

Incubator Kitchen

Feasibility Study

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Presented to Community Futures Revelstoke & Incubator Kitchen Steering Committee

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Executive Summary

Shared kitchen facilities have grown in popularity over the past 10 years in North America. Although their existence in Canada has primarily been in the not-for-profit sector and geared toward food security amongst low income communities, there is growing evidence that for-profit or social enterprise models succeed not only in larger communities, but also within rural or smaller towns. This is due in part to the fact that shared kitchen facilities are small (under 5,000 square feet including all necessary storage components) and can operate successfully with 4-8 regular users.

This feasibility study was designed to answer whether or not a shared kitchen facility would be viable within Revelstoke. Revelstoke's strong entrepreneurial base, the community's embrace of a sharing economy, and the growth in its artisanal food movement, combine to create a strong "go" decision. Although originally proposed as having the objective of looking at providing low-cost access to a commercial kitchen, it is recommended that the kitchen needs to offer access at regular market rates in order to support a vibrant and equitable food processing business environment within the community.

The original objective to this study also wanted to see the addition of business supports for users and follow a true "incubator kitchen" model. Based on a survey of existing food processors, it is recommended that the shared kitchen focus first on providing enough useable space to meet existing food processors and future clients processing and storage needs. The biggest business support need identified was increasing access to sales opportunities. It is recommended that the facility build in a centralized online selling platform to ensure processors have selling opportunities year-round in order to potentially boost their sales objectives. This online market has the potential to be the go-to local food website and can either expand into a delivery opportunity, pair it with current delivery businesses in town, or have a pickup location integrated into the kitchen facility. The facility also needs to have flex space for events, educational activities or tastings that will also provide additional sales opportunities to user groups.

Due to the existing business supports, local food processors have grown at a rate of 110% over the past 6 years (currently sitting at 21 individual businesses). This highlights that the natural growth of food processors is strong and although additional business supports would be welcomed, they are not the most pressing issue within the community. As the artisanal food movement continues to strengthen, it is recommended that the facility move to adding advisory and mentoring services and linking the facility to a proposed provincial food hub networking system which has been planned but currently on hold due to the current economic situation.

In looking at the various models and history of shared kitchens or incubator kitchens in both the US and Canada, it is recommended that in Revelstoke, the kitchen takes the form of a social enterprise under the umbrella of Community Connections or is created as a C3 organization

through the formation of a community centred board. This will need to be the first decision that is made for the future of the kitchen facility.

Once the structure of the kitchen has been decided, there will need to be a decision regarding where the facility will be housed; will it be in a new build or within a renovated structure, and will it be housed with Community Connections' food recovery and food bank operations (if Community Connections decides to run the operation) or will it be a stand-alone facility.

Regardless of the decision above, the shared kitchen space itself would require approximately 1,000 square feet, plus an additional 1500 square feet for dry storage and refrigerator & freezer storage. The storage requirements need to be near and conveniently located by the kitchen area, but do not necessarily need to be housed within the same structure as the kitchen. This flexibility will allow Community Connections or a newly formed C3 entity to consider unique solutions to the shared kitchen facility within the constraints of real estate availability within Revelstoke.

Given these variables, there will be a number of associated financial impacts that would result. The start-up financials included with this study highlight only basic start-up costs that any of the above options would need to cover. These basic start-up costs have been estimated to be just over \$400,000. Within one year of operation, with 22 member users accessing the kitchen on an average of 75 hours per year at approximately \$25/hour, the facility would generate a profit of just over \$100,000 in the first year.

The current reality of the covid-19 pandemic has highlighted the need for continued efforts within the community for local food security. As it appears that a recession is forthcoming within Canada, the importance of supporting local entrepreneurs becomes more of a pressing issue and a shared kitchen facility will enable a number of local processors to continue to produce without needing to invest heavily in their own capital venture.

Feasibility Study Objective

The Pines Business Development was asked to explore the viability of the development of an Incubator Kitchen program that would allow local and regional entrepreneurs to gain low-cost access to a commercial kitchen and to business supports.

The feasibility study needed to include a review of relevant resources, market demand, capacity of potential stakeholder organizations and the business case for how these elements could be moved forward.

Terminology

An **incubator kitchen** is a shared-use kitchen facility housing multiple tenants that also is dedicated to growing early-stage wholesale, retail, and/or catering food businesses by providing additional supports for new culinary production businesses.

By contrast, an **accelerator kitchen** facility would focus on established businesses looking to move on to a more robust stage of business development, and a **shared-use facility** would just house multiple tenants without the additional business supports in production, packaging, marketing or other business required areas.

It is also necessary to provide a definition for a **food hub**. All food hubs strive to promote production growth, support farmers, make local food accessible to larger markets and stimulate economic growth. For example, the United States National Food Hub Collaboration defines a food hub as a “business or organization that actively manages the aggregation, distribution and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail and institutional demand.” In essence, food hubs provide the physical connections between small scale production and a larger market.¹

For the purposes of this study, a **food producer** is one who grows and produces food products. In comparison, a **food processor** is one who takes the raw food products and creates a new value-added product or ingredient to be used in a different way than the original food source.

¹ <https://foodsecurecanada.org/resources-news/news-media/fsc-news/understanding-regional-food-hubs>

Environmental Scan

Overview, Research & Trends

In 2016, a major industry survey was commissioned to review the state of shared kitchens in the United States. Although somewhat dated, this survey provides a critical understanding of the successes and the early learnings in the shared kitchen environment.²

- By 2016, there was a 50% increase in food incubators from just 3 years prior
- At the time of the publication, there were over 200 food incubator kitchens in 39 US states
- 84% were breaking even or making money and 82% indicated their revenue had increased in the 3 years prior to the study
- Most were small facilities at 5,000 square feet or less
- 61% were for-profit and 39% were not-for-profit
- 40% were involved in at least one partnership

The survey also indicated that the growth and success that was realised made sense, as the kitchen incubator “is a concept that lands at the nexus of several trends: the artisanal food movement, the sharing economy, and the current spike in entrepreneurship as a career”.³ The study also summarized that kitchen incubators were still evolving, and the industry was still on the “front end of what will continue to be an important movement in democratizing, localizing, and broadening the economic impact” of food production.⁴

A list of food system trends by the website Food Corridor for 2019 highlighted that the number and type of shared kitchens across the US (and internationally), continued to increase through to the end of 2018 and would continue to see significant growth and use in 2019. This trend was significant within both the not-for-profit and for-profit sectors.⁵

Canada appears to be somewhat behind in the trend to move toward the shared kitchen model. Comparing the US 2016 survey mentioned above where the shared kitchen model was already established, to a 2015 Central Okanagan study on small scale food processing, the concept and use of shared kitchen facilities was completely different. The Central Okanagan study concluded that “with 1600 kitchens in the Central Okanagan, it is astounding how few are available and how difficult it is to connect the available facilities to the searching users.”⁶ Additionally within the Calgary area, the first shared for-profit kitchen facility only opened its doors in 2019.

² https://econsultsolutions.com/wp-content/uploads/2016/03/U-S-Kitchen-Incubators-An-Industry-Update_Final.compressed.pdf

³ Page 2 of report

⁴ Page 2 of report

⁵ <https://www.thefoodcorridor.com/2019/01/24/whats-hot-in-food-for-2019/>

⁶ Page 7 https://cfdcco.com/images/Final_Project_Report_-_Central_Okanagan_Small_Scale_Food_Processing.pdf

For Canada, the concept and support for shared kitchens appears to have been focused on the not-for-profit sector. There are a significant number of not-for-profit organizations across Canada that support shared kitchen facilities in low income neighbourhoods. These facilities operate a number of different programs from cooking classes, school food programs, access to healthy food, and other programs where food becomes the tool to bring people together to build healthy communities. Community Food Centre of Canada established in 2012 is an example of the efforts to ensure that high-impact food programs are welcoming spaces in low income communities. They also focus on looking at systemic issues that work against real food security.

The for-profit shared kitchen concept has started growing however in all of the major centres across Canada. There are currently over twenty commercial shared kitchen spaces for rent in Toronto. There is a more in-depth discussion on specific incubator kitchens in Canada, located within the Analysis section of this document.

In October of 2019, the BC government announced a \$2.58 million fund to support food processing innovation at UBC. This was part of the Ministry of Agriculture's support for the development of regional Food Hubs in order to move toward their vision to be the leader in food and beverage processing and innovation. The BC government's mission is to help BC's food and beverage businesses grow, innovate and commercialize.⁷

Revelstoke's Situation

Revelstoke is a small, interior town situated on the banks of the Columbia River, with the Monashee mountains to the west and the Selkirk mountains to the east. The census of 2016 estimated the population to be 7,547 however a 2019 Telus analytics study reported 14,570 actual residents in December 2018.

The local economy was traditionally tied to the Canadian Pacific Railway and although there is still that strong connection, forestry, hydro, and tourism have all increased in recent years. With Revelstoke Mountain Resort opening in the 2007/08, Revelstoke's position on the winter powder highway was secured. With expansion of summer activities on the mountain and the surge in other summer activities such as mountain biking and hiking on other local mountains, Revelstoke is becoming a year-round destination for outdoor enthusiasts.

Tourism is now a very important component of Revelstoke's economy. Not only are people coming to Revelstoke to enjoy the various outdoor activities, Revelstoke's position along the Trans Canada makes it an important stopping point for tourists hitting other major attractions and cities in BC and Alberta. The Revelstoke Tourism office has seen continued increases in the

⁷ <https://news.ubc.ca/2019/10/25/b-c-government-provides-2-58m-to-support-food-processing-innovation-at-ubc/>

number of people visiting the centre. At the end of 2019, almost 64,000 people had stopped at the visitor centre during that year.⁸

At the time of the report, there were 27 independent restaurants/pubs, and 6 fast food chain restaurants. These numbers do not include kitchen facilities in hotels that are designed to provide breakfast service to guests. Many of the 27 restaurants are locally owned and operated and half of the fast food chain restaurants are local franchisees. This local ownership presence is also reflective of the many retail and service industries in town.

StartUp Revelstoke was a pilot project established in 2017 in order to encourage small business and entrepreneurial businesses. This organization still continues and has had success due to the number of new people in the area wanting to make Revelstoke home and needing to develop their own businesses in order to enjoy the lifestyle Revelstoke provides. Community Futures in Revelstoke provides financing and business support to a variety of small businesses. They are also the facilitator of the Export Navigator Program and most recently, facilitate the Regional Relief & Recovery Fund that was established by the federal government to assist small and medium businesses through the economic challenges caused by Covid. The success of this CF office illustrates not only the variety of entrepreneurial businesses within town, but also the continued growth and strength of this sector.

Other supports

Being one of the first small BC communities to have fibre internet installed, Revelstoke is now also home to a large number of telecommuters, freelancers and tech workers. The trend to shared workspaces is alive and well in Revelstoke. Opened in 2015, the Mountain CoLab has over 100 members using shared office space and open office areas in a 24-hour accessible building. More recently, the Third Street Offices also opened providing much needed additional shared office space.

A combination of Revelstoke's geography and the development of the dam network on the Columbia River has meant that Revelstoke's viable agricultural land is limited. The 5 dams and reservoirs that were built between 1964 and 1985 impacted over 60,000 hectares (231 square miles) of valley land.⁹ As the City of Revelstoke grows and expands, the pressures on ALR land continue. Taxes are increasing not only within city boundaries but also in dedicated ALR areas. Unfortunately, around Revelstoke much of ALR land is still not used for agricultural purposes for a variety of reasons.

A further study of the amount of viable food producing ALR land is necessary in order to help determine Revelstoke's food security options moving forward. Discussions have started to

⁸ Statistics from the visitor centre

⁹ <https://engage.gov.bc.ca/app/uploads/sites/6/2012/07/A-Review-of-the-Range-of-Impacts-and-Benefits-of-the-Columbia-River-Treaty6.pdf>

potentially move forward with such a study in the future. This will be an important step in Revelstoke's move to establishing itself as a Food Hub.

Given the dam's influence on the area, it led to the establishment of The Columbia Basin Trust in 1995. Through the CBT's there are various support programs available to both food producers and processors. Along with various agricultural loans, the Basin Business Advisor program specifically provides business supports for those involved in agricultural businesses.

Local Food Producers & Processors

Due to the growth of the town, and as a result of the many initiatives based on the 2014 Food Security Strategy, there has been recent growth in the number of local food producers. In 2014, Revelstoke had 6 food producers. At the time of this study, there are currently 7 commercial ventures and 7 additional ventures that are in the development phase, representing a total growth rate of food producers of 133% over 6 years.

These businesses are diverse and in a variety of production areas including - honey, vegetables, flowers, eggs, pork, chicken, beef, pickles, goats.

Local food processors have also seen significant growth over the past 6 years. In 2014, 10 food processors were listed. There has been a growth rate of 110% with 21 processors now making Revelstoke home.

The type of food processors is also varied, including - sausages, syrups, pickles, kefir, tea, bread, pies, bagels, baked goods, coffee, chocolate, ready to eat meals, game butchering, beer, and spirits.

In addition to the 21 processors, other value-added food production businesses have grown tremendously including 3 new food trucks along with a large number of caterers and private chefs who focus on guests that come to stay in the area, as well as local events and gatherings. Although these businesses will often have access to private residences, they do sometimes require access to commercial kitchen space for prep and storage.

The impact that the Covid-19 virus pandemic is having on food reliability is being felt across the country and highlights the need for a continued push for the Revelstoke area to be food secure. The reputation of the Local Food Initiative prior to the Covid-19 crisis, ensured that people turned to the LFI for information and products for the spring 2020 growing season. Each year, the LFI sells vegetable and herb seeds to the community as part of a fundraising initiative. Due to the increased desire for local food production, the LFI has seen over a 50% increase in seed sales from the 2019 growing season.

It is also important to include a look at the successes that have been made in Revelstoke's local brewing and distilling areas as it highlights not only the high-quality beverage production capabilities in town, but also the willingness and desire for regionally produced consumables and the development of a strong artisanal culture.

Monashee Spirits, Mt. Begbie Brewery, Jones Distillery and Rumpus Brewery are an important part of the food and beverage community. Not only have each of these businesses established local support, they have also garnered many different awards for their quality products.

Although not a food processor specifically, Monashee Spirits Craft Distillery (opened in 2017), has a commitment to using gleaned and local fruit for the production of some of their products. Additionally, they have a key partnership with Track Street Growers for their garlic vodka.

Monashee recently won Forbes' award for Best Après Distillery in 2019. At the recent Canadian Artisan Spirit Competition in February 2020, their barrel aged house aromatic cocktail bitters won Gold & best in class Canada. They also won 8 medals and awards for their ethos gin (gold with distinctions), garlic vodka, gold for whisky.

Mt. Begbie Brewery (established in 1996), have been recipients of a number of awards including in 2017 being named Brewery of the Year at the Canadian Brewing Awards.

Jones' Distillery, located in the old Mountain View School, also opened in 2017 has a fair number of awards for their products too.

Local Shared/Commercial Kitchens

The largest and most well-equipped commercial kitchen open for shared use is located within the Revelstoke Community Centre. Updated in 2014 through a partnership with Okanagan College, the kitchen has all the equipment required for level 1 and level 2 culinary educational courses. Currently, 90% of the kitchen's usage comes from events and catering, with Wednesday through Saturday the busiest times of use.

The Revelstoke Community Centre will be looking for public input in 2021 as to how the community would like to see the centre used in the future and what additional services should be offered for all of the programming.

Other kitchens available for limited use in town are those in local churches (not commercially certified), within Senior's Centre (commercial), and within the various restaurants in town.

Selling Opportunities for Small Food Producers/Processors

There are currently two summer markets running on Saturday mornings from approximately the end of April until the beginning of October. Although the two markets are run with separate boards, they take place at the same time and both close Mackenzie Avenue from Victoria to Second St. until 1pm. The winter market runs every other Thursday from noon-5pm at the Community Centre during the months of November through to April.

The outdoor markets and the winter market provide a consistent and important selling opportunity to both producers and processors. Data from the LFI market (running from 1st – 2nd

Avenues), indicates that of the 53 vendors, 28 are either food producers, food processors or a distillery.

The two major grocery stores and the smaller Le Marche Market, are also willing to stock local produce and value-added food products. There are a few local restaurants that also have made a point to offer local food products and produce when available.

Seasonal events such as Track Street Growers Garlic Festival also provide one off opportunities for food producers and processors to sell their product.

Food Production/Processing Challenges

Revelstoke has a number of geographical challenges, and food producers list a number of these that affect their business viability (and therefore Revelstoke's food security), including climate change issues (irrigation and big weather events), but also business challenges including access to markets, costs of production, marketing and how to initiate value-added production. Challenges for processors are similar - access to markets, costs of production, marketing - but also include storage, kitchen space and additional selling opportunities.

Due to these challenges, many of the producers and processors must work a variety of jobs and are often unable to give their food business their full focus even though many would like to.

Although the Revelstoke Community Centre's kitchen is the most complete commercial kitchen available to food processors, their mandate is to support events and catering and therefore these activities will take priority over any production. Additionally, due to the setup of the kitchen, there is no on-site storage and processors must cart all necessary supplies in and out of the facility for each booked time.

For some food processors, it is important to have access to the facility at odd hours, or to have equipment operating during off peak hours. Unfortunately, the Community Centre's kitchen is only available during regular business operating hours.¹⁰

In addition, the centre has had significant success with its own after school and world cooking classes and have plans to continue with these should the community study in 2021 support these initiatives. If these programs continue to move forward, there will be additional pressures on the kitchen, and it is likely that the time available for community processors will be reduced rather than increased.

One of Revelstoke's food processor success stories is the growth of the La Baguette restaurant. Co-owner Sonia Ratté started out making waffles at the Community Centre kitchen in order to sell on Saturday's at the Farmer's Market. This start within the community kitchen has now led to a newly expanded restaurant, a specialty grocery store, and a satellite restaurant at the base of Revelstoke Mountain Resort. The La Baguette business is one of the largest food employers

¹⁰ Kitchen Feasibility Study Questionnaire - Appendix

in town. Unfortunately, given the restrictions now in place for the use of the Community Centre kitchen, a number of similarly passionate and experienced food processors in town need the facilities and opportunities a shared kitchen provides that Sonia had access to, but that is no longer a viable option.

Processors using restaurant kitchens, can only do so with an agreement with the incumbent business and must be used during off-peak operating hours. Even if that is workable, storage again becomes an issue.

The summer market is a lucrative opportunity for many of the food producers and processors. Unfortunately, the market is only once per week, limiting locals and tourists from accessing products. It also limits producers/processors from expanding their business due to the overly tight window of opportunity. The winter market is only twice a month and the hours often prohibit the local population from accessing. Awareness with the tourists and visitors is very small, and again the hours limit access.

Although the food retailers in town are supportive of local produce and local goods, it is hard for them to allocate enough shelf space and local producers/processors must compete with an array of national and international brands.

A special note concerning the Community Centre Kitchen and the Pandemic:

Community Connections secured funding from Columbia Basin Trust and Community Food Centres Canada to prepare meals for distribution to vulnerable citizens. The pandemic has resulted in a three-fold increase in food program clients. Due to the closure of the Recreation Centre due to the pandemic, the program has exclusive use of the City of Revelstoke Community Centre Kitchen. From Monday to Friday, a professional chef uses wholesale and locally procured ingredients to create frozen soups, stews, casseroles, baked goods, and fresh sandwiches which are distributed at the temporary Food Bank set-up, through community paramedics and through local schools. Careful inventory management allows for production costs in the \$1-2 range per portion, with single and family sized portions prepared. Because the program has exclusive use of the kitchen, fresh, dry, refrigerated and frozen ingredients and final products are able to be stored on site, creating economic and time efficiencies that would not be possible under normal facility operations. When the facility opens to the public, the program will come to a close as an alternative location for the project is not currently available in the community.

The current church kitchens are not commercial kitchens and they are unable to be used if the end product is being made for a for-profit business.

Summary

The trends highlighted in the 2016 US Incubator Kitchen are important to note. The artisanal food movement, the sharing economy, and entrepreneurship as a career are three extremely

important elements and all three continue to be strengths for Revelstoke. Anecdotal and empirical evidence strongly suggests that this trend is not going away.

The artisanal food movement is an important distinguisher for restaurants.¹¹ Given the strength of Revelstoke's restaurant scene during both the main summer and winter months, it is positioned to continue to take advantage of that trend. Additional efforts of the LFI toward strengthening the local food and craft markets will also see local producers and processors benefiting.

The sharing economy is projected to grow from \$15 billion in 2014 to \$335 billion in 2025.¹² Revelstoke has already shown how popular shared work centres are with the sustainability and growth of shared co-working areas. The LFI shared equipment program has been able to move their program from a "free for member" concept into a rental fee-based program netting over \$1000 in rental fees during 2019. Kootenay Car Share is another example of a shared business concept that has had success within the Revelstoke area.

Revelstoke's entrepreneurial base is another pillar in the local economy and has seen tremendous success with entrepreneurial supports such as StartUp, Community Futures and the local Chamber of Commerce. Entrepreneurship will be an important piece in the rebound efforts of the community once the impact from the Covid-19 pandemic has been resolved.

The future of the economy after the Covid-19 crisis is unknown, however people still need to eat; food, beverage and candy businesses are three areas that have done well economically in previous recessions.¹³ Furthermore, if there's anything the Covid-19 crisis has highlighted, it is the need for locally produced food to be as plentiful as possible as it gives people quality and quantity assurance. Efforts with local food security and the local LFI continue to push for community engagement in this issue.

Tourism continues to rise in Revelstoke and despite the immediate challenge of the Corona virus, and the potential disruptions due to the intermittent closure of Highway #1 east of Golden in the fall of 2021, the belief is that tourism and spending will rebound by 2021.

Revelstoke is a community that also appreciates partnership and integration of effort. There are two emerging opportunities worth exploring for this initiative - the expansion needs of the Food Bank & Food Recovery, and Okanagan College.

¹¹ <https://www.thebalancesmb.com/local-food-trends-for-restaurants-2888604>

¹² <https://www.forbes.com/sites/forbeslacouncil/2019/03/04/the-sharing-economy-is-still-growing-and-businesses-should-take-note/#6d1ee8904c33>

¹³ Snickers, Tootsie Pops and Three Musketeers bars were all invented during the Great Depression. In 2008, Nestle's profits rose 11% and Cadbury's were up by 30%. Candy can soothe anxiety and it's an affordable treat when you're tightening the budget elsewhere.
<https://self-made.io/recession-proof-seven-businesses-thrive-recessions/1766/6/>

Analysis

The following analysis is offered in two parts – first a review of selected for-profit and not-for-profit case studies, and second, the operational considerations.

Case Studies

The kitchens listed have been chosen in order to understand the various operations further and to highlight the successes and challenges of each structure.

Toronto

Food Share Toronto is a social enterprise located in the York region of Toronto. Housed in the same warehouse as the Food Share school food program, the facilities offer two separate commercial kitchen spaces (back to back), as well as an additional teaching area and cafeteria. The cafeteria doubles as the Food Share office lunchroom. Food Share also provides storage space in their warehouse and within the communal fridge and freezer area at an extra cost.

As a social enterprise, the hourly rate is at market pricing and Food Share operates with only 5 clients that each use the space for approximately 20 hours each week. Food Share kitchen director Chirag Desai commented during the tour, that they have many inquiries each week that he chooses to turn away as they find the synergy of the current 5 processors works best for their model and operations.¹⁴ Operationally, this is about providing the space and hours for the main “tenants”.

Calgary

Coworking Culinary opened last year in Calgary and has over 3900 sq. ft. of space and also offers desk and administrative coworking spaces for members.¹⁵ The owners of this space suggested: “No one succeeds on their own. We created this space as a platform to support the culinary industry’s traditionally strong and supportive community, blending all types of disciplines to help the industry succeed together to create a stronger culinary impact on Calgary’s economic growth”.¹⁶

Also, in Calgary is Kaladi kitchen, a co-working kitchen that has three small locations; two in Calgary and 1 in Edmonton. These locations are shared facilities only and do not offer any additional supports.

¹⁴ Visit to Food Share facilities in January 2020

¹⁵ <https://www.culinarycoworking.com>

¹⁶ <https://calgary.ctvnews.ca/calgary-s-first-culinary-coworking-kitchen-open-for-business-1.4511957>

Burnaby

YVR Prep is located in Burnaby and was established over 3 years ago. They currently have over 70 members although only about a dozen are more regular in the kitchen. Through their 3 years, they have provided space for over 125 different small food businesses; some coming only once a month and others using the facilities daily. They use a scheduling software that ensures recurring booking times which assists manufacturers, and then catering businesses are able to fill in other times depending on events and seasons.

They believe that the important component of shared kitchen models is the need for it to be for-profit so that there is “skin in the game” for its success.¹⁷

Vancouver

Commissary Connect, a for-profit shared kitchen facility in Vancouver, was awarded \$250,000 of funding per year by the Ministry of Agriculture, over three years to be the pilot and demonstration regional food hub.¹⁸

The Laurel Street location (they have two other locations in Vancouver as well), is approximately 6,000 sq. ft. on two levels. The main level is a designated HACCP kitchen and houses 6 processors that supply a variety of major retailers. Upstairs has a smaller facility housing between 2-4 smaller local businesses plus office and shared working spaces.

The main Industrial Avenue location has been in operation since 2012 and was renovated in 2017. It houses a classroom style kitchen that can be booked for instruction. Within all of the locations, the major equipment is supplied and is integrated with a proprietary computer system that is at the heart of the operation. All users are given a code that is used to book specific equipment, unlocks the facility, and is used for billing and fines. For example, once a member books a piece of equipment, only that specific equipment is turned on during the time booked. Smaller and specialized equipment are the responsibility of the members to purchase and bring into the facility. Storage for equipment, and food is available and segregated. Interior health also has an access code and is able to visit the facility at their discretion.

All of the locations are thriving for-profit businesses, however the main focus at this time of Commissary Connect is the technology behind the access and scheduling. They use both computer technologists in Vancouver and in India. Sarb Mund (founder and CEO), mentioned that Commissary Connect currently has a bid in with an RFP for the Ministry of Agriculture to supply the technology for the Ministry’s food hub initiative so that all kitchens are integrated.¹⁹

¹⁷ February 11, 2020 email exchange with Ryan Mackay – co-owner

¹⁸ <https://news.gov.bc.ca/releases/2019AGRI0017-000255>

¹⁹ February 10, 2019 visit and meeting with Sarb Mund <https://commissaryconnect.com/>

Rural BC Studies

Salmon Arm

Salmon Arm was one of the communities chosen as a food hub by the BC government. Lana Fitt, Salmon Arm's Economic Development Manager, indicated that the feasibility study done for Salmon Arm pointed to a confident "go" scenario for the introduction of a food hub similar to their successful Maker Space and Innovation Centre which opened in 2019. Unfortunately, funding that had been earmarked in January 2020 by the Ministry was not forthcoming. To date, no additional information surrounding the Ministry's lack of progress in this area has been available.²⁰

The Salmon Arm Economic Development organization is set to go forward with this initiative should the funding through the Ministry materialize. Because of internal capacity issues, SAED chose to look for partners to develop the space. They are looking to phase in the food hub as follows:

Phase One

- 4,000 square foot space – 4 anchor tenants (secured) with assistance for collaborative space, mentor support, workshops, development of business
- Rates would be at market rental costs
- Would have someone on site to assist each of the anchor tenants
- Additional time allotted for drop in members
- Storage space, all equipment based on needs of anchor tenants would include juicing line/wet beverage, standard commercial kitchen and dry good processing
- Space provided at market rates, however willingness and ability to pay was highlighted as a concern for food hub which was different than with the maker space

Phase Two

- A creation of a lab, sensory, teaching, nutritionist space and support for product development

Phase Three

- Addition of dairy & poultry

Although the feasibility study was completed, SAED did not complete a business plan as it had been suggested that funding would be available simply based on the study and due to timing of the apparent 30-day window before funding was to be allocated. There have been no conversations with Ministry as to why this funding was not released.

Lana indicated that she wants to see collaboration and continued communication with interior communities as the network will be important to continue in order to potentially share markets for local producers as well as learnings could be shared between communities. She has also indicated that she will stay in touch and let us know about Ministry decisions.

²⁰ Phone conversation with Lana Fitt on February 19, 2020

Port Alberni and Quesnel

Both of these communities were also chosen as provincial food hubs. In Port Alberni, the focus will be primarily on the revitalization of a dormant fish processing plant as well as a shared kitchen facility. In Quesnel, the hope was to develop a centralized shared-use food and beverage processing facility by the fall of 2020. At the time of writing, it appears that the provincial support of the food hub network has stalled and with the focus on immediate and short-term pandemic health concerns, it is unclear when this investment will be restarted.

Winlaw

The Valley Kitchen is a for-profit private venture in Winlaw that has been in operation since 2017. The facility is a commercial kitchen that combines both a local base for food processors, but also provides space for educational workshops, food events and pop up restaurants. The facility is approximately 2000 square feet (1400 for kitchen/storage and 600 for retail). They have also combined this space with an online local food market, enabling customers to pre-order from local entrepreneurs and then pick-up at convenient times.

The kitchen is available to rent for \$14/hour, but equipment and storage space are separate charges. Currently, they have 5 regular weekly users and 9 part-time users.

Operational Considerations

As illustrated above, the operational components of these units are quite varied. It is important to consider all possibilities and then choose the best match for the needs of Revelstoke producers/processors.

The most common size for an incubator kitchen, based on a 2013 study from the US, is between 1,000 and 2,999 square feet (51% of respondents); this is for the base kitchen working area only. 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 (44.5% of total area), dry storage is 1,450 square feet (38.6% of total area), cold storage is 472 square feet (12.5% of total area), and freezer storage is 164 square feet (4.4% of total area), for a total of 3,759 square feet dedicated to the shared facility.²¹

A market survey questionnaire was sent out to the community through Facebook, and email lists.²² Twenty-four people answered the survey; 41.7% currently operate a food processing business, and 29.2% do not, but are interested in starting one in the near future. The variety of goods produced was wide including - baked goods, prepared meals, sauces, spreads, canned and jarred produce. Food Truck and catering individuals who would also need the kitchen's services also responded.

²¹ <https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/paper-e-consult.pdf>

²² https://docs.google.com/forms/d/16uC5o4WjjFAvpvpTO9-3a_RnZrgs8A79xSXqEI4bOEq/edit#responses

Do you currently operate a food production business?
24 responses



Infrastructure & Equipment

Obviously, the main component of an incubator kitchen would be access to shared kitchen production areas and storage areas, but it is also important to look at whether it is important to include shared office space, and packaging & distribution facilities.

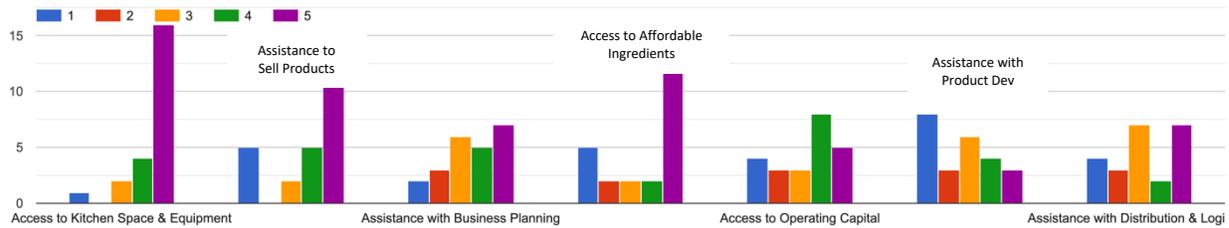
The top area of importance to respondents was the need to access kitchen space and equipment. Eighteen respondents indicated that they would use a shared prep and shared packaging area. Seventeen of the respondents required shared cold storage and 15 respondents required both dry storage and freezer storage. Thirteen people indicated that permanent food production space would need to be used. (See chart under Educational & Event Programming).

Mentorship and Training Support

It was established that the purpose of the study was not only to look at the feasibility of creating an incubator kitchen within Revelstoke, but also to look at the mentor support in business, industry and product development that an incubator kitchen would facilitate.

The survey of Revelstoke's processors indicated that assistance with business planning was important or very important to 12 people. Seventeen respondents indicated that assistance with product development was neutral or **not** important to them. Assistance with distribution & logistics was important or very important to nine people, but neutral, not important or not very important to fourteen.

How would you rate the following in terms of importance? (1 being not very important - 5 being very important)



Product Development and Testing Services

Some incubator kitchens also provide R&D, analytical testing, as well as collaborative opportunities with academic institutions, industry associations and public and private companies. Although not specifically part of the questionnaire to the community, conversations with respondents revealed they were more interested in simply having the space available in order to process and produce their food products.

Networking and Information Sharing

Commissary Connect’s focus is to establish the technology platforms and/or digital resource portals to virtually connect Food Hubs. They are also hoping their proprietary technology would be a mechanism to support facilities/equipment booking and operation. As Sarb Mund highlighted during my tour of the facility, the technology they are proposing to the Ministry would also support for information sharing and knowledge transfer between sites.

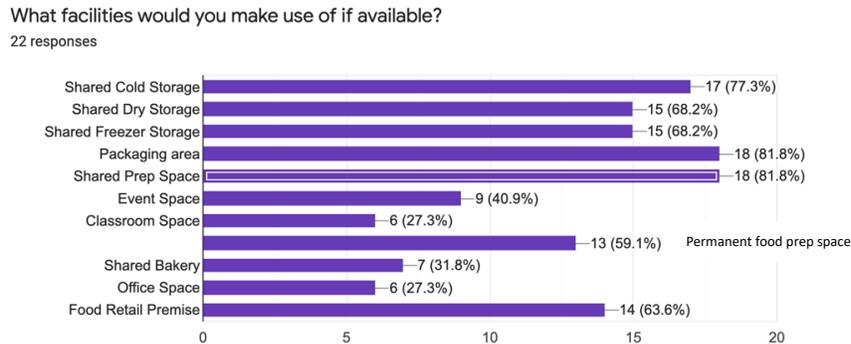
Lana Fitt, of the Salmon Arm Economic Development organization also highlighted the importance of ensuring interior BC was connected and had also established relationships with Kelowna.

Although not a component of the questionnaire, this networking component could be important in the future once processors see the possibility of expanding their businesses past Revelstoke. This issue did show up in an informal survey by LFI that access to markets was a barrier currently being faced. Increased networking throughout the interior and BC as a whole, could assist in moving businesses forward.

Educational & Event Programming

Many shared kitchens reviewed, had flexible space that could be used for educational & event programming. The Food Share building had the twin kitchen areas able to access the office cafeteria area that could be transformed in to teaching space or as an event space. As Food Share is part of a not for profit that also focuses on healthy eating and food preparation skills for a diverse low-income community, this educational space was important. All of the facilities listed in the previous section had office space available for members.

Both office space and classroom space would be important to 6 of the respondents, however an event space was important for 9 people. In looking at other events within the Revelstoke community, LFI has had quite a bit of success with classes and seminars on food preservation techniques, that could be held within a shared kitchen facility if the space was available. One respondent indicated that it would be great to have a tasting room for events.



Food Rescue

Food rescue/recovery is more a part of the not-for-profit shared kitchen facilities reviewed and was not part of the questionnaire provided to the community. It is important to include the discussion here as there is a possibility of ensuring that if a facility was created in Revelstoke, it could assist Community Connections and their food recovery program. The processing of recovered food into soups, jams, juice, or even dried products could be accomplished within the facility.

Small business

What is interesting is that 14 of the respondents would be interested in having a food retail outlet on the premises. This probably highlights the gap in market opportunities and the desire for processors to work more intently on their food business.

Most of the respondents currently create products for the local markets and for local restaurants or retailers.

Summary

The immediate concern for Revelstoke food processors is to have a shared facility where storage, prep, production and packaging areas are available. A secondary concern was the need to have a flexible space that could be used for events, tastings, or even classroom/educational activities. Finally, the ability to have year-round retail capacity was also important to processors.

Perhaps due to the external supports through StartUp, Community Futures or the Chamber, the importance of having a facility with business and production supports was not high on

respondent's lists. However, as the concept of food hubs expand, and if the Ministry continues with their food hub efforts, networking and information sharing in order to expand processors' reach to new markets would be important.

Opportunity Assessment

Business Structure

Given the Ministry's investment in a Food Hub model for British Columbia, it will be important that whatever structure this kitchen takes, that it is capable of being tied in with the wider regional and provincial food hub strategy once this initiative is back up and running.

The not-for-profit facilities were most often partnered with an organization focused on delivering food and food related programs to people who were most vulnerable and most food insecure. Users of these facilities were doing so for their own consumption (jarring, pickling, food education, etc.). These kitchens were not offered to for-profit businesses needing space to create their products. The not-for-profit kitchen facility that provided low cost space for entrepreneurs, ran in to challenges with other businesses as they saw the low-cost space was an unfair business advantage.²³

Social enterprises, such as the shared kitchen facility at the not-for-profit Toronto's Food Share, can leverage the profitability of providing shared storage and production space for food processors, as long as they also understand the overall impacts on their not-for-profit structure.²⁴

What was encouraging during the research for this study, was that the for-profit model was not only working, but could work most efficiently when there was a low number of major tenants or members (4-8). This finding is consistent with the 2016 US study that saw most of the shared kitchen facilities reviewed were breaking even or making a profit and had increased this profitable position in the previous 3 years. Additionally, these for-profit facilities, such as Commissary Connect and YVR Prep had been in operation for longer than 3 years (almost 8 with Commissary Connect's original location) and shows longevity and proof of concept as a for-profit model. Even in a small rural BC market such as Winlaw, a for-profit business operating with 5 regular users for 3 years, illustrates the concept success.

Structure	Potential Pros	Potential Cons
Not-for-Profit	Reduced cost barriers for processors. No pressure to make money. Expanded sense of mission.	Could be seen as an unfair business advantage. Limited sources of funding for start-up. Could dull sensibilities about opportunities. Long-term sustainability suspect.
Social Enterprise	Access to funding for initial start-up. Ensures fairness of business landscape.	Requires not-for-profit parent organization to manage and maintain.
For-Profit	Many options for start-up funding. Fairness in competition for all.	Financial difficulty may lead to closure.

²³ Lynda Lafleur comment – working group meeting February 14, 2020

²⁴ <https://www.theglobeandmail.com/life/giving/should-your-non-profit-organization-start-a-business/article547433/>

A business structure model that is not currently used, nor has been discussed, is that of a C3, or a Community Contribution Company. A C3 is a special social enterprise structure unique to British Columbia, where the organization is a for-profit business but with specific restrictions concerning profits and board. Operating the kitchen facility as a C3 could be an option as this structure could take advantage of the flexibility of a for-profit model, but with a structure that requires the C3 to contribute 60% of the profits to community focused initiatives.²⁵

Partnership

There are two strong partnership opportunities that could work well for a shared kitchen facility within Revelstoke and these are, partnering with Community Connections or Okanagan College.

Community Connections is currently looking to consolidate and make access easier for the Food Bank and for the Food Recovery program. The benefits of integrating this kitchen with these programs is that it would lend itself to additional cooking and preparation activities as well as ensuring that recovered food was utilized completely. Additionally, should Community Connections choose to operate the facility as a social enterprise, profits from the incubator kitchen could be used to assist other programs.

Okanagan College is currently housed in the old Farwell school that is still under School District 19's control. The college has been growing key programs in the past few years and are looking at the possibility of expanding the college as well as potentially providing housing for students, thus continuing to expand programs. There may be an option to resurrect the Culinary Programs should a partnership with the college occur.

A third option that may be available, is that there are a number of financially well-off individuals who make Revelstoke their home and who are interested in becoming more involved with investment opportunities that have a philanthropic focus. Pursuing a Community Contribution Corporation (C3) business structure may be of interest to these individuals. Additional discussions would need to be arranged to confirm such interest.²⁶

Location

As noted previously, due to the Revelstoke's geography and the recent growth of the town, viable buildings or land to house the new kitchen facility are very limited. It is important to therefore note that the kitchen work space itself can be separate from the actual storage areas in order to maximize convenience, partnerships and flexibility of viable building options. The only viable option downtown to house the entire incubator kitchen in the same integrated space would be the space in the complex beside Judy's Designs. Other options are also listed below.

²⁵ https://www.centreforsocialenterprise.com/wp-content/uploads/2019/04/C3_Research_Summary_2016-by-Bridget-Horel.pdf

²⁶ Meeting with Sally Robertson February 24, 2020

1. Judy's Design commercial space – 217 Victoria Rd. East
The space that is available is 4300 sq. ft. and sits on the corner of Victoria Rd and Orton Ave., with access off both roads. This space currently is completely open and would require not only a complete build out, but also an upgrade to the electrical system. This is a single level building and there is access to the roof, so HVAC and other venting required for a commercial kitchen would be possible.

Because of the size of this location, there could be an option for retail space at the front (access from Victoria Rd.). There is also another food processor next door that houses a food dryer that potentially could be shared with other processors.

2. Mountain Meals restaurant – 311 1 St W.
This business is currently for sale. Although smaller (just over 1000 sq. ft.) than the average space for a shared kitchen facility, it is an option. Equipment is 11 years old, but all major electrical and necessary ventilation is in place.
3. Other potential spaces:
There are other buildings currently not listed for sale, that could be considered for the kitchen if conversations reveal that the businesses or organizations are open to selling. These include, but not limited to – the legion building, and Expressive designs.
4. A non-traditional option for this kitchen, would be for the commercial kitchen to use a container-based kitchen model. These units are turn-key and drop in ready. They are:
 - Are fully outfitted and ready to connect to utilities (electrical, gas, plumbing etc.)
 - All include commercial grade materials equipment for high durability
 - Low maintenance
 - Very secure and excellent for inclement weather
 - Are transportable
 - Lead time is typically 6-8 weeks; variable to production calendar
 - Come in either 20' or 40' customizable sizes

On their own, mobile units do not have storage and as this was highlighted as one of the key factors that food processors are needing within a shared kitchen facility, separate storage areas would be required. These could be additional container units such as one dedicated strictly to freezer or fridge storage and one dedicated to dry storage.
5. Although land is limited, there are still a couple of land options should it be decided a new build is the best option for this kitchen facility. These options include: land in the Industrial area and the CP lands situated along Townley.

There is also a conveniently located plot of land sitting at 501 Wilson St., near the Big Eddy Bridge. There are currently 3 derelict buildings on this site, but the land size and

location are convenient for a new build. One possible location for a new build would be 501 Wilson Street (near the Big Eddy Bridge) is currently for sale. This location is listing at just under \$500,000 for three lots equalling 146.5' x 100'. The location is close to downtown and would be ideal for a new build to house all of these services.

Note: One area in Revelstoke that has been discussed during various meetings, but is not an option, is land or buildings within the Big Eddy. It is important that this kitchen facility be hooked up to municipal sewer and water facilities and the Big Eddy area is currently not integrated with the city systems.

Should the incubator kitchen be run as a social enterprise with Community Connections, there is a potential to house the kitchen with other food-based programs that are currently run by the not-for-profit; Food Recovery, Food Bank and Local Food Initiative.

Funding Possibilities

If the Revelstoke kitchen facility were for-profit (or as a social enterprise), it would most likely be eligible for a loan through Columbia Basin Trust's Impact Investment, worth up to \$250,000. Additionally, Community Futures Revelstoke would be able to loan the organization up to \$150,000. Other potential sources of funding are listed in Appendix A.

As will be indicated in the recommendations section, it is believed that this kitchen facility can be and should be self-sufficient in order to not need outside financial support other than the initial start-up funding.

Memberships and Hourly Rates

Both the social enterprise kitchens and the for-profit kitchens used a membership format for accessing the facilities. This pricing model allowed for non-members or varying membership levels to use the facilities, but at a higher rate than those that purchased yearly or larger specific hourly memberships.

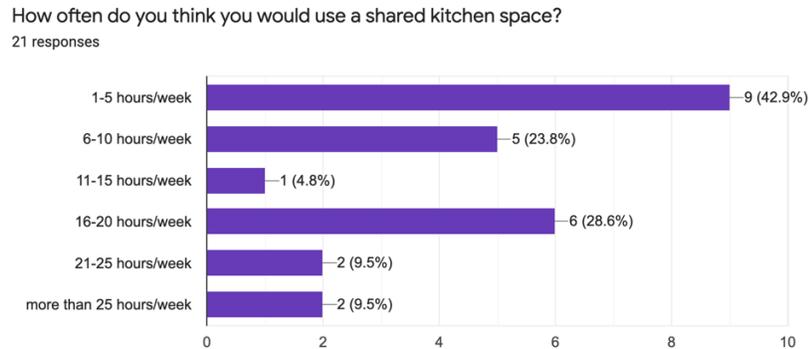
Culinary Coworking in Calgary had four levels of pricing all with a 6-month requirement:

- More than 120 hours/month - \$18.00/hour
- 80-119 hours/month - \$24.00/hour
- 40-79 hours/month - \$27.00/hour
- 12-39 hours/month - \$32.00/hour

YVR Prep in Burnaby also operates on a sliding scale of \$20, \$25, \$32, and \$39 per hour depending on usage between their main kitchen and the cold prep area.

Food Share in Toronto operates with a flat rate of \$25.00/hour. With Valley Kitchen, they are using a base of \$14/hour plus storage fees.

From the survey that had been distributed to the Revelstoke Community, 3 people would use the facilities more than 20 hours per week, 6 people would use it between 16-20 hours per week and 15 people less than 15 hours per week.



As for how much the Revelstoke processors would be willing to pay per hour, the questionnaire deliberately left this open in order to not influence respondents. Answers ranged between \$10 - \$50 per hour, with one respondent thinking \$2 - \$6/hour would be reasonable. The majority of respondents however indicated that between \$20 - \$30 per hour was reasonable. Currently the hourly rate for the Community Centre kitchen is at \$25/hour.

Recommendation

Go/No Go

In reviewing all of the information analyzed for this study and taking into consideration the economic situation, it is highly recommended that this project goes forward in order to bring a shared kitchen facility to Revelstoke residents. It is believed that this project can, and will be economically viable, and also would provide the opportunity for a number of residents to either begin or to strengthen their entrepreneurial food-based business ventures.

Structure and Partnership

It is recommended that this kitchen facility be either a social enterprise owned by a not-for-profit or structured as a C3. The purpose of both structures would allow a significant amount of profits to be funnelled back into the kitchen or back into the community's focus on food security.

For the social enterprise option to materialize, it is recommended that the steering committee work on a partnership with Community Connections to operate the social enterprise under its not-for-profit umbrella. Given that Community Connections already runs the food recovery and food bank operations, along with the Local Food Initiative, there is a good understanding within this organization as to the food processors needs and requirements.

For the C3 enterprise option to materialize, it is recommended that the steering committee look at all the ways to create this new enterprise. No partnership is necessary for this option, but key members of the community, the Chamber of Commerce, the Rotary Club, could all be potential allies.

Feasibility Study Purpose

The Pines Business Development was asked to explore the viability of the development of an Incubator Kitchen program that would allow local and regional entrepreneurs to gain **low-cost access** to a commercial kitchen and **business supports**.

Low Cost Access

Contrary to the original scope of this study, it is recommended that the shared kitchen facility **not** provide low-cost access as it could be deemed an unfair business advantage by other business community members. It is recommended that the kitchen be rented at fair market rates. There is a strong enough food processor base that appears willing to pay for this service.

Business Supports

The challenges for food processors in Revelstoke have consistently been the need to simply find usable kitchen space with storage and flexible access, followed by access to market opportunities.

It is therefore recommended that the project focus on delivering the following services in priority order:

1. Enough useable kitchen facility to meet processing and storage needs.

2. Built in market & selling opportunities and/or flex space for events, educational activities or tastings. The selling opportunities should primarily focus on online marketing in order to reduce overhead costs of a retail space.
3. Some shared office space for those seeking to add that capacity later.
4. Undeveloped, but available capacity to add advisory and mentoring services in the future.
5. Provincial food hub networking.

Revelstoke is a unique situation in that there is a strong local focus for artisanal products, supporting shared spaces and to support entrepreneurs. On top of this, Revelstoke has the advantage of a strong tourism industry that would support local food entrepreneurs, through restaurants, markets, retail opportunities, or small events. At this time, it is believed that the current supports provided within the community (Community Futures, StartUp, LFI, etc.), have been sufficient enough to encourage the development of a strong food processing network.

It is recommended however, that the shared kitchen space is still built with the provincial food hub strategy in mind and continues to network and integrate with other regional food hubs in order to expand the reach of local food processors. It is also recommended that a Phase Two for this kitchen would mean ensuring that all networking opportunities are taken with other food hubs, and taking advantage of building research, product testing and development.

The shared kitchen needs to first and foremost deal with the immediate need of lack of shared kitchen facilities and then build the development and networking capabilities if required.

Operations

It is recommended that a software program is introduced that allows for online booking and access, thus reducing the amount of administration required. Further information regarding Commissary Connect's proprietary program and their bid to secure the RFP with the Ministry will need to be gathered.

All users of the kitchen facility will be required to have all necessary food safe certifications and food safe plans and are responsible for all cleaning and storage in line with Interior Health's requirements. Users will also require liability insurance. Major vent cleaning will be performed by the facility at a minimum of twice a year.

It is also recommended that the kitchen links into a centralized local food website in order to support the sales and marketing of all the users of the facility.²⁷

Facilities

Depending on the decision as to the structure of the kitchen, here are two options to house the incubator kitchen.

²⁷ Note: At the time of the report, funding has been secured for such a local food website and this will be established by July 2021.

Option 1

It is recommended that the shared kitchen be housed in the same facility as Community Connection's food-based programming (Food Bank, Food Recovery and LFI).

Location

At the time of writing, it is unknown whether or not Community Connections has secured a location for their food-based programming. The recommended requirements for the shared kitchen within the same facility would be as follows:

- 44.5% of space dedicated to the kitchen area
- 38.6% of space for dry storage
- 12.5% for cold storage
- 4.4% for freezer storage

Should Community Connections identify a building that cannot fully accommodate the needs of the shared kitchen facility, it is recommended that alternative storage or prep stations be considered, but potentially keep the main kitchen area within the building in order for kitchen to be used as effectively as possible for both Community Connection's food-based programming and the shared kitchen members.

Option 2

It is recommended that 3,000 sq. ft. be available for the shared kitchen (and storage areas) with a variety of workstation areas that will allow multiple processors to use the same area when applicable to do so. It is also recommended that there is a flexible area that can be used as a small event space/tasting room/educational area for approximately 10-12 person capacity. A potential floor plan for the facility is located in Appendix B.

Although a small retail facility would allow for users of the shared facility to market their products on a more regular basis, it is recommended that the focus for retail is done online with pick-up services at the facility. This would still allow for year-round selling opportunities for members, but also given the current pandemic concerns, would ensure a safe operation for both processors and consumers.

Location

The location that provides the most flexibility in terms of usage and flex space, would be the location beside Judy's Designs. This space is all on one floor, provides convenient access, is downtown, has the visibility required for tourists and can be built out specifically for the kitchen's needs.

Both Options

Financing

By becoming a social enterprise or a for-profit C3, the ability for this facility to access loans increases substantially for the initial build out and start-up costs. Please refer to the supplementary excel document for further financial information.

Start-up costs for the facility are estimated to be just over \$400,000. This includes equipment and all necessary HVAC system requirements. Please note that due to the various structures that this facility could take, and the various buildings it could be housed within, the start-up costs presented are the minimum amount. It is estimated that within the first year, the facility can create revenue of just over \$100,000. Please see the accompanying excel spreadsheet for a further breakdown of both start-up costs and performance forecast.

Membership

It is recommended that the facility operates with a sliding scale pricing structure between \$23 - \$27 per hour depending on usage per month. This rate would include access to a specified storage amount (freezer, cooler and dried), and additional space could be rented at a further cost.

Business Model – Financials

See Separate Excel Spreadsheet

Risk Management

Impact on existing facilities

The current food processors are using a number of different facilities currently:

- Revelstoke's Community Center kitchen
- Church kitchens
- Local restaurant kitchen
- Personal commercial kitchen
- Personal kitchens
- Private residence or rental belonging to client

As the largest commercial kitchen, the Community Centre kitchen would have the most to lose from the development of an incubator kitchen. In discussions with the director and manager of this facility, they would welcome the new facility so that they could focus on their event business.

Should the new facility start to offer programs and events, there could be an impact on the Community Centre's kitchen as they have made note that there is some interest in beginning their cooking classes up again. However, the space for the shared kitchen would be small and could not incorporate larger numbers that the Community Centre is looking at doing.

Impact from regional activities

Due to the distance between Revelstoke and other communities, there should not be any negative impacts on other regional community kitchens. In fact, Lana Fitt (Director of SAED) highlighted the need for all regional food hubs to work together to ensure best practices and marketing initiatives are supported.

Covid Restrictions

Due to the outbreak of Covid-19 many businesses have had to adjust to new WorkSafeBC requirements²⁸. In some respects, the food preparation industry already had a high number of health and safety protocols in place before the pandemic and is generally adjusting well to the increased requirements. The shared kitchen facility will need to include all safety requirements during operation.

In some respects, the general population's concerns with regards to ensuring minimal touch points of food products, may assist local food processors in the future as they can guarantee for consumers a transparent processing procedure.

²⁸ <https://www.worksafebc.com/en/resources/health-safety/checklist/covid-19-safety-plan?lang=en>

Appendices

Appendix A - Funding Opportunities

- *Rural Opportunity Fund* – staffing and programming – grant \$100,000 to \$500,000 partnership
- *Community Forward Fund* – loan
- *Investment Agriculture Foundation:*
 - For producers – cost-shared funding with Buy BC Program – 2020 October intake
 - Development of Marketing skills & plans (30% cost shared up to \$75,000)
 - Producers (50% cost shared up to \$50,000)
 - Canada - BC Agri Innovation Program – 2020 October 25%-50% cost sharing – no limits
 - Could fall under new product development and commercialization
- *Regional Innovation Ecosystems:*
 - Contacted Vancouver office of WEDC
 - Not-for-profits that support business in priority sectors
- *Canadian Experiences Fund:*
 - Supports communities to create and enhance tourism products and experiences not for profit and for profit
 - Not accepting applications at this time
 - But does do culinary tourism
- *Epicure:*
 - Grassroots initiatives focused on food security
 - \$5000 - \$25,000
- *McConnell Foundation* – Sustainable Food Systems – charities or community
- *Nutrition Link* – July 2020 – promoting food security projects to support food skill building for vulnerable BC residents - \$5000

Appendix B – Potential Kitchen Layout

