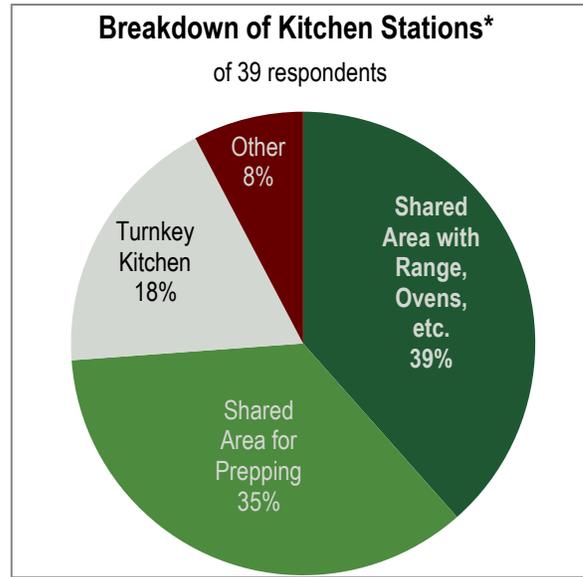
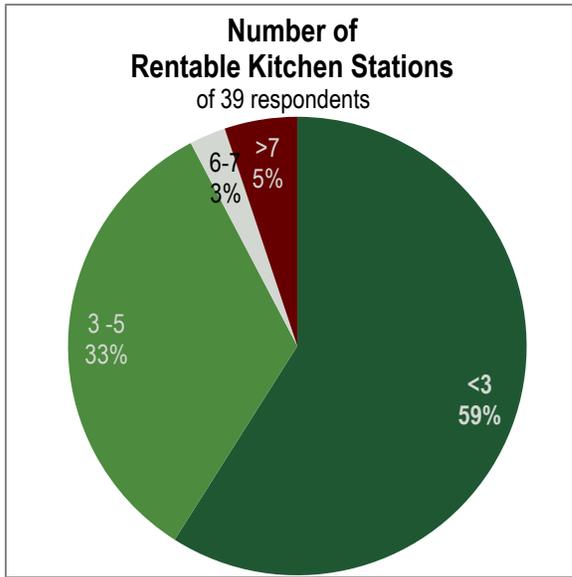


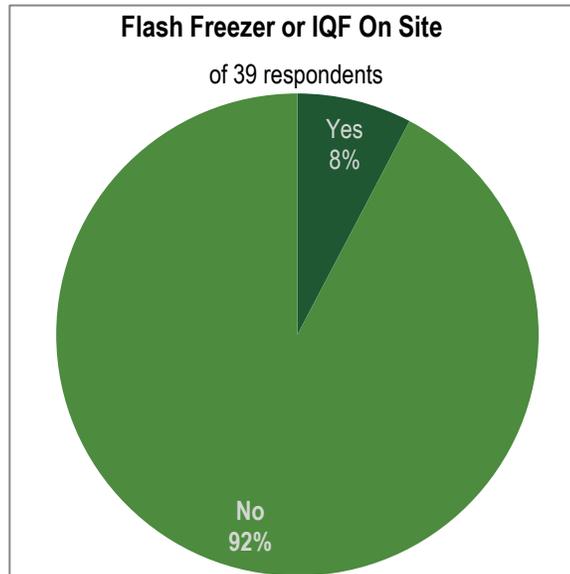
Average Space Available for Each Area*
out of 35 respondents

Incubator Area	Average Space (sq ft)
Rental Kitchens	1,673
Dry Storage	1,450
Office	787
Classroom Space	764
Loading Areas	600
Cold Storage	472
Freezer Storage	164
Other	1,745

KITCHENS AND EQUIPMENT

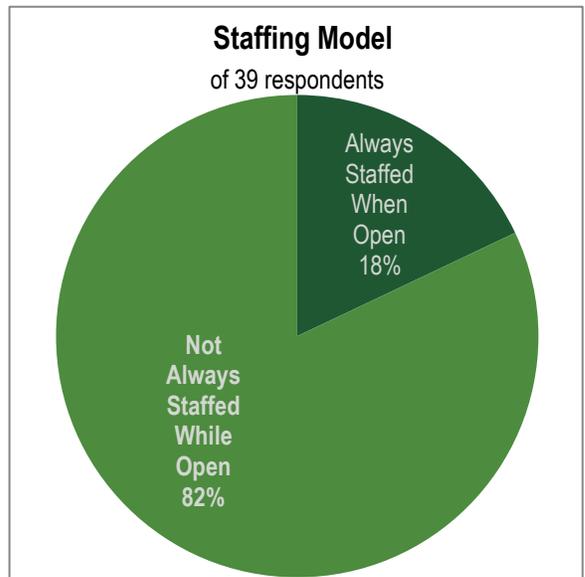
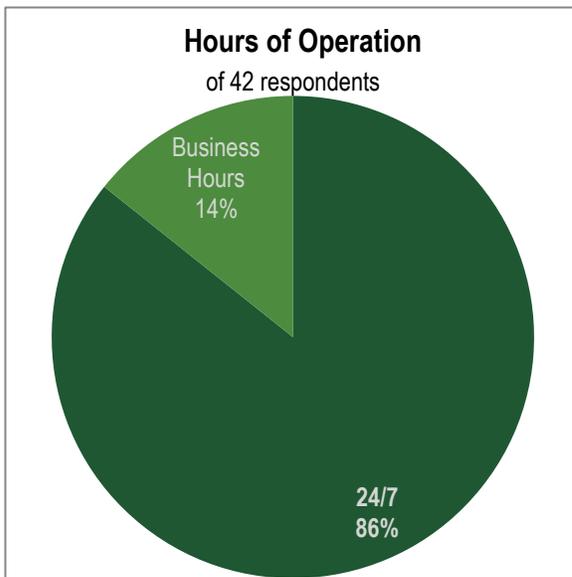
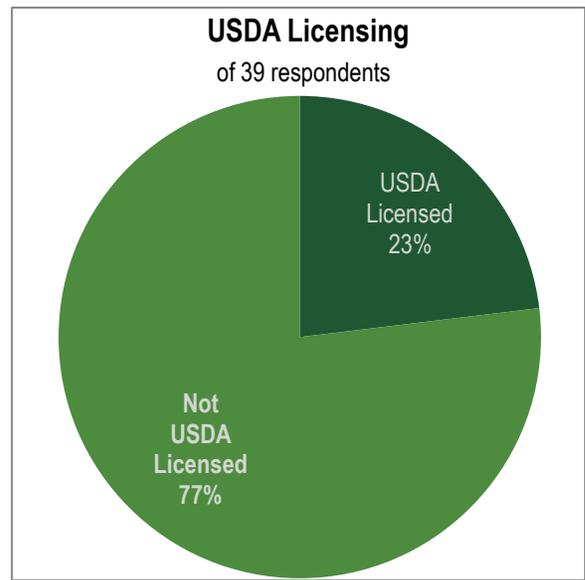
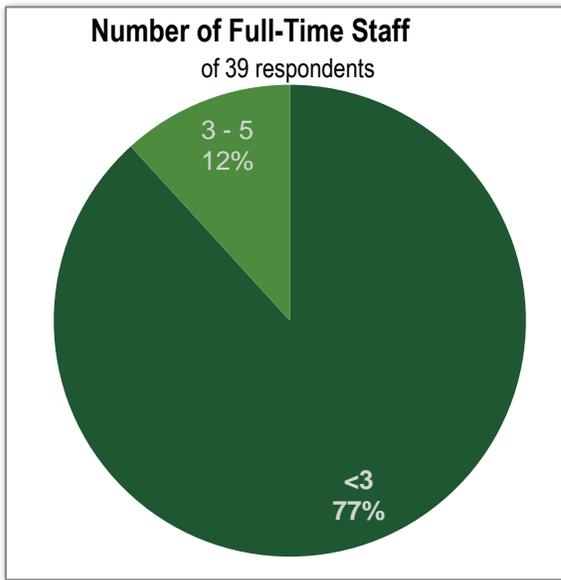
Most facilities (59%) have fewer than three rentable kitchen stations, while 33% have three-to-five stations. Some incubators (35%) have stations specifically dedicated to prepping (as opposed to cooking). Common equipment includes ovens, ranges, smixers, tilt skillets, fryers, kettles, food processors, griddles, and microwaves. Almost half of respondents (48%) include baking equipment in their facility. Less than half of incubators (39%) have some kind of packaging facilities/equipment. Only 8% have flash freezing available. Out of 40 respondents, only two reported having separate areas for specialty-needs production (one for Kosher and the other for allergen-free).

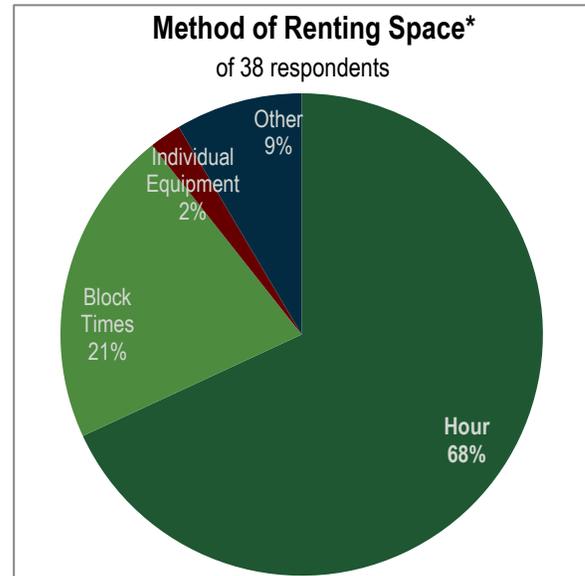
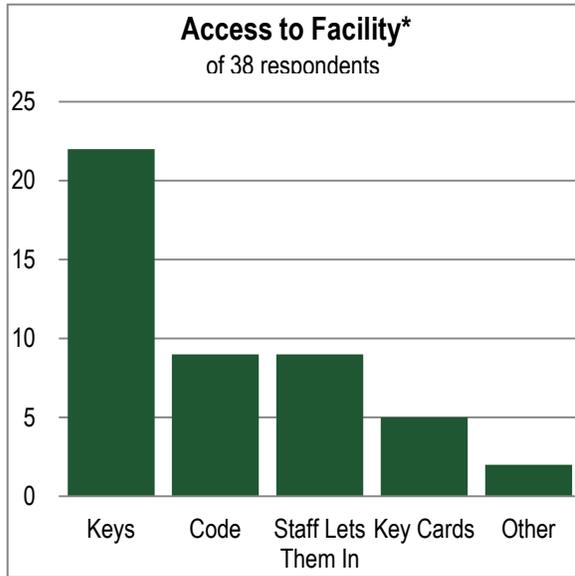




OPERATING MODEL

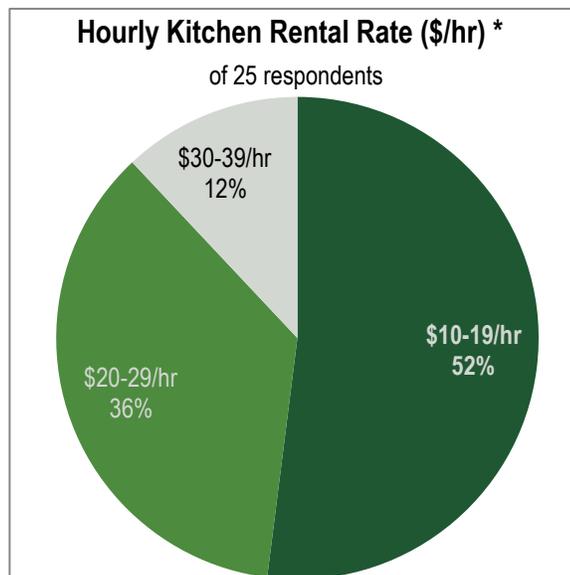
The large majority (77%) of facilities have fewer than three full-time staff members to run the facility's operations and programming. Most incubators (77%) are not USDA licensed. An overwhelming number (86%) are open for business 24/7 (however, only 18% are always staffed when open). In a question that allowed for multiple responses, 47% of incubators reported allowing users access with keys, 19% with a key code, another 19% where the staff lets users in, and 11% with key cards. Most incubators (68%) rent space to users by the hour, while 21% rent space by blocks of time. Only a very small percentage (2%) rent individual pieces of equipment.

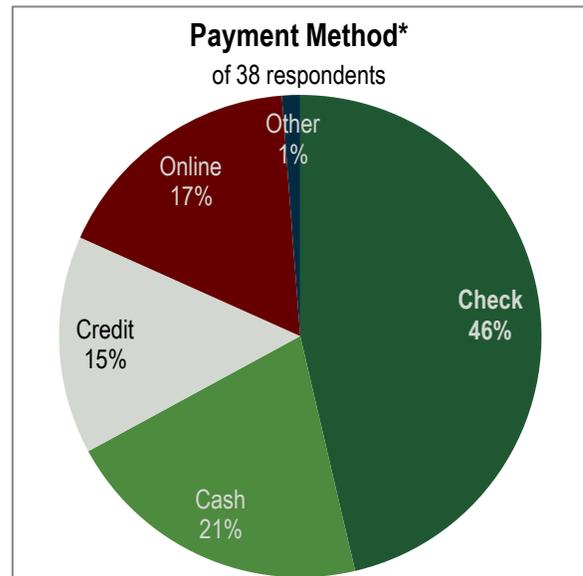
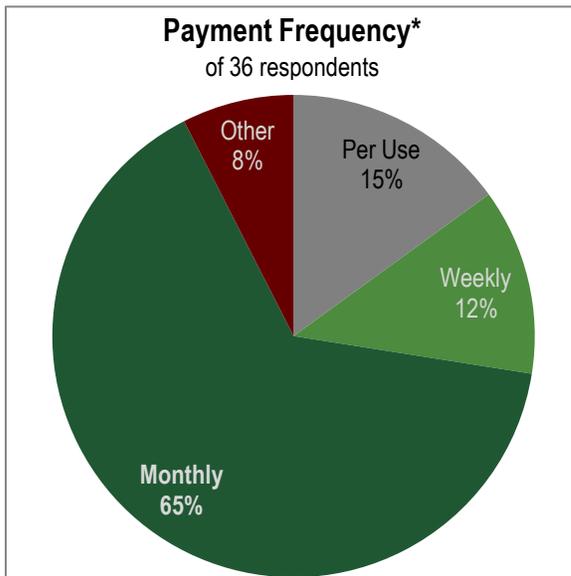
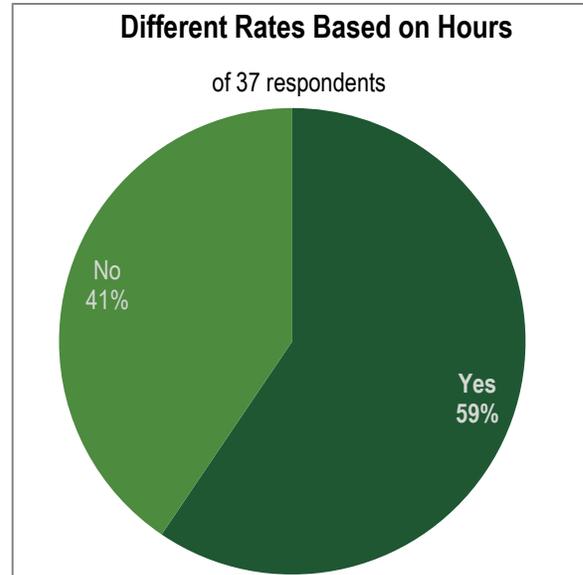
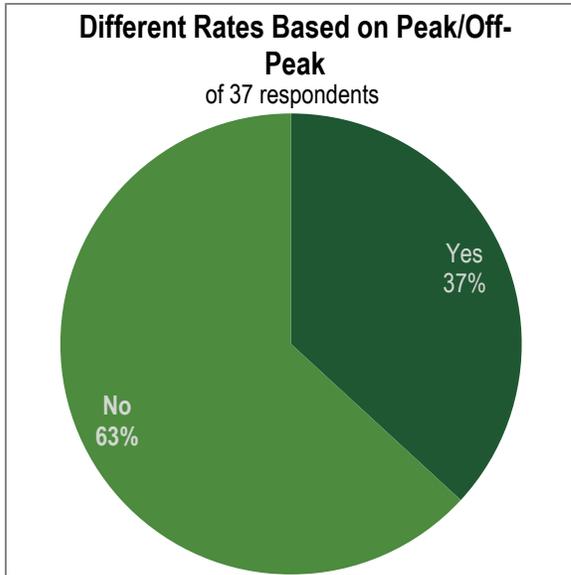




RATES & PAYMENT

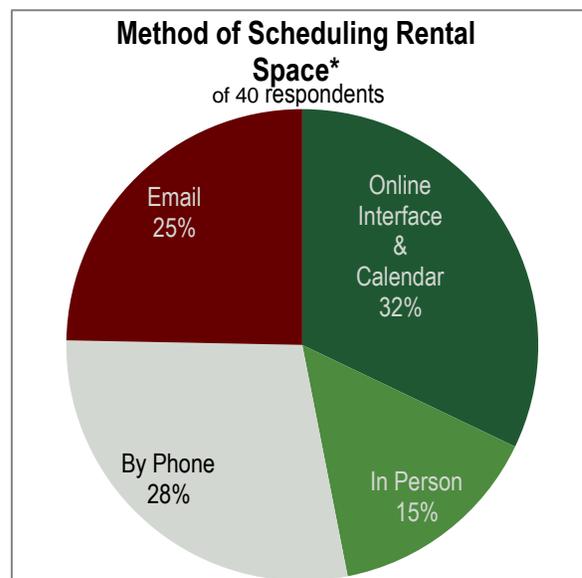
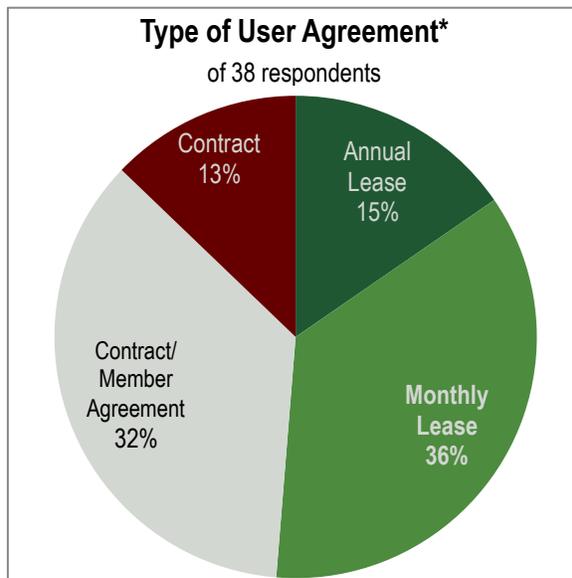
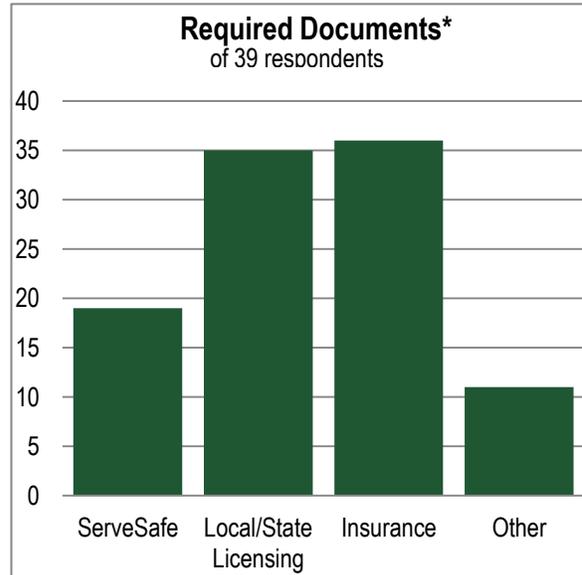
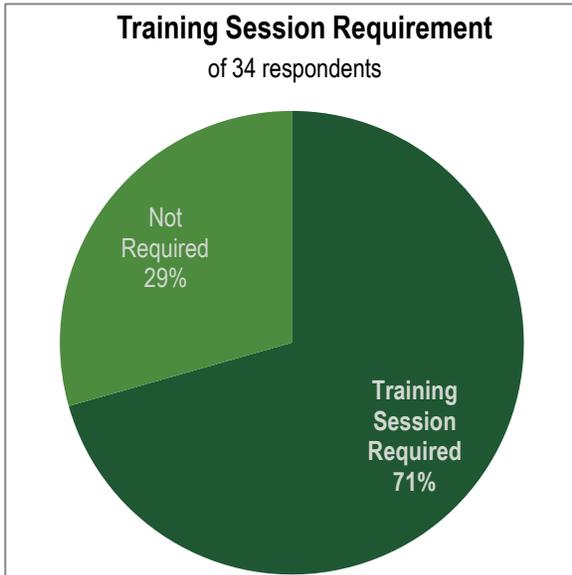
The average hourly kitchen rental rate is \$20.82. More than half (52%) charge \$10-\$19 per hour, with 36% charging \$20-\$29 per hour, and 12% charging \$30-\$39 per hour. No respondents reported charging under \$10 per hour or over \$40 per hour. Some incubators have variable rates, with 37% charging different rates for peak and off-peak hours, and 59% charging different rates based on quantity of hours rented. In most incubators (65%) users pay monthly for space rental, while in 15% they pay per each use, and in 12% they pay weekly. Only 17% of respondents accept online payment, and 15% accept credit cards. Dry and refrigerated storage spaces are generally rented on a monthly basis.





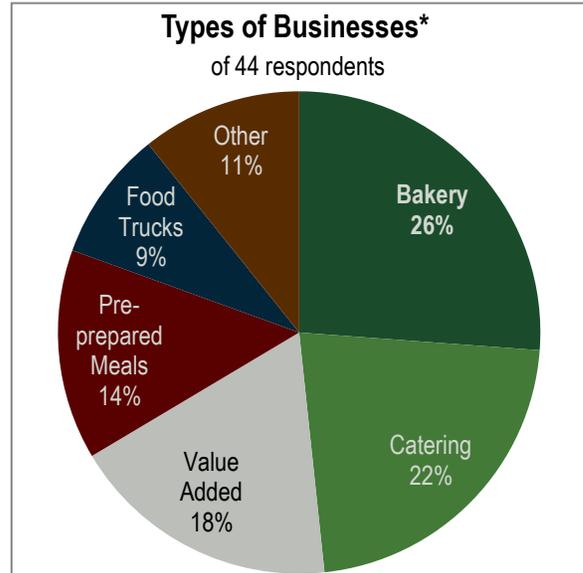
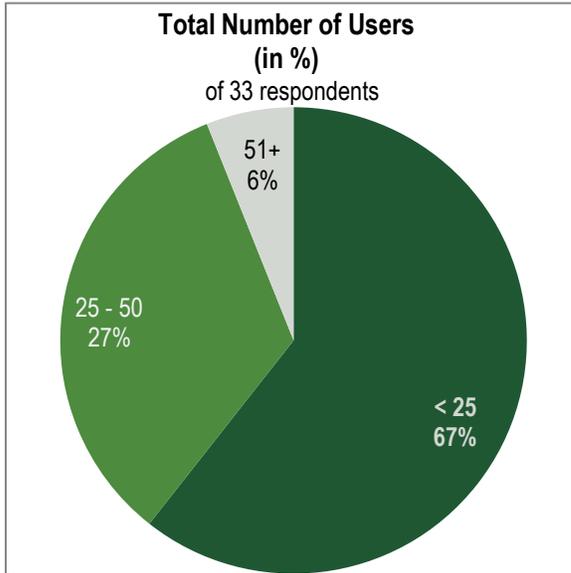
USER INTERFACE

In order to use the facility, 59% of incubators require an application. Some incubators (34%) require an in-person interview. Most incubators (71%) require users to go through a training session before they may use the space. Almost half (49%) require users to hold ServSafe certification from the National Restaurant Association, while 90% require users to hold a local or state food-handling license or certification, and 92% require users to hold professional liability insurance. The most common forms of contracting with users are through a monthly lease (36%) or a membership agreement (32%). Scheduling of time rentals is done most often via an electronic interface or online calendar (32%), by phone (28%), by email (25%), or in person (15%).



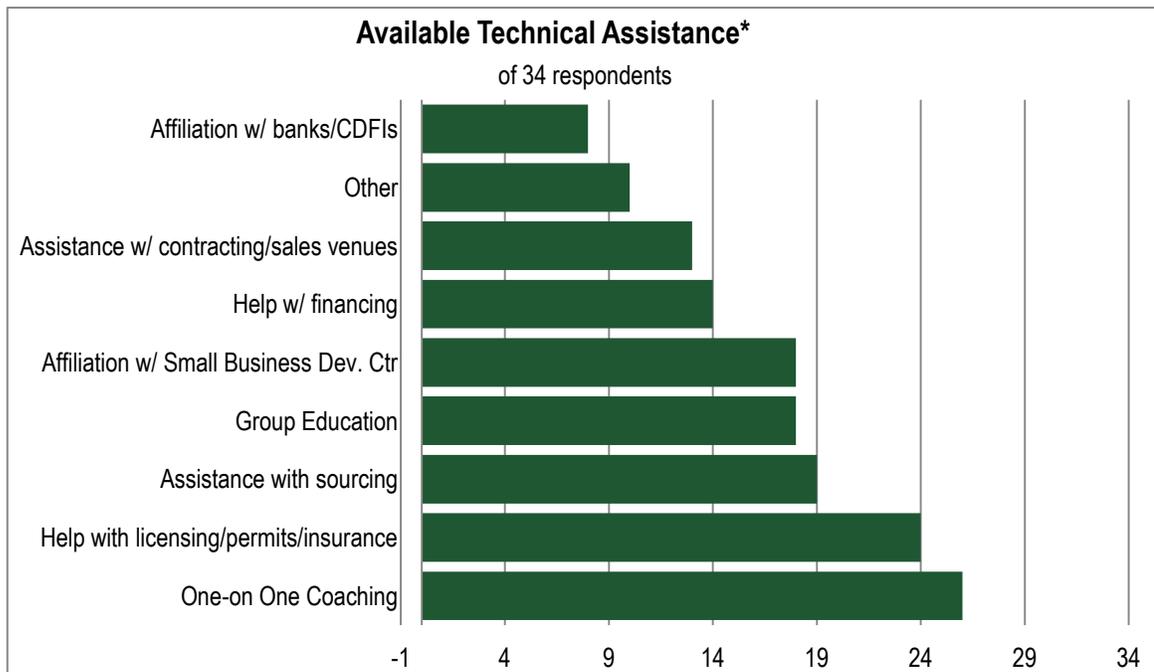
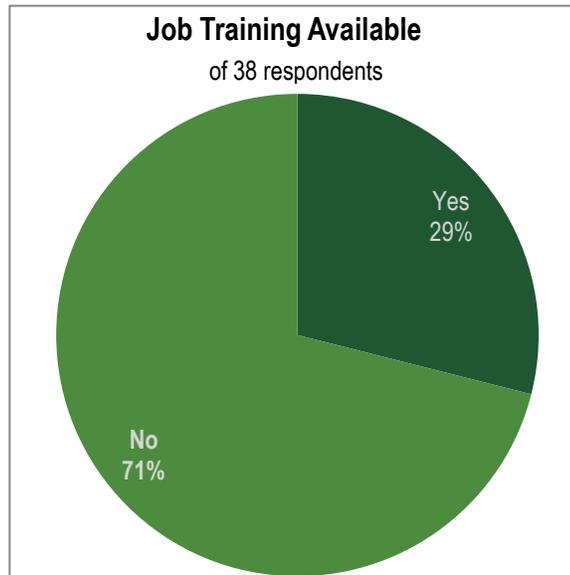
USER PROFILE

Most incubators (67%) have fewer than 25 users, while 27% have 25-50 users, and 6% have over 50 users. On average 61% of users are women, 28% are low-income, and 32% are minorities. The most common types of user businesses are baking (26%), catering (22%), value-added (18%), pre-prepared meals (14%), and food trucks (9%).



BUSINESS SUPPORT

Most incubators (73%) provide some type of business support services. The most common types of assistance are one-on-one coaching, help with licensing/permits/insurance, and assistance with sourcing ingredients. Job training services are available in 29% of incubators. Most incubators (71%) have partnerships with outside organizations such as universities, culinary programs, or public sector agencies.



REGULATORY AGENCIES

The survey asked respondents to describe their relationship with local, state, and federal regulatory agencies. This question was not logged quantitatively. Most respondents reported the importance of maintaining a strong and friendly relationship with regulatory agencies. While some respondents reported challenges, most expressed a feeling that agencies were helpful and accommodating. Regulations vary greatly from locality to locality and in some cases, agencies interface primarily with the incubator, whereas in other localities, they will interface directly with the user. Frequency of inspections also seems to vary greatly based on locality, with some incubators reporting frequent inspections, and others just occasional drop-by inspections.

SUCCESS AND CHALLENGES

Less than half of incubators (47%) keep data on success rates of users after they leave the incubator. This type of data include measure of how many users are still in business after leaving the incubator, and number of jobs created. On average, incubators report that 86% of users are still in business after leaving the incubator, with the lowest figure reported being 50%.

Respondents were asked to recount the most successful elements of their model, and also their greatest challenges. Common responses include:

Successes

- Ability to help companies scale
- Special events and classes
- Employee sharing between companies
- Peer networking
- Relationships with small business development centers
- Relationships with regulatory agencies
- Educational partnerships
- Relationships with farmers markets
- Resources from outside organizations
- Getting clients' product to market
- Experienced staff

Challenges

- Too much demand
- Many users have other jobs
- People come in and do not know how to run a business (People who come through business training programs typically do better)
- Funding/cash flow
- Not enough storage space/not enough space in general
- Cleaning and sanitation
- Not enough sales venues for clients
- Security
- Clients paying on time
- Government regulations
- Filling certain shifts
- Marketing

- People “gaming the system” by using incubator as commissary of record, but still producing out of home kitchen illegally
- Scheduling



3.0 LESSONS LEARNED

This report provides a picture of how kitchen incubators are currently operating. However, it also provides some lessons about best practices. Below are some lessons that ESI takes away from the data contained here.

FLEXIBILITY AND CUSTOMIZATION

Kitchen incubators are most successful when they respond to the needs of actual users. Therefore, the operator should meet with users and design and develop the facility to meet their specific needs. Context plays an important role in determining the overall format; for example, a rural incubator for farmers looking to make value-added products is essentially different from an urban incubator that includes a diversity of manufactured products. It is important for incubators to do research and be diligent in identifying major market sectors and even specific anchor users. As a result they may design the space to better meet their users' needs—both from an equipment/flow standpoint and from an access, pricing, and operations perspective.

If an incubator is closely tied to specific large-scale procurement contracts then the space and facilities need to work for the entrepreneurs who are servicing those contracts. In short, there is no one-size-fits-all template, and incubators need to carefully study their market, demand, and potential users in order to create the right facility, and then be proficient enough to adapt as the user base changes. There are a number of examples of incubators that struggle to attract users because they were not adept in this way to shift their model as the market required.

AUTOMATED OPERATIONS

Some of the biggest challenges to operating an incubator have to do with the management of a space that is used by multiple individuals throughout the day, requiring separate scheduling, billing, and monitoring. Incubators can reduce these challenges by developing automated systems to lessen the potential for human error, and to cut down the amount of manual labor needed to run the operation. Some incubators have staff scheduling each member individually, collecting checks, and letting users into the building. Others have electronic, fully-automated scheduling and payment, and key card access. Incubator staff should seek out methods to cut down on the need for staff involvement in activities that can be electronic and automated, so that staff time can be used to work with entrepreneurs and to manage the back-end accounting of the operation.

BUSINESS ASSISTANCE AND MICRO-LENDING

A kitchen incubator's success is inherently tied to the success of its member entrepreneurs. However, one of the most common challenges is that entrepreneurs are passionate about cooking, but ill-prepared for business. Additionally, many entrepreneurs lack the financial resources to invest in scaling their business. For this reason, incubators should invest heavily in small business support services, including business technical assistance, help with recipe scaling, cost-saving through bulk purchasing of ingredients, assistance with distribution, and assistance with obtaining sales venues. Incubators should also establish relationships with third

party organizations like small business development centers and banking institutions, especially CDFIs with a micro-finance focus, in order to provide access to affordable capital for their users. Some geographies have grand and revolving loan programs for culinary entrepreneurs. It is important for the incubator to see its success through the lens of the success of its users, and invest in the supportive infrastructure its users need to be successful.

MARKETING AND PROCUREMENT CONTRACTS

An incubator can be a valuable link between their users and markets, restaurants, and institutional food buyers. It is often desirable for the incubator to maximize its role as a matchmaker between buyers seeking local product and entrepreneurs who can deliver that product. It should assemble contracts and sales opportunities on a regular basis. In some cases incubators have gotten anchor institutions, such as universities, hospitals, casinos, and convention centers, to agree to carve out a portion of their food spending to dedicate to local entrepreneurs. Then, the incubator can connect those contracts with their member entrepreneurs. This type of approach can be successful for the entrepreneur to secure a credit customer, and for the anchor to increase its local spending and impact on its surrounding community. Incubators should establish strong relationships with major food buyers, supermarkets, restaurants, and other venues for their member entrepreneurs to sell product.

COPACKING AND DISTRIBUTION

As culinary entrepreneurs scale their business, some realize that they do not have the capacity to produce, package, and distribute their enhanced pipeline of orders. For some, access to packaging facilities may be adequate. However, for others the value proposition of a copacker may make sense. An incubator can help entrepreneurs access both packaging equipment or build relationships with reliable and affordable copackers. Distribution is another key challenging aspect for many entrepreneurs. The incubator may provide connection to small-scale distributors, or even invest in a distribution cooperative, where users share refrigerated trucks. In any scenario, it is important that the incubator assist entrepreneurs with determining the most efficient and cost effective route, and helping them take that step.

PARTNERSHIPS WITH REGULATORY AGENCIES

Another difficulty for incubators has to do with regulatory hurdles for the incubator and its users. Maintaining a strong relationship with federal, state, and local regulatory agencies is key to the incubator's operations running smoothly, as well as to the future success of its users as they seek to grow their own enterprises. Some states and municipalities license facilities rather than individual users. These places naturally have a friendlier environment for incubators to operate. However, in places where regulators license individual users, it may be worth the incubators' while to work out an agreement with the public sector, whereby the parties agree to some middle ground that holds the incubator to a high standard, but trusts it to police its own users. Overall, it is worth exploring options with local and state regulatory agencies.

MULTIPLE REVENUE STREAMS

Some incubators reported challenges with cash flow—not surprising when revenue depends on multiple users with fluctuating needs. Incubators can reduce this risk by building in multiple revenue streams such as fees for business assistance, educational programming, a farm stand or retail operation, including traditional leased office or retail in the facility space, or other creative ideas for offsetting periods when cash flow is down.



4.0 CONCLUSION

This report provides an overview of the state of the industry for kitchen incubators/accelerators. It highlights the fact that most of the facilities operating today are very new, and therefore have limited data regarding their effectiveness. It will be important to watch over the next five years to see how these incubators/accelerators perform, and which models prove the most successful. The data show that while there seems to be significant interest and demand for kitchen incubators, they remain challenging types of enterprises to effectively operate. In addition, there is no one-size-fits-all model, and great variety in approaches in the marketplace. For these reasons, any individual or organization looking to start an incubator/accelerator should initiate significant market testing and best practices research before launching a facility and programming. ESI will continue to monitor the state of the industry, and provide new information and market research to our clients in order to ensure that new kitchen incubators/accelerators have the best chance for success in the shifting climate of the food industry and culinary entrepreneurship.



5.0 APPENDIX A: ABOUT THE ESI TEAM

Econsult Solutions, Inc. (ESI) is a Philadelphia-based economic consulting firm that provides businesses and public policy makers with economic consulting services in urban economics, real estate economics, transportation, public infrastructure, development, public policy and finance, community and neighborhood development, planning, as well as expert witness services for litigation support.

Gregory L. Heller is the lead author of this study. Greg is a Senior Advisor with ESI and focuses on urban economic development, food systems, anchor procurement, and urban real-estate. He has worked on several kitchen-incubator projects, both from a planning and implementation role. He is currently the project manager for the Baltimore Food Hub, a planned \$16MM project in Baltimore that will include a large-scale kitchen incubator. He has also carried out a feasibility study for a kitchen incubator in Cincinnati, working with the Corporation for Findlay Market. He is part of the Econsult Solutions team currently working on Detroit's food system study, which involves infrastructure for micro-entrepreneurs and anchor procurement. In his former capacity as Director of The Enterprise Center Community Development Corporation, Greg was project manager for the Center for Culinary Enterprises, a 13,000 sf kitchen incubator in Philadelphia that is now open and operational. Greg is a graduate of Wesleyan University and holds ServSafe Food Protection Manager Certification.

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APPENDIX B: LIST OF U.S. KITCHEN INCUBATORS

Incubator Name	Location
21 Acres	(Woodinville, WA)
24-7 Shared Kitchen	(Lawrenceville, GA)
A Taste of Long Island, Inc.	(Farmingdale, NY)
Abington Art Center's Commercial Kitchen	(Jenkintown, PA)
ACEnet's Food Ventures Center	(Athens, OH)
An Affair to Remember Ent., LLC	(Gaithersburg, MD)
Anna's Commercial Kitchen	(Allentown, PA)
APC Commercial Kitchen	(Alameda, CA)
Arizona Commercial Kitchen, LLC	(Gilbert, AZ)
Artisan's Kitchen Project	(Hellertown, PA)
Back to Basics Kitchen	(Lafayette, CO)
Back to the Table Cooking School	(Lafayette, CA)
Bake, Broil and Brew	(San Antonio, TX)
Bed-Stuy Kitchen	(Brooklyn, NY)
Begin New Venture Center: Culinary Suite	(St. Louis, MO)
Blue Ridge Food Ventures	(Candler, NC)
Bohemian Gourmet Food	(Beaverton, OR)
Bonner Business Center	(Sandpoint, ID)
Brown County Culinary School	(Green Bay, WI)
Business Incubator Center Kitchen	(Grand Junction, CO)
Can-Do Kitchen	(Kalamazoo, MI)
Capital Kitchens	(Austin, TX)
Center for Culinary Enterprises	(Philadelphia, PA)
Charlie's Classic Cooking	(Escondido, CA)
Chefs Center of California	(Pasadena, CA)
Chef's Kitchens	(Los Angeles, CA)
Chef's Shared Kitchen	(Scottsdale & Mesa, AZ)
City Cookhouse	(Manhattan, NY)
Coastal Farms and Foods, Inc.	(Belfast, ME)
Collective Kitchen, The	(Marietta, GA)
Commercial Kitchen Incubator Program	(Watsonville, CA)
Commercial Kitchen Rental	(Redwood City, CA)
Commissary on Town Street, The	(Columbus, OH)
Common Wealth Kitchen Incubator	(Youngstown, OH)
Cook and Bake Center, LLC	(Mamaroneck, NY)

Cookery, The	(Durham, NC)
Cookery: A Rent-A-Kitchen, The	(Canyon Lake, TX)
Cooking Block	(Redlands, CA)
Creative Chefs Milwaukee, LLC	(Milwaukee, WI)
Creative Kitchen Works, LLC	(Renton, WA)
CropCircle Kitchen, Inc.	(Boston, MA)
Culinary Cooperative, LLC, The	(Lynnwood, WA)
Culinary Kitchen of the Fox Valley	(Appleton, WI)
Dartmouth Grange	(Dartmouth, MA)
Delaware Kitchen Share	(New Castle, DE)
DERKitchen	(Columbia, SC)
Dream Kitchen	(Elgin, IL)
DSU Food Incubator Center	(Dover, DE)
Earth Elements Entrepreneurs' Kitchen	(Oklahoma City, OK)
East End Market	(Orlando, FL)
East Side Community Kitchen	(Lancaster, PA)
Eastern Carolina Food Ventures	(Warsaw, NC)
Edible Enterprises	(Norco, LA)
Elixir Kitchen Space	(Fort Worth, TX)
Elizabeth Commissary, LLC	(Elizabeth, CO)
Ennovation Center	(Independence, MO)
Entrepreneur Space	(Long Island City, NY)
ETA's Commercial Kitchen Rental	(Highland Park, IL)
Facility Kitchens	(Lowell, MI)
Farm Kitchen	(Poulsbo, WA)
Farm Market Kitchen	(Algoma, WI)
Farm to Table Kitchen	(Kansas City, MO)
Food Chain, LLC	(Washington, DC)
Food Fort	(Columbus, OH)
Food Technology Center	(Caldwell, ID)
Foodworks Culinary Center	(Arcata, CA)
Foothill Kitchens, LLC	(Upland, CA)
For Cupcake's Sake	(New Smyrna Beach, FL)
Forage	(San Francisco, CA)
From the Farm	(Burlington, WA)
Grow Local Kitchen	(Nashville, TN)
Hana Kitchens	(Brooklyn, NY)
Homemade Pizza Co.?	(Alexandria, VA)
Hot Bread Kitchen	(New York, NY)

Hour Kitchen, LLC	(Garland, TX)
Independent Kitchen Solutions/The Shared Kitchen	(Atlanta, GA)
Indy's Kitchen	(Indianapolis, IN)
Just Add Chef	(Austin, TX)
Just Call Us, LLC	(San Diego, CA)
Kindred Kitchen	(Minneapolis, MN)
Kitch, The	(Cornelius, NC)
Kitchen 953	(Fort Lauderdale, FL)
Kitchen by the Hour	(Hayward, CA)
Kitchen Chicago, LLC	(Chicago, IL)
Kitchen Coop, The	(Broomfield, CO)
Kitchen Incubator	(Houston, TX)
Kitchen Network	(Denver, CO)
Kitchen Sinc	(Grand Rapids, MI)
Kitchen Space, The	(Austin, TX)
Kitchen Thyme, LLC	(Richmond, VA)
La Cocina	(San Francisco, CA)
LSL Commissary	(Lake St. Louis, MO)
LSU AgCenter	(Baton Rouge, LA)
Mat-Su Community Commercial Kitchen	(Palmer, AK)
Mile High Kitchen	(Aurora, CO)
Mr. C's Kitchen Rentals	(Campbell, CA)
My Rent-a-Kitchen, LLC	(Clearwater, FL)
Nana Clare's Kitchen	(Valparaiso, IN)
Napoli Tom's	(Aurora, CO)
Northwest Ohio Cooperative Kitchen	(Bowling Green, OH)
Now We're Cookin'	(Evanston, IL)
NYC Commercial Kitchen	(Woodhaven, NY)
One World Kitchen	(Sparks, NV)
Organic Food Incubator	(Long Island City, NY)
Phat Beets Produce	(Oakland, CA)
Pie Snob	(Phoenix, AZ)
Piedmont Food and Agricultural Processing Center	(Hillsborough, NC)
Plant, The	(Chicago, IL)
REI Oklahoma	(Durant, OK)
Rockingham Community Kitchen	(Reidsville, NC)
Rocky Mountain Commissary	(Arvada, CO)
Rutgers Food Innovation Center	(Bridgeton, NJ)

Sae Kitchen Rental	(Vista, CA)
Shared Commercial Kitchen	(El Cajon, CA)
Shared Kitchens, LLC	(Suwanee/Decatur, GA)
Shared Spoon	(Suisun City, CA)
Sharing Spaces Kitchen	(Prairie du Chien, WI)
Shoals Entrepreneurial Center	(Florence, AL)
Slow Food Truck	(Dania Beach, FL)
South Side Innovation Center	(Syracuse, NY)
South Valley Economic Development Center	(Albuquerque, NM)
Splice Kitchen	(Chicago, IL)
Sprout!	(Springfield, OR)
Square One Rental Kitchen and Event Center	(Fargo, ND)
Starting Block, The	(Hart, MI)
Stellaria Building, The	(Eugene, OR)
Sterling Small Business and Technology Center	(Sterling, IL)
Synergy Incubator	(Dayton, OH)
Sustainable Business Center	(Galesburg, IL)
The Culinary Studio, The	(Southfield, MI)
The Hood Kitchen Space, The	(Costa Mesa, CA)
Umpqua Local Goods	(Roseburg, OR)
Union Kitchen	(Washington, DC)
Uptown Kitchen	(Grand Rapids, MI)
Urban Horizons Kitchen	(Bronx, NY)
Utah State University Incubator Kitchen	(Logan, UT)
Vermont Food Venture Center	(Hardwick, VT)
Watertown Farm Market Kitchen, LLC	(Watertown, WI)
Western MA Food Processing Center	(Greenfield, MA)
Whitton Farms Cannery	(Memphis, TN)
YorKitchen	(York, PA)
Your Pro Kitchen	(Largo, FL)