



# **The Impacts and Production Potential of a Shared-Use Kitchen**



# Question:

What is a shared-use kitchen?

## Definition:

“A shared-use kitchen is a place of business for the exclusive purpose of providing commercial space and equipment to multiple individuals or business entities to commercially prepare or handle food that will be offered for wholesale, resale, or distribution. Furthermore, a shared-use kitchen, where renters or members can rent existing infrastructure for hourly or daily time blocks, provides a convenient way for food entrepreneurs to access existing infrastructure without the high startup costs.”

# Two types of shared-use kitchen models

## Commissary Kitchens



## Incubator Kitchens



# Commissary Kitchens

- Bare bones approach
- Rent out kitchen time, equipment and storage
- Little to no business incubation services offered
- “Get in, make your stuff, and get out”
- Often great fits for caterers, food trucks, experienced business owners





# Commissary Kitchen, continued

- Sometimes referred to as “Community Kitchens”
- Community-based kitchen facilities that are often found in:
  - Community centers
  - Schools
  - Churches
- Serves the community at large and not for exclusive use of for-profit businesses



# Incubator Kitchens

- Provides “wraparound services” to clients
- Business development assistance
- Business counseling
- Access to retail markets
- Training opportunities
- All this, in addition to the production resources offered in a commissary kitchen



# Incubator Kitchens, continued

- Many are mission-driven, some profit-driven and some are both
- Often feature an interview/intake process to make sure the business is a good fit for the goals of the incubation program
- Occasionally certain entrepreneurial populations are targeted to match the goals of the program or the strengths of the facility:
  - Entrepreneurs focused on CPGs (Consumer packaged goods)
  - Entrepreneurs ready for expansion
  - Entrepreneurs with limited financial resources or social barriers
- End goal for most incubators is to grow companies under their purview that will contribute jobs and improve the local economy



# Additional Shared-Kitchen Models

## Food Hubs

- Aggregation and distribution centers for locally produced foods
- Generally offer cold and dry storage areas for produce, fruits, meat and dairy
- Sometimes features a kitchen or processing area
- Often agriculture/farmer focused

## Food Innovation Centers

- Large facilities offering a spectrum of food science/safety, education, technology and business services
- Many affiliations with universities
- Provide technical assistance such as shelf-life testing, nutritional analyses and market research

# Additional Shared-Kitchen Models, cont'd

## Accelerators

- Short-term programs designed to help business with high growth potential
- Competitive application process
- Access to industry leaders, pitch to investors
- Accelerator typically take equity stake in companies
- Chobani, Land O'Lakes

## Restaurant Incubators/Ghost Kitchens

- Restaurant spaces offered on a short-term or pop-up basis, sometimes through a competitive process
- Food-halls where vendors share common dining, prep or sales areas
- Delivery-only restaurants providing a low-cost licensed commercial space

# Brief History of ACEnet Food Ventures Center

- One of the first of its kind in the country
  - Original staff members toured kitchen incubators in the U.S before developing
  - **1992** Fundraising started to provide programming staff and project management
  - **1995** Property Purchased
  - **1996-** Food Ventures Center opens
  - **1999-** Phase 2, Warehousing expansion
- ACEnet - Started in 1985 as the **Worker-Owned Network**; became regionally focused in 1990. Original worker-owned businesses, Casa Nueva and Crumbs Bakery still in existence today.
- Initial strengths were in production, direct marketing and some restaurant wholesale markets. Limited infrastructure existed except by some innovative organic farmers for pack houses.
- Over **\$1.4 Million** in capital investments needed to make the FVC a reality

# Athens Food Ventures Center

Consists of 3 processing spaces and one storage area

- Central Processing Kitchen
  - Greatest diversity of products
- Thermal Processing Room
  - Greatest volume of products
- Dry Packaging Room
- Warehouse
  - Includes dry storage, cooler storage and freezer storage



# Central Processing Kitchen in 1996



World's Best Bagels Owner Ric Wasserman. Currently owns a successful bar & restaurant in Athens, is the ACEnet Board Chair, and Athens County Treasurer.

# Central Processing Kitchen Today





...and on a less bustling day



# What role can a shared-use kitchen provide in a food community?





# Central Kitchen Accommodates Diversity of Tenants



# Types of Operations & Licenses



- Thermal Processing/Cannery
- Bakery operations
- Foodservice
- Frozen foods
- Dry packaging
- Pasta production
- Warehousing
- Boiler license



# Bakery Licensing

Often the first “specialized” license that many shared-use kitchens acquire

- Many entrepreneurs may already be working out of their home when the contact you
- Cottage Food Law
- Licensing and infrastructure allows for greater production volume, better packaging, shipping across state lines, etc.



# Foodservice Facility Licensing

- Licensing and inspection acquired through local health department
- Regulatory oversight of production for caterers, food trucks, food festivals
- Normally a less intensive inspection process than State or Federal, but depends on the PIC.





# FDA Thermal Processing

- Licensing, registration and inspection oversight belongs to FDA
  - FDA contracts ODA inspectors to conduct inspections, review documentation and assist with label review
- All production runs require individual certified in Better Processing
- Shelf stable products must receive process analysis for pH or Aw







A commercial kitchen with stainless steel equipment. In the foreground, there's a large stainless steel sink on the left and a long stainless steel prep table on the right with a black stool. In the background, there's a commercial stove with multiple burners, a large oven, and a walk-in cooler. The kitchen is well-lit and appears clean.

Founded in 2016, One World KitchenShare has been providing commercial kitchen space to boutique food brands, food trucks, family gatherings, and special events. One World started KitchenShare to help entrepreneurs reach their dreams.



KitchenShare Program offers cooler, freezer and dry storage for rent.

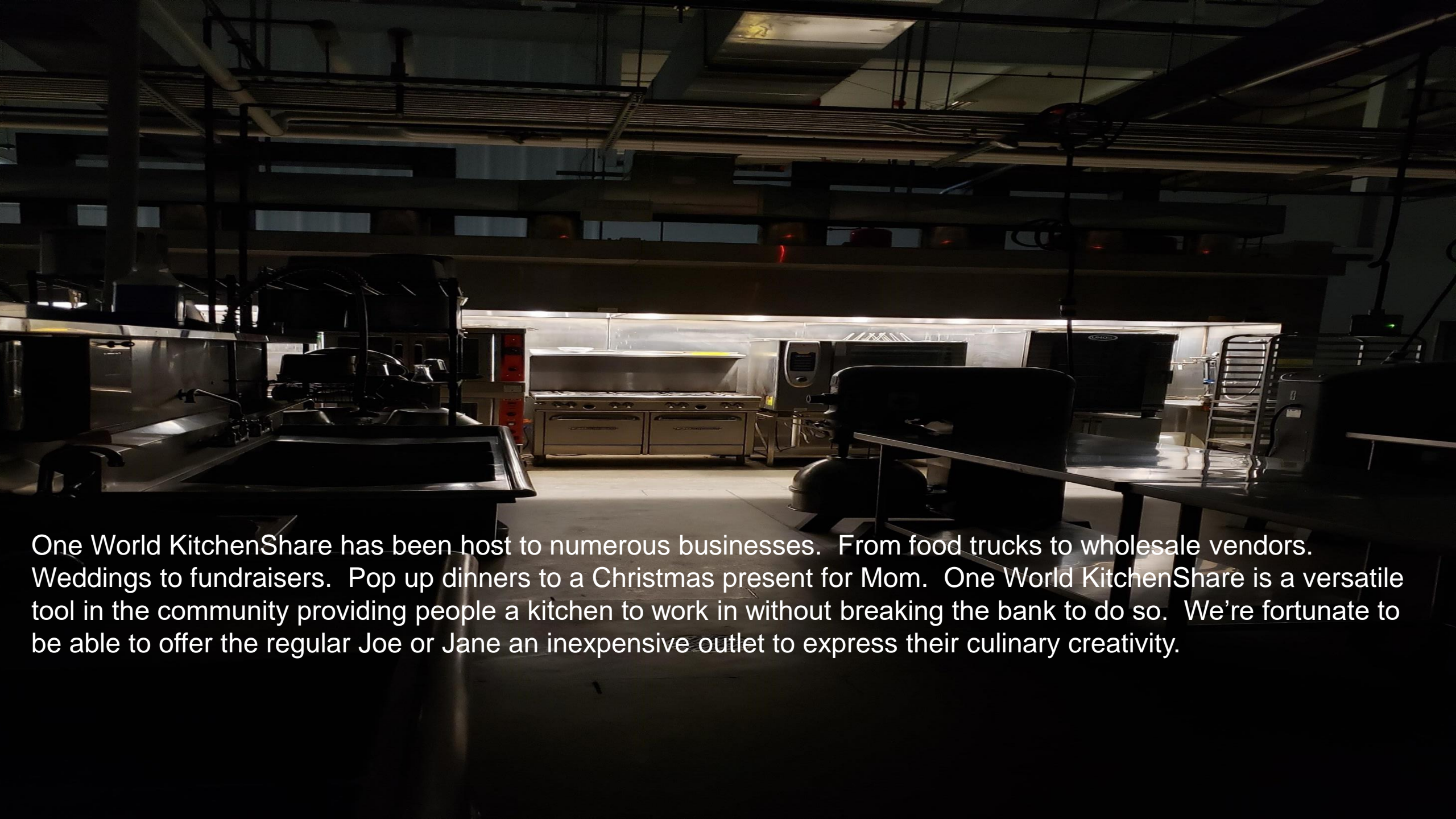




Each of our kitchens include: 17' of table space, a 60 qt. mixer, a 3 bay sink, a 2 bay sink, hand sink, access to two ranges, two convection ovens, a combi oven, and a deep fryer







One World KitchenShare has been host to numerous businesses. From food trucks to wholesale vendors. Weddings to fundraisers. Pop up dinners to a Christmas present for Mom. One World KitchenShare is a versatile tool in the community providing people a kitchen to work in without breaking the bank to do so. We're fortunate to be able to offer the regular Joe or Jane an inexpensive outlet to express their culinary creativity.



# A Farmer-to-Farmer Butchershop...Sort Of.

Nate Brownlee  
Nightfall Farm





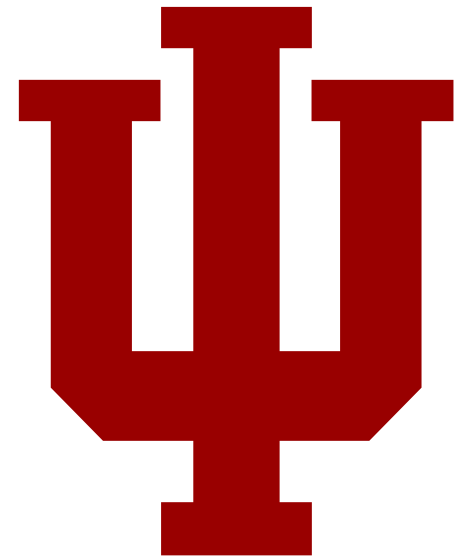


# A Survey of Livestock Farmers' Butchershop Needs





**LIVESTOCK  
FARMERS, WE  
NEED YOUR INPUT!**





# Who answered the survey:

70 Indiana meat farmers from 30 counties

45% indicated that meat sales are the majority of their farm income

Average annual gross sales from respondents = \$68,000

68% of respondents sell direct to consumer

8% sell to wholesale buyers

The majority of these farmers (68%) make quality claims:

- No-antibiotics (21%)
- Pastured (20%)
- Grass-fed (14%)
- Grain-finished (10%)
- Grass-finished (9%)

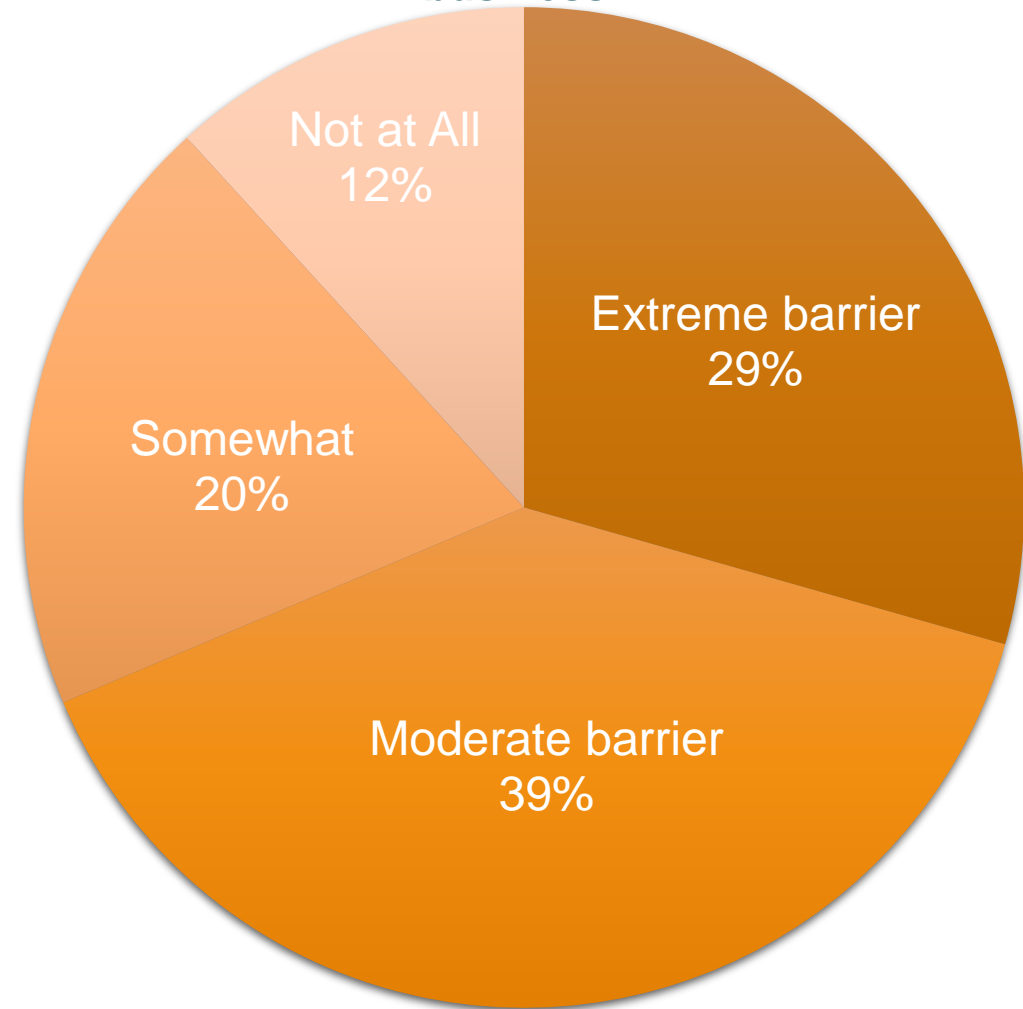






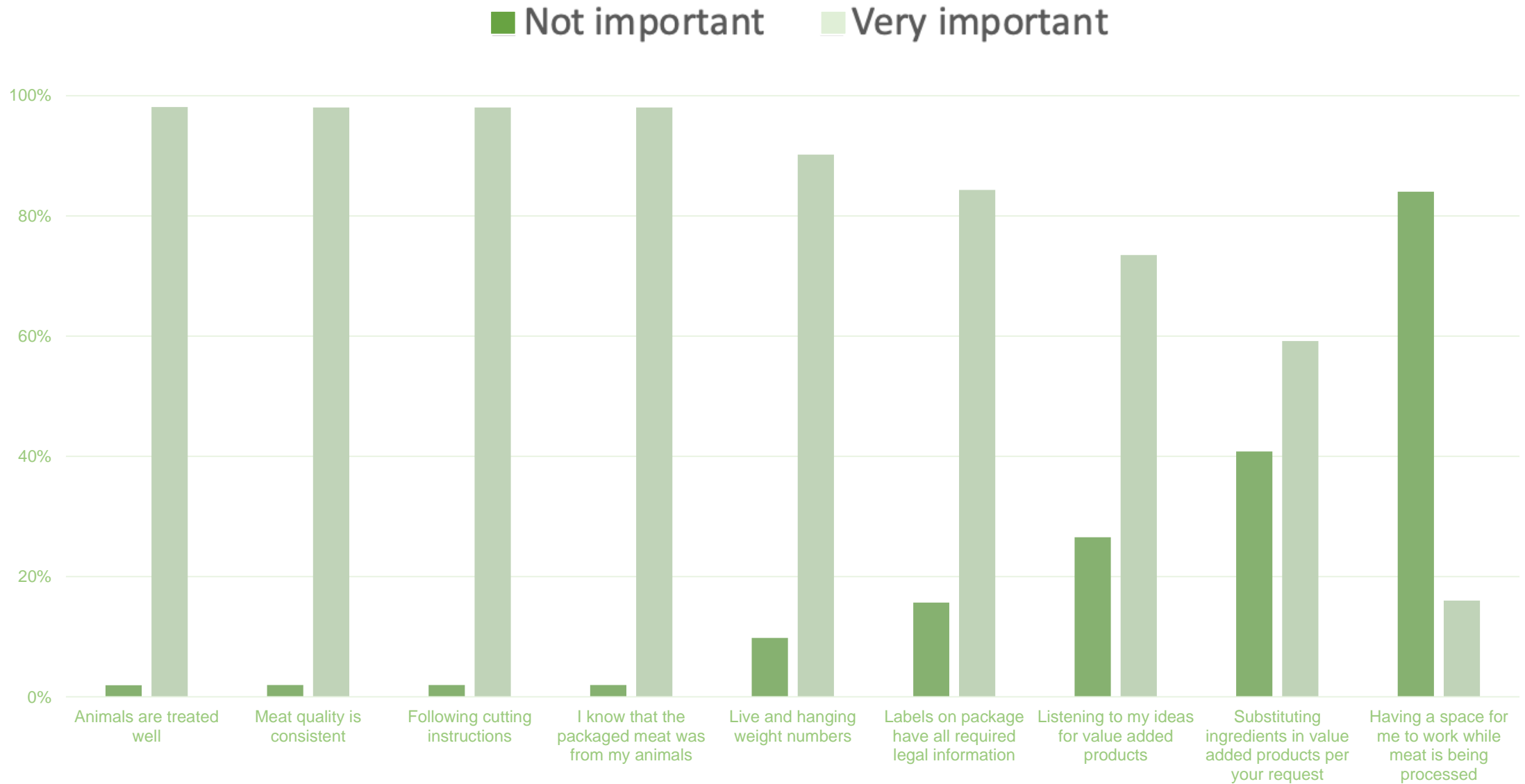
# Most (88%) cite their processing as barrier to expanding.

How much is your processing situation a barrier to you expanding your farm business?





# Importance of trust factors between farmer and processor



# Reasons that contributed to decision to find a new processor (ranked by importance)

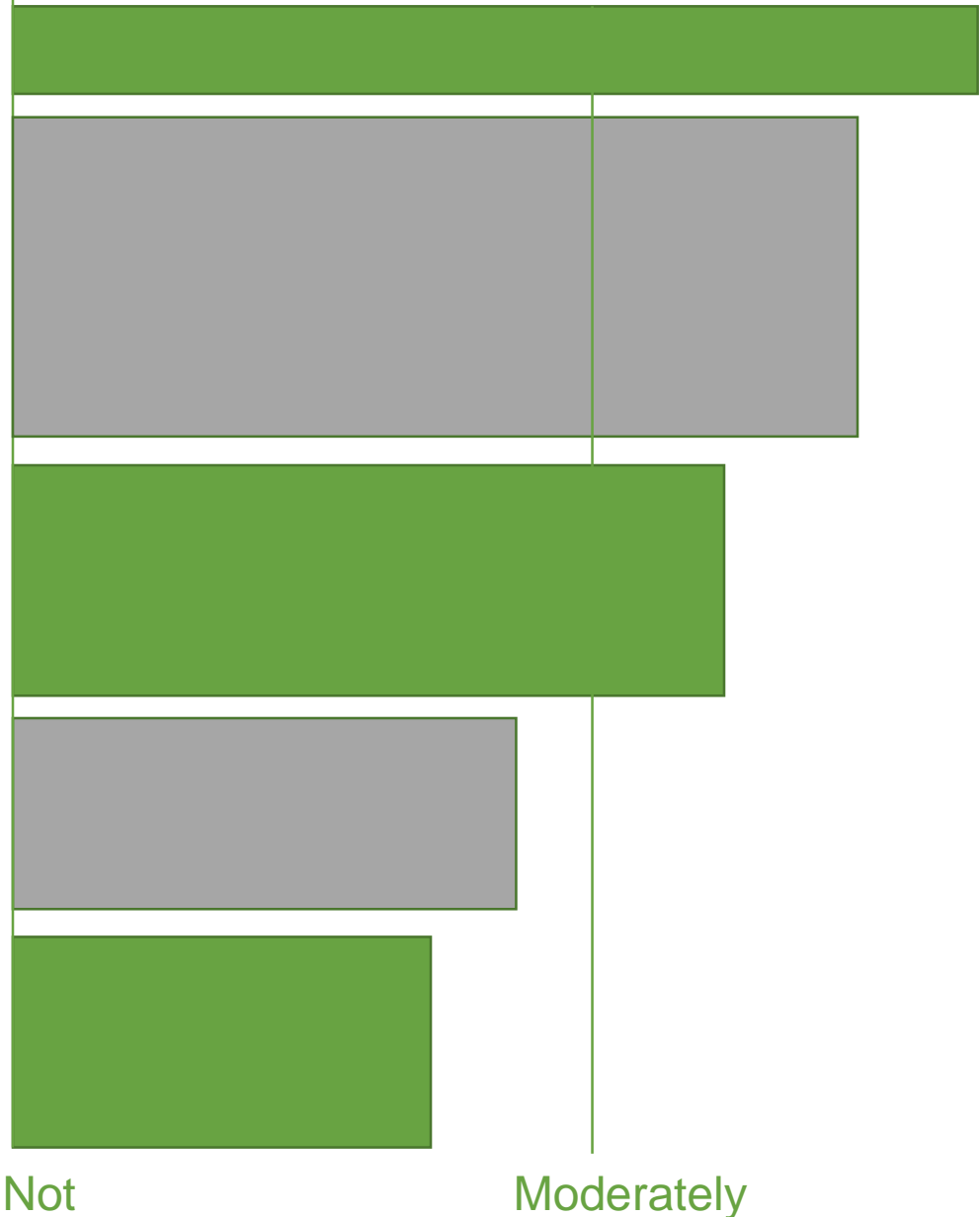
Processor was unable to effectively schedule.

Some of our meat wasn't returned.  
I wasn't sure it was my meat.  
Slaughter was not to my standards.  
Communication about cutting was unsatisfactory.  
Poor customer service.

Meat was poorly packaged.  
Needed different type of inspection.  
Lack of timely and clear communication.  
Processor would not accommodate our requests.

Lacked Value-Added offerings.  
Did not offer ingredients we needed.  
Failed to include labelling required for sale.

Found a processor that was less costly.  
Difficult animal/trailer unloading.  
Found processor closer to our farm.



Very



# Resources and Lessons Learned



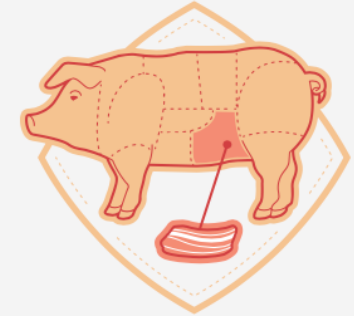
# Resources for Farmers

- Survey results to guide planning
- Handout to guide planning and conversation

## STARTING A FARMER-TO-FARMER BUTCHER SHOP

### KEY RESOURCES FOR LIVESTOCK FARMERS

In 2017, our two livestock farms partnered with a chef. Together, we set out to open a butcher shop that would work for us. We sell meat locally in southern Indiana. After several years of frustration at area butchers, we decided to see if we could solve our own problem. Right now, we have a USDA SARE Farmer-Rancher Grant to test the feasibility of opening a butcher shop that's for farmers, by farmers. If you're on a similar path, we made this guide for you. Details are on the back about accessing the open source floor plans, financial assessments, and more we mention here.



## ASKING THE TOUGH QUESTIONS

Before digging into planning, we recommend working through some tough questions. Gather any collaborators, including your family, to ask:

### Your Goals & Quality of Life

- Why do you want to open a processing facility?
- Will opening a processing facility improve your quality of life? How?
- What problems or stressors will this facility solve? Will it create others?
- What would success look like?

### Time, Money, & Resources

- How much time and money do you have to put towards this project?
- Have you tried all of the existing processors near you?
- Are there any allies in your area that might want to collaborate on a processing facility?

- How do you want to spend your time? Are you comfortable with slaughter? Do you enjoy butchering? Do you want to spend hours inside, in a cooled room, butchering?
- Do you want to add another enterprise to your business or start a new business?
- Does your state or farming association have grants or loans that you could utilize?
- Have you talked with other livestock farmers or meat customers to assess demand?

### Scale and Inspection

- What scale do you imagine for your facility: slaughter and cut/wrap? Only butchering? Only value-added? Other?
- What level of inspection does your idea require: custom-exempt? State-inspected? USDA-inspected? Other?
- What will be your niche: ethical treatment? Customer service? Value-added products? Something else?
- Which animals are you planning to process? How does that impact the facility plan (example: slaughtering cattle requires at least 20' tall ceilings and a high rail system)?

# Resources for Farmers

- Survey results to guide planning
- Handout to guide planning and conversation
- Website with links to outside resources
- Economic analysis and cash flow

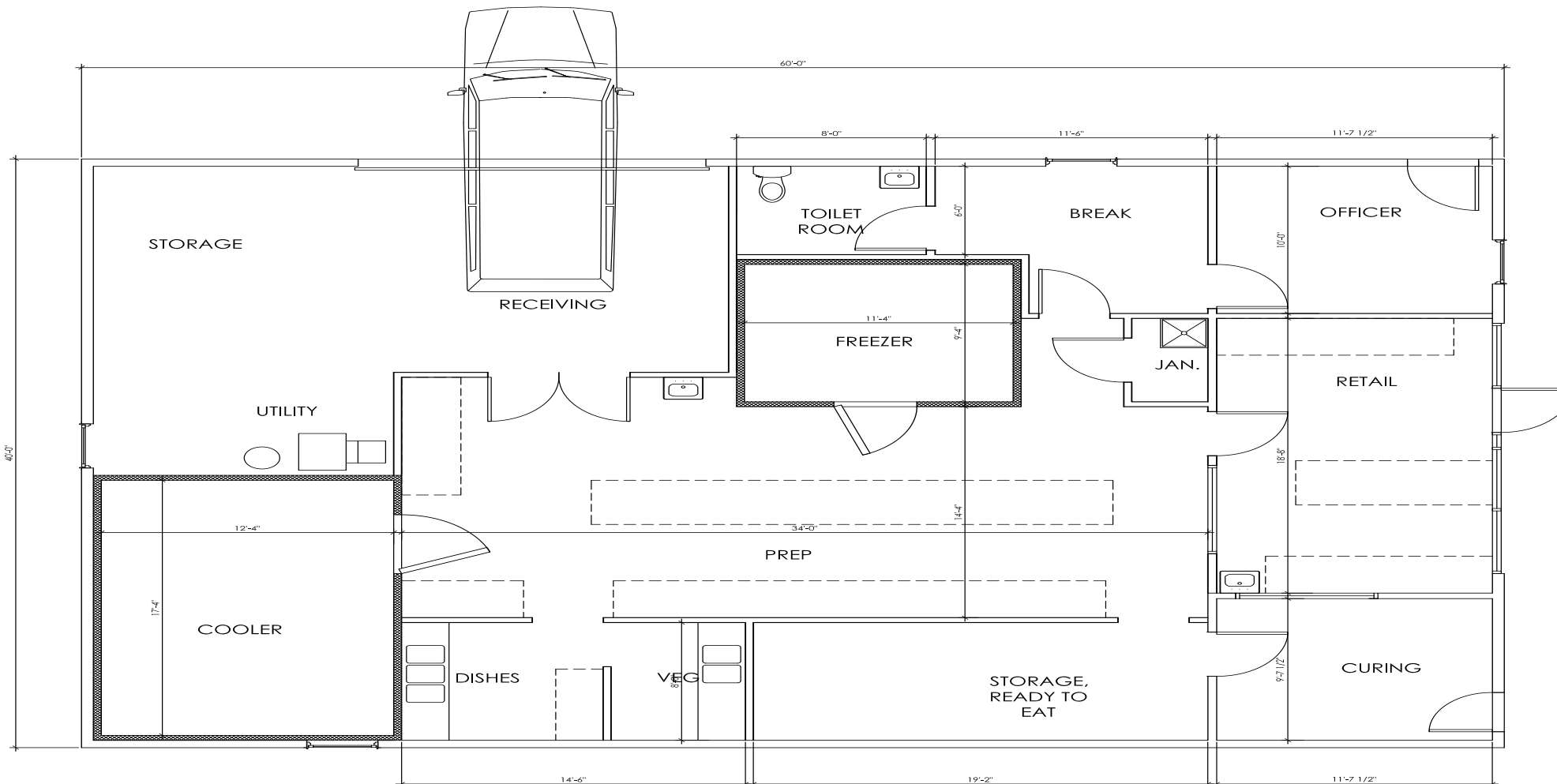


# Resources for Farmers

- Survey results to guide planning
- Handout to guide planning and conversation
- Website with links to outside resources
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- Floor plan







1

## PRELIM FLOOR PLAN ALT 1

SCALE: 1/4" = 1'

ISSUED FOR	DATE
REVISIONS	DATE
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# Nightfall Farm

[www.nightfallfarm.com/processing](http://www.nightfallfarm.com/processing)  
[nightfallfarm@gmail.com](mailto:nightfallfarm@gmail.com)

# Thermal Processing Room, c. 2015





# Thermal Processing Room Today





# ACEnet has supported farmers to develop shelf stable products using the Food Ventures Center





# Equipment + Processing Spaces

## Central Kitchen + Packaging Room Equipment

- 5 Stainless Steel Tables
- 1 Poly-top Table
- 3 Wooden Pastry Tables
- 12 Burner stovetop w/conventional oven
- 2 Deli Slicers
- 3 Manual Can Openers
- Blast Chiller
- 12 Convection Ovens
- Commercial Grill
- 2 Dish Pits containing 3 bay sinks
- 80 Quart Mixer (M 802)
- 60 Quart Mixer (Univex)
- 20 Quart Mixer (Hobart D300)
- 10 Quart Mixer (A-200f7)
- 2 Scales up to 30 lb (Pinn Cm)
- Vacuum Sealer
- Heat Sealer
- Bread Slicer
- Pasta Drying Room
- Cool Down Room (6' x 10')

## Thermal Processing Room Equipment

- 3 Bay Sink
- 3 Stainless Steel Tables
- Automated 20 PS Boiler and Condensate Return System
- 4 Steam Jacketed Kettles Totaling 350 Gallons
- Vertical Chopper Mixer
- Buffalo Chopper (84186 Hobart)
- Electric Tilt Skillet (TS-106)
- Automatic Can Opener (Edlund 610)
- Twin Head Simplex Volumetric Piston Filler
- Automatic Capping System
- Fully Integrated Pump System (Transfer and Immersion)

## Warehouse Equipment

- Walk-in Coolers
- Walk-in Freezers
- Warehouse Storage Cages
- Distribution Space
- Pallet Jacks
- Drive-up Loading Docks



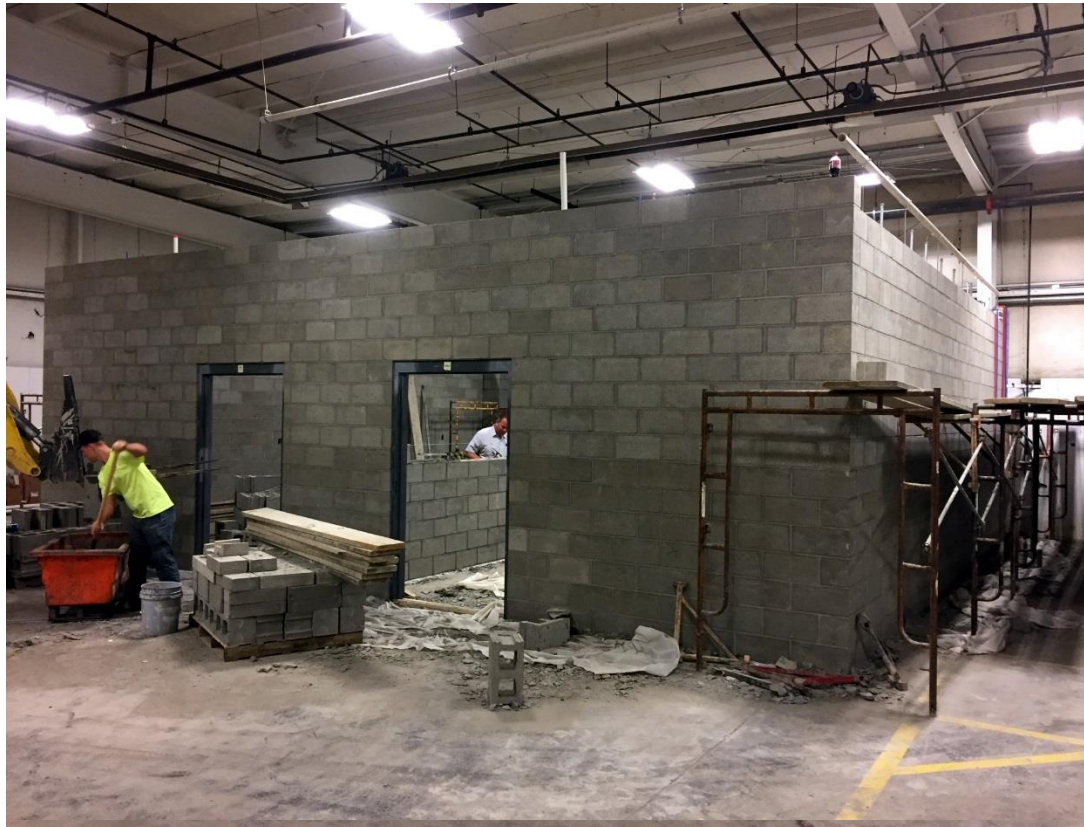


# A Need Existed

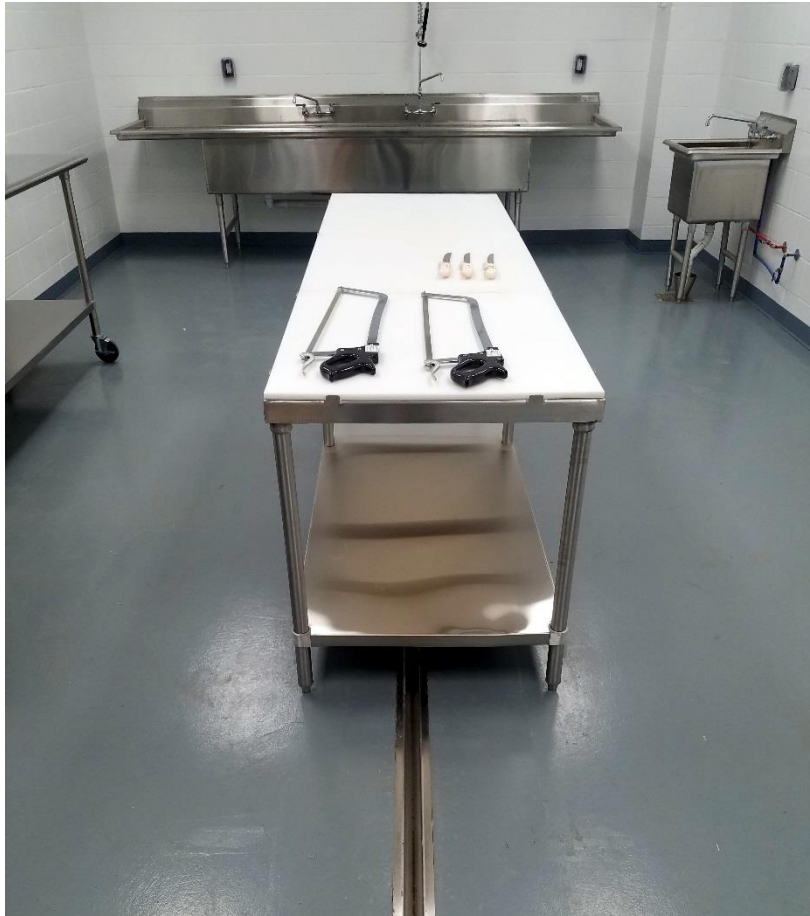
- Only two existing meat processors in our region
- Those places only do things “their way”
- How can ACEnet provide value and help fill this need?



# Construction Begins



# Equipment Acquisition





# Food & Farm Enterprise Center



**QUESTION: What can Akron Foodworks do for me and my business?**

**ANSWER: PLENTY**

Namely, eliminate barriers to entry for...

- Purchasing equipment
- Facility construction
- Regulatory red-tape
- Access to markets

# What We Need from You

- Fill out surveys
- Spread the word
- Go beyond the survey!
- Connect with the area ODA representative





# *Questions & Discussion*

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