



NEW VENTURE ADVISORS LLC®

You make change happen. We help it flourish.®

County of Hawai'i

Statement of Qualifications

NEW VENTURE ADVISORS LLC

August 14, 2025

Submitted to:

Mr. Benson Medina
Director of Research & Development
County of Hawai'i
25 Aupuni Street, Suite 1301
Hilo, Hawai'i 96720
email: chresdev@hawaiiicounty.gov
phone: (808) 961-8366

Category of professional service:

RD.1) Community Planning (Community and Economic Development, Community Engagement, Culture and Indigenous Data Science, Strategic Planning, Sustainability Systems)

Name of firm, contact information including email address, principal place of business.

New Venture Advisors LLC
2550 N. Lakeview Ave Unit N1404
Chicago, IL 60614
Kathy Nyquist, Founder and Principal
knyquist@newventureadvisors.net
(773) 245-3570

Age of firm and its average number of employees over the past five years.

New Venture Advisors (NVA) was established in 2010 as an Illinois Limited Liability Company. The company has an average number of twenty two (22) consultants over the past five years.

Education, training, and qualifications of key employees.

Kathy Nyquist, Founder and Principal

In 2009, Kathy founded New Venture Advisors to bring entrepreneurial momentum to the emerging sustainable food industry. Her work has led to numerous assessments, business launches, speaking engagements and publications focused on the rebuilding of local food systems. Kathy has served as a board member and advisor to many organizations including the Good Food Accelerator which offers training and mentorship to emerging food entrepreneurs; Garfield Produce, a hydroponic farm producing microgreens and herbs and providing jobs for those affected by poverty in Chicago's East Garfield Park neighborhood; and the Food Hub Management Program, a certificate program offered by the University of Vermont. Kathy has over 20 years of marketing and strategic leadership experience with Fortune 100 companies. She served on the leadership team for a \$5 billion product portfolio at Kraft Foods. She previously managed accounts at Leo Burnett and Young & Rubicam, then the nation's largest advertising agencies, developing national campaigns for clients such as Coca-Cola, Keebler, Frito-Lay and Miller Brewing.

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

Andrea Carbine, Sr. Director

Andrea J. Carbine is an entrepreneur, chef, and consultant working in food for over twenty years. She has led teams and organizations of all scales in both the non-profit and for-profit food space. For her work, she was recognized with two James Beard nominations, a Local Hero award (Edible Magazine), and a Women of Excellence Award for Entrepreneurship. During her culinary career, she launched, operated, scaled, and sold her own entrepreneurial ventures, including multiple restaurants and a branded CPG product.

For over 15 years as an East Coast chef and consultant, she was recognized for her active role in supporting and facilitating the local food economy and farm-to-table restaurant movements. She assumed a leadership role in developing local crop buying programs and distribution networks and provided funding and support to local value chain development amongst regional producers, fisheries, and ranchers.

In 2017, she supported the development and launch of one of the first national brands of shared kitchen and incubation facilities for entrepreneurs. That work provided hands-on experience in designing and developing a multimillion-dollar venture.

Today, **she oversees food system planning and food enterprise development projects** at New Venture Advisors, drawing on deep experience in the operation and management of shared kitchens, incubation and acceleration programs, restaurant and hospitality ventures, and supply chain resources in communities across the country. These experiences make Andrea an exceptional strategist and consultant to food companies. She currently resides in the Midwest with her family.

Andrea holds a Grand Diploma of Culinary Arts from The International Culinary Center and a BA in Psychology from University of Washington.

Kara Martin, Sr. Project Manager

Kara leads food system planning projects for New Venture Advisors as a **Food Policy & Planning Specialist**. For over two decades, Kara has been dedicated to advancing equitable community food systems across the Greater Seattle region. With a background in food system planning and nonprofit management, her work has focused on food system assessments, planning and policy development, program development, and partnerships convening.

Before joining New Venture Advisors, Kara was the Executive Director at City Fruit, a Seattle-based food security organization. For seven years she led the development of

the Food Innovation Network, a community-centered initiative in South King County with a food business incubator and farmers market, aimed at providing business opportunity and financial stability for immigrant and refugee entrepreneurs and farmers. Kara previously ran a consulting firm where she collaborated with local governments and nonprofits on community food system projects to enhance food access and economic opportunity.

Kara has served on the American Planning Association's Food Division executive committee, the Seattle Planning Commission, and the Washington State Food System Roundtable. She is an Affiliate Instructor at the University of Washington's Department of Urban Design and Planning, where she co-teaches a Food Systems course.

Kara holds a Masters of Urban Planning, Land Use and Food Systems from the University of Washington, and a B.A. in Sociology from the University of Colorado.

Kamanani (Nani) Conklin, Food Policy Specialist

Nani hails from the islands of O'ahu and Maui, where she grew up rooted in the concept of mālama 'āina — caring for the lands, waters, and communities that nurture us. Nani aims to translate community priorities into evidence-based policies and programs that shift the food environment in support of public health and social equity.

Nani brings extensive experience with **food and nutrition policy and food system planning**. She researched the approach to food systems change in 25 state food system plans and helped to develop a toolkit for planners and policymakers. She is now managing the first-ever food system policy plan for Hawai'i as part of Transforming Hawai'i's Food System Together, an initiative that centers Indigenous knowledge in pursuit of a more sustainable, equitable, and resilient food system for Hawai'i. She is also leading the development of a stakeholder-driven farm to food bank and gleaning sustainability plan for Hawai'i.

In addition to her work with New Venture Advisors, Nani is a Community Health Fellow with the American Public Health Association and Kaiser Permanente Institute for Health Policy, where she researches the health equity implications of policies related to issues like climate change, technology, and food security.

Nani received her MPH at the University of California at Berkeley where she was a fellow with the UC Global Food Initiative and received the Dean's Diversity Award. She received a dual B.A. in Sociology and Philosophy from Williams College. She currently lives with three generations of her family in Kula, Maui, where they cultivate native crops like kalo (taro) and 'uala (sweet potato) and support restoration of their local watershed.

Chelsea Hanson, Health Equity and Innovation Strategy Specialist

Chelsea is passionate about working at the intersection of business and impact, particularly where she can advance racial equity and social justice in our health care and food systems. She is innovative and change-oriented, having launched, grown, and sold successful start-up ventures, as well as initiatives within large organizations.

She was the founding Director of Equity & Innovation at the American Medical Association, where she launched the In Full Health initiative to advance equitable health innovation. Chelsea also served as AMA's Director of Strategy & Partnerships focused on tracking emerging trends in health care and collaborating with external partners to accelerate innovation and impact.

Previously, Chelsea launched a for-profit social venture that sold healthy prepared meals to low-income families through community distribution networks. She then held sales leadership and strategic operations roles at two high-growth health and wellness start-ups. Chelsea began her career as a consultant at Accenture, where she led change management, organization design, and communication strategy efforts in the consumer products, financial services, and technology industries.

Chelsea has been a close associate and contributor to the food system development work at New Venture Advisors almost since its inception. Today she brings a highly valuable mix of experience and skills to the **Food as Medicine projects** she leads. She holds a B.S. from the University of Connecticut and an MBA from the Kellogg School of Management at Northwestern University.

Names of up to (5) five clients who may be contacted, including at least two for whom services were rendered during the preceding year.

The Food Basket, Inc.

40 Holomua St., Hilo, HI 96720

Kristin Frost Albrecht, Executive Director

(808) 430-2554

Project: The Food Basket Agricultural Innovation Park

Dates of Service: 2021-2025

Description: The Food Basket and New Venture Advisors began working together in August 2021 to develop a community food center, later called an agricultural innovation park, that would expand The Food Basket's ability to serve the increasing needs of residents in Hawai'i County. New Venture Advisors developed an operating model, financial model, building program, and preliminary diagrams of the food center.

Maui County Department of Agriculture with Hawai'i Institute of Public Health

Lauren Nelson, Food Access Coordinator (Maui County)

(808) 270-8287

Project: Maui County Food and Nutrition Security Plan

Dates of Service: 2024-2025

Description: New Venture Advisors assisted in completing the Maui County Food and Nutrition Security Plan by analyzing challenges and opportunities identified in the recently completed food system needs assessment and community talk story sessions, and translating community priorities into actionable policy recommendations. These recommendations were workshopped with local communities and policymakers to ensure the final Food and Nutrition Security Plan reflects Maui County's needs.

Whatcom Community Foundation

1500 Cornwall Ave Ste 202, Bellingham, WA 98225

Alexandrea Spaulding, Director of Special Projects

(360) 685-9282

Project: The Millworks

Dates of Service: 2018 to present

Description: New Venture Advisors is assisting a community foundation in redeveloping a vacant waterfront property into a local food campus that aims to catalyze the food system into a thriving, dynamic food landscape and foster economic development and wealth creation for families in the community. Work includes operating model development, business planning, facility design, partnership development, and ongoing implementation advisory services.

Northwest Indiana Food Council

PO Box 530, Crown Point, IN 46308

Virginia Pleasant, Co-Executive Director

(317) 250-1005

Project: Northwest Indiana Community Food Access Plan

Dates of Service: 2023-present

Description: New Venture Advisors completed a Food System Assessment of the current food system in Northwest Indiana and will use the findings to inform a Community Food Access Plan with specific policy and program recommendations for the 7-county region.

Can-Do Kalamazoo

519 S Park St Suite 2, Kalamazoo, MI 49007

Lucy Dilley, Founder & Executive Director

(269) 492-0261

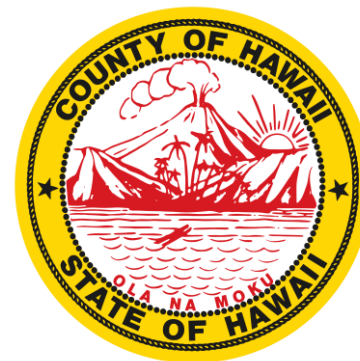
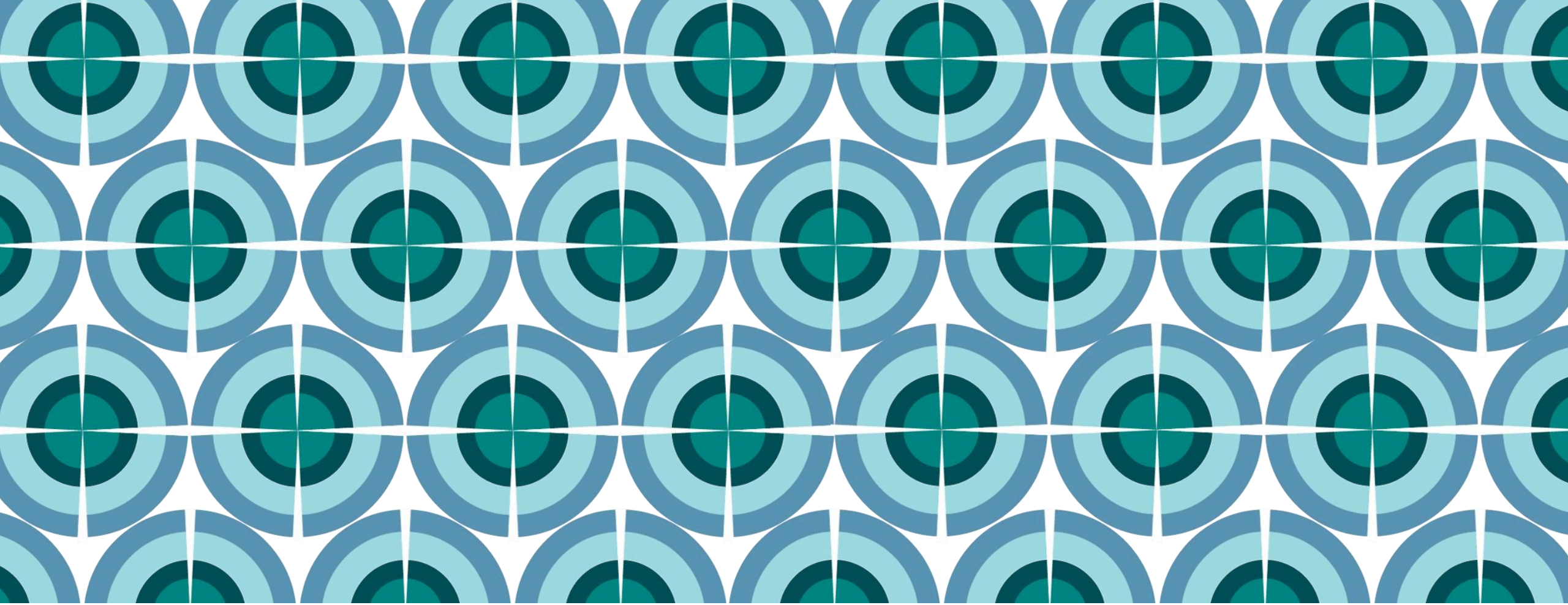
Project: Can-Do Kalamazoo Kitchen Expansion and Microlending Program

Dates of Service: 2019-2020

Description: Can-Do Kalamazoo is a nonprofit kitchen incubator devoted to removing barriers to food business ownership through experiential education and access to commercial kitchen facilities and other resources. The organization was embarking on an ambitious expansion, potentially tripling its footprint to serve a growing number of current and aspiring food business owners in the Kalamazoo area. New Venture Advisors advised the founder on the relocation strategy, developed the facility plan and created a microlending program that helped the organization plan for programmatic growth to meet the needs of entrepreneurs while remaining sustainable as a business.

Any promotional or descriptive literature which the individual or firm desires to submit.

See the attached file About New Venture Advisors.



About New Venture Advisors

August 2025

INTRODUCTION



New Venture Advisors is a certified woman-owned small business (WBE, WOSB) based in Chicago with a team of 24 consultants in 17 states.

Kathy Nyquist, Founder and Principal
(773) 245-3570

knyquist@newventureadvisors.net

New Venture Advisors LLC

2550 N. Lakeview Ave. #N1404

Chicago, IL 60614

<https://newventureadvisors.net/>



New Venture Advisors LLC (NVA) is a strategy consulting firm specializing in food system assessment, planning, and enterprise development. Since our founding in 2010, we have helped hundreds of clients develop their food systems in rural towns, cities, and regions across the U.S.

Our clients are community-based organizations, NGOs, municipal planners, investors and entrepreneurs. Their common thread is a shared goal of creating a more connected food system within their communities that create opportunities for all. They seek greater access to markets and technical assistance for their local farmers and producers. And they envision more nutritious and sustainably sourced food in their local institutions, restaurants and markets.

Our expertise spans the entire food ecosystem—from supply chains and infrastructure to rural economic development, municipal planning, and policy analysis. We have helped our clients develop aggregation and distribution facilities, food processing centers, shared kitchens, food business incubators, food halls, retail grocery stores, community centers, culinary training programs, and food as medicine programs, to name just a few of the hundreds of types of projects we have led.

We believe in the power of community-based planning to ensure each project is developed around the local culture and capacity. Our collaborative methodology engages diverse voices from relevant sectors and across all organization types, community groups, and industry stakeholders to develop practical, actionable recommendations that can address the community's unique challenges.

OUR SERVICES AND EXPERTISE

We help our clients set the strategic and policy foundations for food system development, design infrastructure and programming solutions that are equitable and sustainable, and raise funds to realize their vision.

3 Teams	Food System Planning	Food Enterprise Planning	Funding Development
Purpose	To help our clients assess the issues and opportunities in their food system and create strategic action plans with programs and policies that have a positive impact in the community	To help our clients evaluate, design and implement feasible solutions that accomplish their goals for their food system or food business, and maximize their impact and investments	To help our clients secure financial support to carry out their work
Core Services	▪ Food System Assessment ▪ Food System Plan ▪ Food Access Plan ▪ Action Plan Implementation Coaching	▪ Feasibility Study ▪ Business Plan ▪ Conceptual Design ▪ Implementation Advisory	▪ Funding Development Plan ▪ Grant Writing & Review ▪ Grant Production Management
Expertise	○ Food system landscape analysis ○ Food policy and planning ○ Food policy council development ○ Food as medicine policy and programming	○ Grocery / mobile markets ○ Food hubs / campus ○ Community kitchens ○ Public market / food hall ○ Food as medicine infrastructure ○ Food & livestock processing	○ USDA grants ○ EDA grants ○ Other federal and state food system planning grants

OUR APPROACH TO FACILITY DEVELOPMENT

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

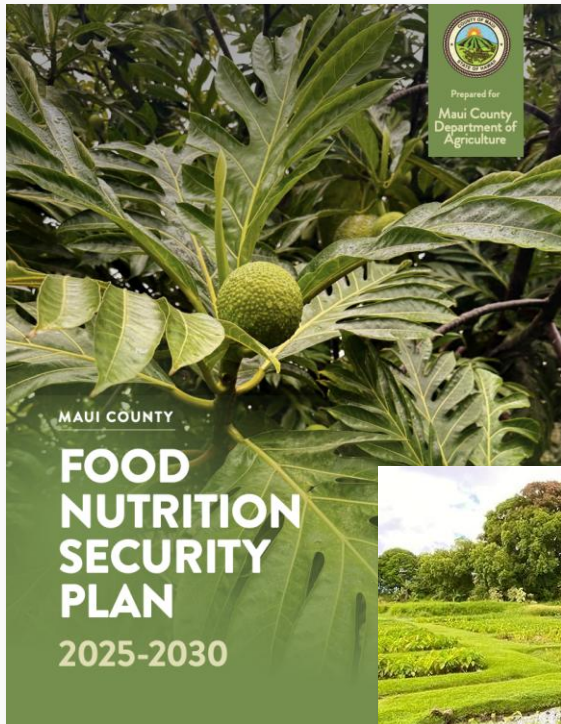
Feasibility Assessment		Pre-Development Planning			Implementation
Operating Model Development	Facility Design & Financial Analysis	Site & Operator Search	Conceptual Design	Business Plan	Next Steps
•Market analysis and landscape assessment •Operating model development: components, programming, etc. •Stakeholder input meetings and site visit •Operating model refinement •Preliminary feasibility	•Facility layout & design •Financial analysis •Recommendations, risks and impacts •Go/no-go decision •Feasibility study finalization •Development milestones and roadmap	•RFI for site, owner / operator, anchor tenants •Candidate screening, interviews and tours •MOUs with selected applicants	•Updated operating model, building program •Visualizations of facility, site plan •Estimated construction costs, financing strategy	•Comprehensive business plan: facility, operations, staffing, marketing plans •Pro forma financial projections through breakeven •Implementation milestones and roadmap	•Design development •Fundraising •Anchor tenant lease agreements •Construction •Launch

OUR PROCESS FOR FOOD SYSTEM PLANNING

Our methodology for food system planning moves through phases to establish baseline data, gain stakeholder feedback, collaborate with clients and local partners to co-create a plan, identify/secure funding, and provide implementation technical support. The specific scope of a project varies based on the needs of our clients. For some, we focus on a single step or combination of deliverables in this process.

Food System Assessment		Food System Planning			Implementation
Landscape Assessment	Community-led Assessment	Process	Engagement	Food System Plan	Action Plan
•Set geography, stakeholder groups, sectors for study •Literature review •Key informant interviews •Preliminary policy and program scan •Secondary research and data analysis •Identify assets and gaps through an equity lens •Prioritize areas for primary research	•Engage trusted local partners to lead outreach •Identify holistic stakeholder list •Create participatory research plan and develop data collection tools •Conduct surveys, interviews and roundtables •Integrate input with landscape data •Refine through an equity lens •Create final report	•Recruit additional local partners as needed •Co-create planning process based on assessment •Equip local partners to lead engagement •Identify key stakeholder groups •Develop research instruments and data collection tools •Facilitate planning process	•Support local partners in conducting surveys, interviews and roundtables •Facilitate input and advisory process with stakeholders (e.g., food policy councils) •Provide training, agendas, note-taking guides •Compile and evaluate feedback •Expand engagement as necessary to ensure equitable representation	•Analyze all data and input gathered •Pull key themes •Create plan goals and objectives; prioritize through community input •Draft plan with assessment findings and action plans; gain community input •Finalize and present plan to elected officials for adoption	•Support hiring staff, forming councils and committees, creating networks, etc. to carry out the action plan •Advise them in accomplishing action items •Develop funding sources •Provide technical assistance through implementation

MAUI COUNTY FOOD & NUTRITION SECURITY PLAN



MAUI, HI



Hawai'i Public Health Institute and the Maui Nui Food Alliance supported the Maui County Department of Agriculture to create a Maui County Food and Nutrition Security Plan.

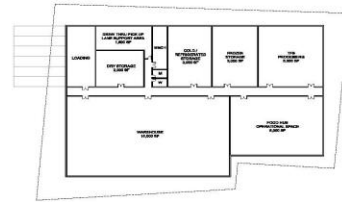
This Plan will guide Maui County's efforts to improve nutrition security, climate resilience, disaster preparedness, and opportunities for local food producers, with targets identified over the next 5 years, and identifies government agencies and community partners who will implement each strategy.

New Venture Advisors assisted in completing the Plan by analyzing challenges and opportunities identified in the recently completed food system needs assessment and community talk story sessions, translating community priorities into actionable policy recommendations.

These recommendations were workshopped with local communities and policymakers to ensure the final Food and Nutrition Security Plan reflects Maui County's needs.

[Download plan here.](#)

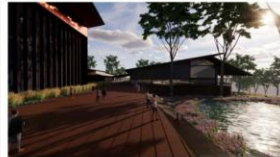
THE FOOD BASKET AGRICULTURAL INNOVATION PARK



HAWAII'I ISLAND COMMUNITY FOOD CENTER & FOOD BANK 43,400 SF



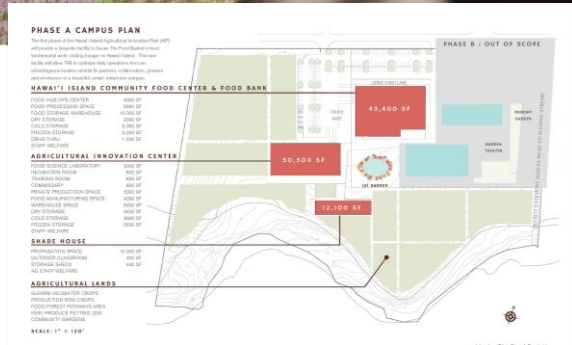
HILO, HI



EVENING ON CAMPUS



CANOE SAIL AT BIOSWALE POOL



The Food Basket (TFB) is Hawai'i Island's food bank. Demand for its services is beyond the capacity of its Hilo facility. As TFB considered expansion to meet the increased food needs for Hawai'i Island residents, a vision emerged for food campus with the potential to dramatically improve food access, increase resilience and disaster preparedness, and provide food security for Hawai'i Island. New Venture Advisors is helping TFB design this new facility with added features that will offer new programs and services to the community.

The first phase will provide a state-of-the-art facility for TFB to provide services for low-income and ethnic minority populations across the island's 4,000 square miles. This facility will allow TFB to expand their ongoing efforts to promote the purchase and consumption of locally grown foods from a collaborative campus which brings together key partners, resources and functions in the Hawai'i island food hui (network).

TFB's Agricultural Innovation Park will include **agricultural land, a shade house, ag innovation center and food lab, farmer's market pavilion, and community center**. These features are designed to benefit farmers, growers, and value-add processors across Hawai'i Island by providing shared production facilities, mechanisms for networking, collaboration and partnership, and on-site access to technical support and farmer training.

THE MILLWORKS: LOCAL FOOD CAMPUS



BELLINGHAM, WA



New Venture Advisors is assisting a community foundation in redeveloping a vacant waterfront property into a **multi-tenant site anchored by an affordable housing development with a food campus** that will support small food business owners and combine production for three hunger-relief organizations in one central kitchen. The project aims to catalyze the food system into a thriving, dynamic food landscape and foster economic development and wealth creation for families in the community.

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

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

Read more about The Millworks project [here](#).

CAN-DO KALAMAZOO



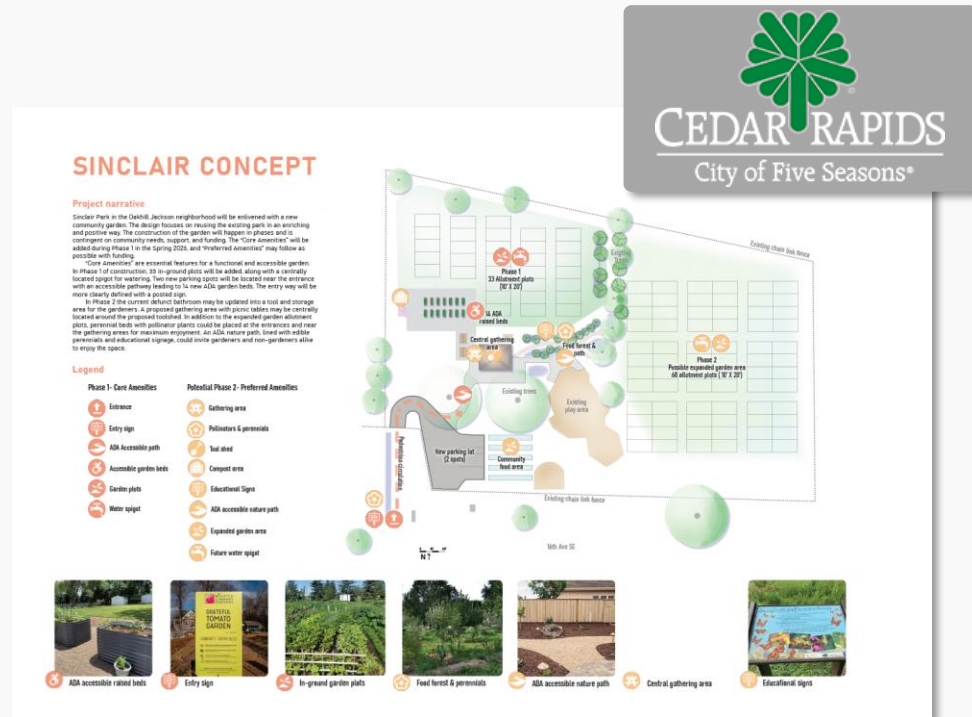
KALAMAZOO, MI



Can-Do Kalamazoo (formerly known as Can-Do Kitchen) is a **nonprofit kitchen incubator** devoted to removing barriers to food business ownership through experiential education and access to commercial kitchen facilities and other resources. The shared kitchen opened in 2008 to serve primarily women, people of color, people living in poverty, English language learners and immigrant entrepreneurs to provide them with opportunities that give them greater agency over their lives.

The organization was embarking on a needed and ambitious expansion, potentially tripling its footprint to serve a growing number of current and aspiring food business owners in the Kalamazoo area. They must grow at a sustainable pace so that the kitchen continues to be the vital resource its members rely on for their livelihood and responds to the needs of the next generation of food business owners.

New Venture Advisors advised Can-Do Kitchen on its relocation strategy, developed the facility plan and created a **microlending program** that will help the organization plan for programmatic growth in ways that meet the needs of entrepreneurs and at the same time is a smart business move for the organization.



CEDAR RAPIDS, IA

The City of Cedar Rapids is undertaking an exciting community-driven planning process to create a vibrant network of community gardens in City parks. This comes in response to interest voiced by the community in expanding healthy food access efforts as the #1 community priority to support climate action locally. Leading by example, the City is committed to expanding community gardens to more City parks with a focus on walkability and access for residents who are under-resourced and under-represented.

The process led by New Venture Advisors evaluated the suitability of City parks using a rubric based on best practices from similar city programs, and community surveys and events to select the parks for development. Community residents provided specific input on the features and amenities they desire for gardens in their neighborhood. The **Cedar Rapids Community Garden Expansion Plan** includes site maps for 8 new gardens, a “Garden Tool Kit” detailing the amenities package, and a management plan including an operating workbook for the City covering recruiting, staffing, partnerships and resources, and how these will be applied and adapted as the program rolls out and matures. The plan was completed in early 2023 and can be viewed on our [website](#).

IRC MAKE PROJECTS

MERGING AGRICULTURE, KITCHENS + EMPLOYMENT



SAN DIEGO, CA

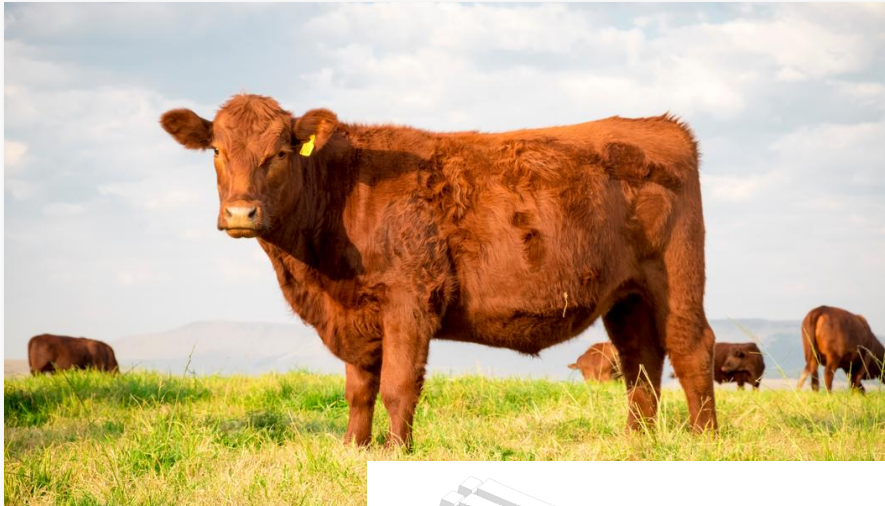


New Venture Advisors worked with International Rescue Committee, a leading refugee resettlement organization, to assess the feasibility of a wholesale food hub that would purchase crops produced by refugees in the agency's Agripreneur training program and sell it to local institutions. The agency was committed to establishing this enterprise only if it could be financially self-sustaining and explored innovative approaches to achieving viability by partnering with a local food bank with storage and distribution capabilities.

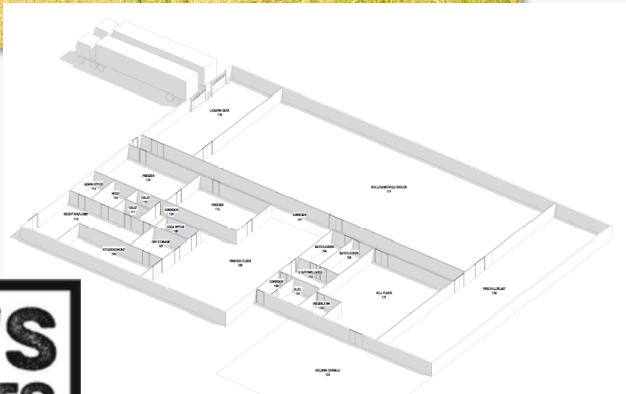
When the financial analysis projected break-even as the best-case scenario (and losses more likely), the team made the difficult "no go" decision. They pivoted to a new business concept—a **processing facility and workforce development program** that would source local inputs, employ and train refugees, and produce fresh cut and frozen produce for sale into schools across the region. Financial forecasts suggested this business concept could achieve breakeven, while simultaneously creating desirable jobs with long-term growth prospects for dozens of refugees within just a few years.

The operation was launched in 2015 and today it operates as MAKE Projects which in 2024 alone supported 87 refugee and immigrant individuals through their job readiness programs.

DAMIAN'S CRAFT MEATS PROCESSING FACILITY



ANN ARBOR, MI



**DAMIAN'S
CRAFT MEATS**

Damian's Craft Meats provides on-farm animal processing services for producers in southeast Michigan. Demand surged during the pandemic when other regional processors were forced to shut down, exposing the need for a radical restructuring of the meat processing industry. Regional-scale alternatives quickly gained support and investment, and the owners plan significant expansion.

They began working with New Venture Advisors to evaluate the strengths and challenges in the market for locally-produced meat. Over 100 producers and meat buyers provided their perspectives through interviews, surveys, and focus groups. An operating model emphasizing humane handling, slaughter, and processing was developed to achieve the owners' mission and goals.

The facility is a custom-designed slaughterhouse and **USDA-certified processing facility** for local livestock producers. The model integrates animal holding, slaughter floor, processing / butchery, value-add and specialized storage spaces, loading docks, parking, offices, and room for expansion under a single operator. With these primary processes in mind, a facility was designed to reflect the owners' commitment to humane handling, process transparency, and worker welfare and safety.

The [case study](#) can be accessed on our website.

EASTERN MARKET EXPANSION



DETROIT, MI



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

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

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

FAITH IN PLACE MOBILE MARKET PROGRAM



SOUTHERN ILLINOIS

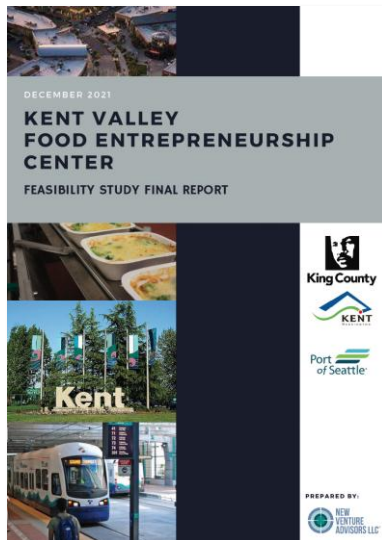


Faith in Place empowers people of diverse faiths and spiritualities to be leaders in advancing environmental and racial justice, providing resources to educate, connect, and advocate for healthier communities. The organization has a history of working with sustainable food systems throughout the state of Illinois, where the southernmost 17 counties are sparsely populated and have experienced the loss of food access over the past several years. Faith in Place saw the potential for a **mobile market program using houses of worship** to gather community information about food access since they often cross demographic boundaries and have a history of addressing food insecurity.

Regional organizations Little Egypt Alliance of Farmers (LEAF) and Food Works are partnering to launch these mobile markets, with LEAF Food Hub as the primary food provider and Food Works as the market manager and host. New Venture Advisors created a workshop to build a model that supports the goals of the overall project and the individual organizations, and an assessment tool to evaluate each community's needs and potential market value, form a local advisory committee, and create implementation and maintenance plans for each site. The program launched in June 2024.

Read the [case history](#) on our website.

KENT VALLEY FOOD ENTREPRENEURSHIP CENTER



KENT, WA



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

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

New Venture Advisors worked directly with the local business community and potential site planners to develop an operating model and design a multi-purpose facility that will bring together these partners and provide needed infrastructure to strengthen the local food system and empower residents to start new businesses. The final report is available on our [website](#).

This process informed the **Seattle International Public Market**, a new development that will provide retail access for food entrepreneurs. New Venture Advisors completed a feasibility study for the Port of Seattle, available [here](#).

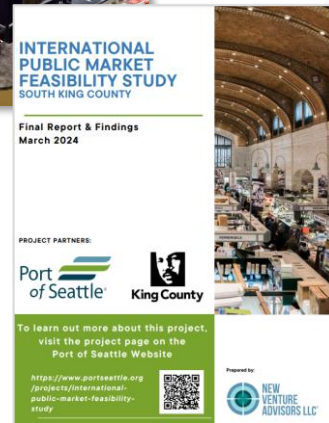
SEATTLE INTERNATIONAL PUBLIC MARKET



SEATTLE, WA



King County



The Port of Seattle and King County are exploring the potential development of an International Public Market in South King County. The market would be a **central retail location where independent vendors can sell food and other products, often with ethnic and cultural relevance**, in stalls, booths or shops, supporting entrepreneurship for growing businesses, and creating gathering spaces for locals and tourists alike. This facility has the potential to advance King County as a leading tourism destination while providing nearby communities with economic opportunities and access to culturally representative foods.

The Port and County partnered with New Venture Advisors and a diverse advisory committee made up of 24 municipal, citizen, organizational, and entrepreneurial representatives to conduct a feasibility study to determine if the concept is the right fit for the community and region. The study demonstrated strong market and supplier demand for the programs and services an IPM could offer, and several viable approaches to the operating model and facility plan that can feasibly sustain operations over time.

The feasibility study is available on our [website](#) and you can read more about the Port initiative [here](#).

MILL STREET MARKET



HASTINGS, MI



BARRY
COMMUNITY
FOUNDATION

Barry Community Foundation partnered with New Venture Advisors in assessing the feasibility of a Community Food Center in Hastings, MI. The initiative grew out of a county-wide health and well-being effort and aimed to improve food access, support local agriculture, and drive regional development.

New Venture Advisors facilitated a multi-year planning process with local leaders, identifying an Opportunity Zone site as the preferred location for this high-visibility amenity. The study recommended a **year-round retail market and small-scale food hub**, along with integrated wellness and childcare services. The project will anchor a mixed-use development and connect to local trails and other amenities.

In 2024 the initiative transitioned from planning to implementation with a new executive director and governance board, and New Venture Advisors continuing to advise on facility and programming development and financing. Groundbreaking for The Mill Street Market is scheduled for 2025.

MUSKEGON COUNTY FOOD CLUB



FEASIBILITY STUDY: MUSKEGON COUNTY FOOD CLUB

Presentation of the Needs Assessment
& Food Club Model

Prepared by: New Venture Advisors



MUSKEGON, MI

Access Health, a nonprofit in Muskegon County, aims to improve health outcomes by partnering with community organizations, local government agencies, business entities, healthcare providers, investors, and community members. In 2022 they began to facilitate conversations within the community to gain a deeper understanding of the local challenges with food insecurity in Muskegon County's under-resourced communities.

This led to the formation of the Muskegon County Food Club Workgroup to establish a **member-based grocery store**. Modeled after the Community Food Club of Grand Rapids, the proposed approach emphasizes dignity by allowing members to select their foods in a traditional grocery store setting while incentivizing nutritious food choices. New Venture Advisors is assisting the work group in determining how a food club fits the needs of Muskegon County and if a sustainable model can be developed.

The project reached an important milestone with the completion of a needs assessment and operating model analysis. Initial findings indicate that Muskegon County is well suited to the food club model and two potential sites have been identified. New Venture Advisors is continuing with operational and financial modeling to create a strong business plan for the Muskegon County Food Club.

Review the Needs Assessment presentation [here](#).

ONEIDA NATION MEAT PROCESSING FACILITY



ONEIDA, WI



The Oneida Nation is a federally recognized tribe of Oneida people, with a reservation located on 65,000 acres near Green Bay, Wisconsin. The tribe works to offer programs, services, and resources that enable the community to carry on with the strength and determination of its ancestors.

The Nation engaged New Venture Advisors to evaluate the feasibility of an **animal slaughter and processing facility** to stabilize a significant asset of their food value chain. It will also develop autonomy and food sovereignty around these processes, create greater food security, and support skill development and job creation for Nation youth and community members related to meat processing and value-added meat production.

The feasibility study documented a viable business case for a facility that can support these objectives and achieve sustainable operations within an initial five-year operational period. The Nation continued the development of the facility with New Venture Advisors in completing a business plan and refining facility design. The tribe's community development review process is now underway to secure the funding for implementation planning, construction and working capital.

TAZEWELL COUNTY RESOURCE CENTER



TREMONT, IL

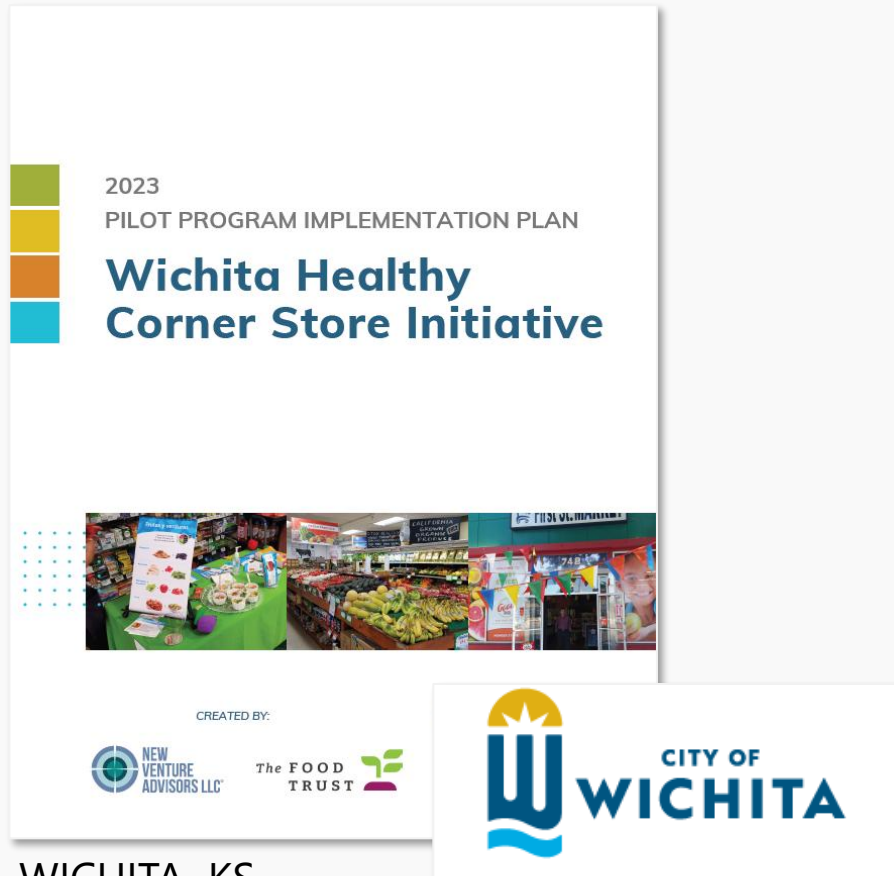


Tazewell County Resource Center (TCRC) provides work opportunities and training for adults with disabilities in rural Tazewell County, Illinois. In 2012, the Illinois Department of Commerce Workforce Development Department engaged FamilyFarmed.org and New Venture Advisors to explore the possibility of creating a food processing center employing TCRC clients.

The center would provide processing services for nearby **farms that sought certified kitchen facilities** to make value-added products to increase their farm income. The feasibility study determined that a stand-alone facility would not be financially sustainable, so we assisted TCRC with a lean startup plan to test the concept in-house by upfitting the 400ft² lunchroom with commercial grade equipment.

Today, Taste of TCRC provides contract manufacturing and catering services for local businesses, and markets its own line of products including dips, soup mixes, party pretzel mix and dog treats.

WICHITA HEALTHY CORNER STORE INITIATIVE



WICHITA, KS

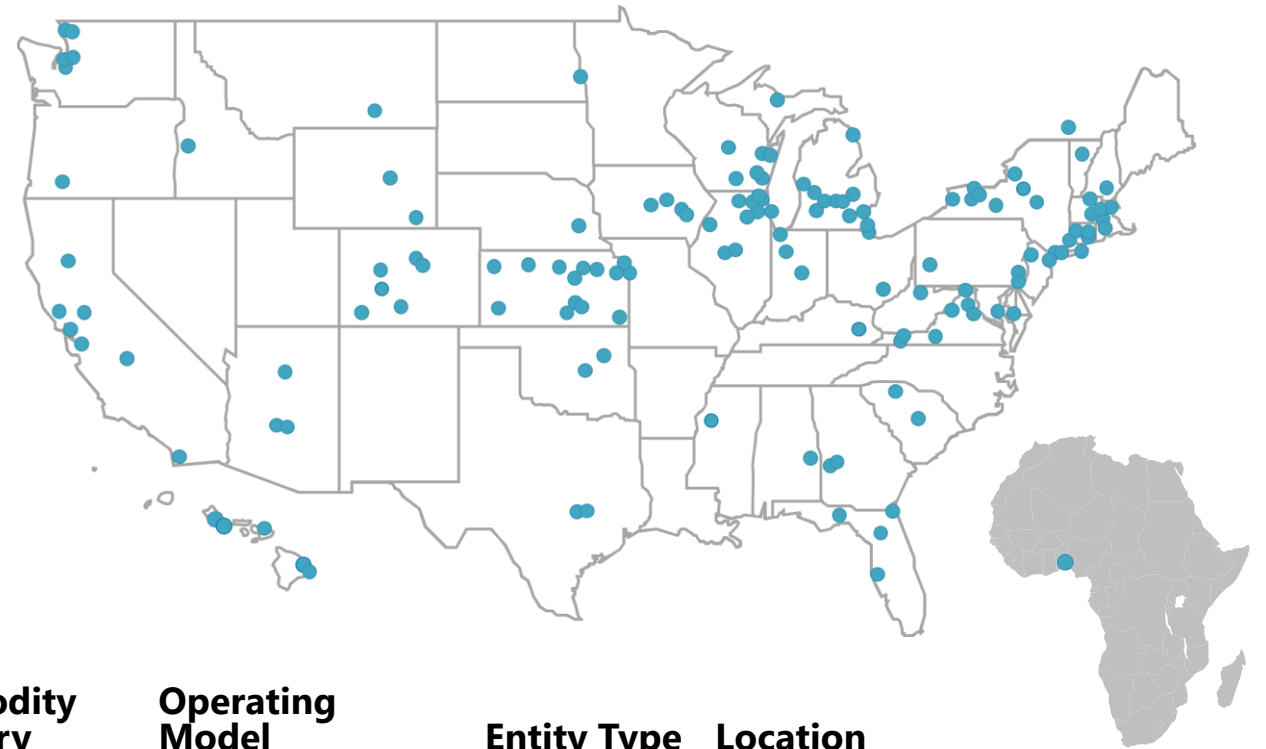
The City of Wichita and Sedgwick County conducted a food system planning process led by New Venture Advisors from 2020-2021. It was a comprehensive approach to food system development that identified policy solutions through an inclusive process that engaged underrepresented populations and grounded recommendations in their context and based upon their feedback. The resulting **Food System Master Plan** recommended utilizing a variety of tools to increase access to nutritious food. The top-ranked action step was to partner with existing food businesses to improve access to fresh food in Wichita's food desert neighborhoods.

The City allocated American Rescue Plan Act funds to create a **Healthy Corner Store Initiative for the City of Wichita**. To support this initiative, New Venture Advisors partnered with The Food Trust, a Philadelphia-based nonprofit organization that has pioneered healthy corner store and "small store" programs throughout the country. Together, New Venture Advisors and The Food Trust designed a Healthy Corner Store Initiative Pilot Program, participated in the city's RFP process to identify an implementing organization, and provided them with training and technical assistance during the pilot program.

Click on the image to [download the plan](#).

PROJECT MAP

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



Project Type

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

Stage in Value Chain

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

Commodity Category

- Produce
- Meat
- Dairy
- Grains
- Specialty Foods

Operating Model

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

Entity Type

- Nonprofit
- For-profit
- Cooperative
- Public/private

Location

- Rural
- Urban
- Peri-urban
- Emerging markets

FOOD SYSTEM PLANNING PROJECTS

Milwaukee County Food System Assessment	Milwaukee, WI	2025	County-wide food system assessment created in partnership with the Milwaukee Food Council	Southwest Kansas Food System Assessment	Kansas City, KS	2024	Assess local food environments to set strong policy foundation for diverse, high-need, 9-county region
Blue Cross of Idaho Foundation Community Health Academy	Boise, ID	2025	Workshop for mayors on their role in food system development and influence on community health	Whatcom County Food System Plan	Bellingham, WA	2023	County-wide food system plan for the Whatcom County Food System Committee
Beginning Farmer and Rancher Program Evaluation	Olathe, KS	2025	Evaluate the regional Beginning Farmer and Rancher Program at K-State Research & Extension	Manchester Healthy Food Access Plan	Manchester, NH	2023	Community-driven planning process for policies and programs that address food insecurity
Food as Medicine Initiative Landscape Analysis	Olathe, KS	2025	Assessment of the field of research and practice in food as medicine for K-State Olathe	Norton County Food System Assessment and Plan	Norton, KS	2022	Assessment to explore the feasibility of developing a food system plan for Norton County
King County Local Food Initiative	Renton, WA	2025	Develop an implementable Local Food Initiative, a plan that reflects community needs in King County	Geary County Food System Assessment and Plan	Junction City, KS	2022	Food system plan to identify policies and programs to strengthen the local food system
Johnson County Farmers Market Growth Strategy	Olathe, KS	2025	Action plan to build a resilient network of farmers markets within Johnson County	Riley County Food System Assessment and Plan	Manhattan, KS	2022	Ten-year food system plan for the City of Manhattan and Riley County
West Central Missouri Community Action Agency	Appleton City, MO	2025	Evaluate the regional Beginning Farmer and Rancher Program operated by New Growth	Central Texas Regional Food System Data Evaluation	Austin, TX	2022	Data collection and analysis to establish baseline metrics to measure food system developments
Northwest Indiana Community Food Access Plan	Crown Point, IN	2025	Develop a plan to guide food access programs and policies in a 7-county region	Wichita Food System Master Plan	Wichita, KS	2021	Developed a ten-year master food plan for the City of Wichita and Sedgewick County
Indiana Statewide Food Vision	Indianapolis, IN	2025	Finalize a Food Vision to guide policies and programs that impact the Indiana food system	Linn County Food System Assessment	Cedar Rapids, IA	2020	Comprehensive assessment focused on production, procurement, processing, and barriers to entry
Food System Assessment and Plan for Northern Arizona	Flagstaff, AZ	2025	Comprehensive regional food system assessment and food system plan for City of Flagstaff	Wyoming Food System Assessment	Cheyenne, WY	2016	Statewide study for a food hub network across Wyoming and the Rocky Mountain region
San Luis Valley Community Food Action Plan	Alamosa, CO	2025	Community food assessment and action plan for the 6-county San Luis Valley Local Foods Coalition	Bridgeport Community Food Assessment	Bridgeport, CT	2015	Strategic plan to revitalize the downtown district through food enterprise development
Maui County Food and Nutrition Security Plan	Maui, HI	2025	A plan to improve nutrition security, climate and emergency resilience, and producer opportunities	Casper Community Food Assessment	Casper, WY	2015	Market study for a food system serving season extension and livestock farmers
Rogue Valley Food System Assessment and Action Plan	Medford, OR	2025	Complete a two-year community planning process for the Rogue Valley Food System Network	Crawford County Community Food Assessment	Pittsburg, KS	2015	Conducted in partnership with KSU for one of the state's poorest counties
Kent County Food System Planning	Grand Rapids, MI	2025	Food system assessment, food policy assessment and food system plan for Kent County/Grand Rapids	Food Systems Assessment for Northern Virginia	Washington, DC	2010	Regional food system analysis that led to the launch of Blue Ridge Produce
Muskegon County Food Policy Council Coaching	Muskegon, MI	2024	Assist the Muskegon Food Alliance in forming a food policy council serving Muskegon County	Ready to Grow: Increasing Fruit & Vegetable Production in IL	Springfield, IL	2010	Barrier assessment and action plan that led to launch of two farm-based food hubs
Wichita Food and Farm Council Coaching	Wichita, KS	2024	Technical assistance for City staff in creating a board to implement a recently adopted food system plan				

FOOD RETAIL AND FOOD ACCESS PROJECTS

Growing Places and HEAL Winchendon Grocery Initiative	Winchendon, MA	2025	Feasibility study, site analysis and business plan for a community grocery store	Plenty Doors Grocery Study	Crow Agency, MT	2023	Feasibility study for a community food center and grocery store on the Crow Reservation
Clinton Hill Community Action Food Security Initiatives	Newark, NJ	2025	Business plan for a mutual aid grocery store and food co-op to restore neighborhood vibrancy	Food Bank Council of Michigan Senior Food Access	Lansing, MI	2023	Last-mile distribution model for delivering food boxes to seniors regardless of location
Feeding America East Wisconsin Grocery Cash Card	Milwaukee, WI	2025	Evaluate the viability of providing food bank visitors with cash cards to redeem at grocery stores	Shawnee Grocery Retail Strategy	Shawnee, OK	2022	Retail food access strategies for Blue Zones Project of Pottawatomie County
Newark Alliance Newark Public Market	Newark, NJ	2025	Develop a downtown market hub to promote inclusive economic growth and better health	City of Wichita Healthy Food Access Assessment	Wichita, KS	2021	Strategic analysis and recommendations to provide access to fresh groceries in LI/LA neighborhoods
Muskegon Food Club Feasibility Study	Muskegon, MI	2025	Determine the viability of a dignity-based food bank that operates as a membership model grocery store	Great Plains Food Bank Mobile Market	Fargo, ND	2020	Feasibility study for turning a mobile pantry program into a mobile market social enterprise
International Marketplace Feasibility Study	Seattle, WA	2024	Develop an international public market serving regional food producers and entrepreneurs	Central Massachusetts Grocery Cooperative	Worcester, MA	2019	Market study for a grocery cooperative offering predominantly locally-produced goods
Detroit People's Food Co-Op	Detroit, MI	2024	Business plan for a Black-led, community owned grocery store anchoring the Detroit Food Commons	Kansas Statewide Grocery Distribution Strategy	Topeka, KS	2018	Identification of innovative strategies for distribution to rural grocery stores
Windy City Harvest Produce Prescription Program	Chicago, IL	2024	Program evaluation and strategy for managing rapid growth of the VeggieRx program	Building Rural Grocery Store Viability through Food Hubs	Kansas, Iowa, Michigan	2017	Feasibility analysis for adapting rural grocery stores into food hubs
Faith in Place Mobile Market Strategy	Chicago, IL	2023	Model for a mobile market using houses of worship as food access hubs	The Food Trust Small Store Initiative	Philadelphia, PA	2016	Supply chain strategies to bring healthy food to small stores in rural and urban areas
Wichita Healthy Corner Store Initiative	Wichita, KS	2023	Plan for a healthy corner store initiative stemming from the recently adopted Food System Plan	South Madison Farmer's Market Food Enterprise	Madison, WI	2014	Business plan for a retail grocery and café extension of an outdoor farmers market

FOOD HUB PROJECTS

San Joaquin Valley Local Food Infrastructure	Davis, CA	2025	Feasibility study for local food aggregation and small-scale processing facilities in a 5-county region	Worcester Regional Food Hub	Worcester, MA	2019	Market study, business plan and ongoing advisory for a kitchen incubator and aggregation hub
Alachua County Food Hub Feasibility Study	Gainesville, FL	2025	Design a community-based food hub that connects consumers with local farmers and food makers	California Food Hub Network	Davis, CA	2017	Network strategy for a group of California food hubs convened by UC SAREP at UC Davis
Norton Correctional Facility Farm to Institution Initiative	Norton, KS	2025	Feasibility study for Norton Regional Health Foundation to establish a prison farm and food hub	Northwest Connecticut Food Hub	Litchfield, CT	2017	Feasibility study and joint venture strategy for food hub and hydroponic farm collaboration
Veggielution Food Hub	San Jose, CA	2024	Feasibility study for a food hub serving diverse food entrepreneurs and farmers in the Santa Clara region	FairAcre Traders	New England	2015	Incubated business that drove sales for food hub network through large distributors
Bushel & Peck Food Hub	Charles Town, WV	2023	Feasibility study for expansion into local foods production and wholesaling by a rural grocery store	Western New York Food Hub (Field & Fork/Eden Valley)	Buffalo, NY	2015	Feasibility study and business plan for a food hub incubated within a farmer cooperative
GROW Windham Food Distribution Study	Willimantic, CT	2023	Evaluation of food distribution scenarios among producers and distributors across eastern CT	Angelic Organics Learning Center Roots & Wings Food Hub	Rockford, IL	2015	Feasibility study for food hub and farm serving residents in urban housing developments
RG Foods Food Hub Feasibility Study	Tulsa, OK	2023	Feasibility study for a cooperatively-owned warehouse for regional food access retailers	New London Food Hub	New London, CT	2015	Feasibility study for a food hub serving the mission of the United Way of Southeastern CT
Michigan Food Bank Collaboration	Flint, MI	2023	Feasibility study and project model for a warehouse jointly operated by two Michigan food banks	Michigan Food Hub Technology Platform	Lansing, MI	2015	Assessment and plan for an IT system that facilitates trade for a network of MI food hubs
Eastern Market Expansion Plan	Detroit, MI	2023	Feasibility study for significantly expanded processing, warehousing and distribution capacity	Chesapeake Harvest Food Hub	Easton, MD	2015	Business plan for integrated farm and food hub aggregating from hoop house producers
Northern Michigan University Food Hub Feasibility Study	Marquette, MI	2023	Feasibility assessment and design of an aggregation and processing center serving the Upper Peninsula	Fresh Access Food Hub	St. Petersburg, FL	2015	Market study for the expansion of a community farmers market into a food hub
McHenry County College Food Hub	Crystal Lake, IL	2022	Feasibility study for an on-campus food hub and processing kitchen serving regional farmers	Greater Kansas City Food Hub	Kansas City, KS	2014	Opportunity identification and feasibility study for a network model food hub
God's Pantry Food Warehouse	Hazard, KY	2022	Feasibility and design of a rural food hub providing storage for food pantries and regional producers	HOPE Collaborative Food Hub	Oakland, CA	2014	Feasibility study and business plan for food hub incubated within existing distributor
Warehouses4Good Food Warehouse	Moorhead, MS	2022	Feasibility and design of a nonprofit warehouse serving rural farmers and food producers	Southern Wisconsin Food Hub	Madison, WI	2011	Feasibility study which led to the launch of Wisconsin Food Hub Cooperative
Kane County Food Hub	Geneva, IL	2019	Business plan for a food hub and processing center to improve food access and health equity	Blue Ridge Produce	Elkwood, VA	2011	Business plan for food hub and greenhouse on a 33-acre site of a former tropical plant facility

FOOD PROCESSING PROJECTS

California Indian Museum & Cultural Center Incubator	Santa Rosa, CA	2025	Feasibility study and facility design for a kitchen incubator serving traditional foods producers
Mountain Roots Food Project Community Kitchen	Gunnison, CO	2025	Design a teaching kitchen for adults and children and processing facility for local food artisans
Food Bank Council of Michigan Meal Production Assessment	Lansing, MI	2025	Operating model for expanded production capacity of healthy home-delivered meals under Medicaid
Oneida County Dairy Processing Industry Assessment	Rome, NY	2025	Evaluate the feasibility of a new dairy processing center serving local farms in the Mohawk Valley
Junction City Main Street Shared Use Kitchen Study	Junction City, KS	2025	Feasibility study for a kitchen serving value-added food businesses and local farmers they source from
Philabundance Community Food Justice & Entrepreneurial Plan	Philadelphia, PA	2023	Community kitchen small food business plan and food strategies for Hartranft community
Miko Meats Food Facility	Hilo, HI	2022	Feasibility study for the adaptive re-use of a former USDA meat processing facility
CLiCK Kitchen Expansion Plan	Windham, CT	2022	Feasibility study for the expansion of an incubator kitchen serving low-income and minority residents
Oneida Nation Meat Processing Center	Oneida, WI	2022	Feasibility study for a meatpacking and processing facility serving tribal and regional livestock farmers
Business Impact NW Kitchen Incubator	Seattle, WA	2022	Due diligence for a kitchen incubator to be acquired by a CDFI serving underbanked entrepreneurs
Damian's Craft Meats Processing Facility	Ann Arbor, MI	2021	Feasibility study and business plan for a small-scale slaughterhouse and meat processing facility
Open Door Community House Culinary Incubator	Columbus, GA	2021	Operating model and management coaching for new incubator serving lower-income participants
Good Food Collective Fruit for Good	Durango, CO	2021	Business coaching for the launch of a consumer product through a community gleaning program
Shagbark Seed & Mill Growth Strategy	Athens, OH	2021	Business analysis of processing operations and strategies to support Ohio bean and grain farmers
Can-Do Kitchen	Kalamazoo, MI	2021	Expansion plan for a kitchen incubator and strategy for new microloan program
East End Food Institute Food Hub	Southampton, NY	2021	Design for a value-added processing and small-scale food production space on eastern Long Island

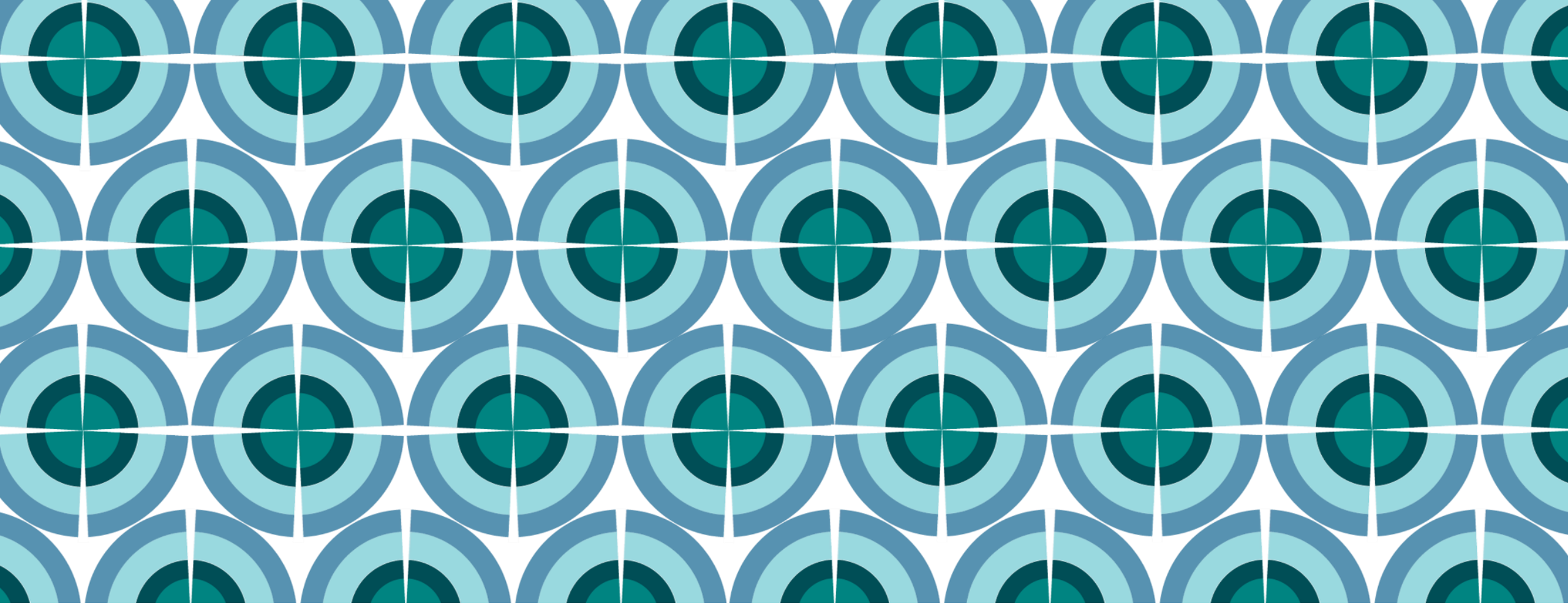
Faith in Place Shared Kitchen Starter Guide	Chicago, IL	2020	Self-assessment guide to enable houses of worship to convert foodservice assets into shared kitchens
World Bank Group / IFC SME Support Services	Lagos, Nigeria	2018	Strategic services for small- to medium-sized food enterprises to promote economic development
LISC Phoenix Commercial Kitchen Strategy	Phoenix, AZ	2018	Operating model refinement and capacity building for two nonprofit commercial kitchens
The Hatchery Chicago	Chicago, IL	2017	Market study for a 70,000 ft² food business incubator and community development project
Frenchtown KitchenShare Food Business Incubator	Tallahassee, FL	2017	Business plan for an online marketplace serving farms, food entrepreneurs and wholesalers
Commonwealth Kitchen	Boston, MA	2017	Business plan for a kitchen incubator and copacker serving minority and lower income entrepreneurs
Project Angel Heart Food Enterprise	Denver, CO	2016	Business plan for a private venture of a nonprofit that offers medically-modified meals
Eastern Market Frozen Processing Facility	Detroit, MI	2016	Business plan for a facility that flash freezes local produce for institutional markets
Headwater Food Hub	Rochester, NY	2015	Market study for a food hub expansion into fresh cut and frozen processing services
Landmarks Illinois Chicago Public School Redevelopment	Chicago, IL	2015	Assessment of food-related reuse cases for 18 historically-significant closed CPS schools
International Rescue Committee Project CHOP	San Diego, CA	2015	Business plan for a food processing facility serving refugee farmers
SustainFloyd Dairy and Value-Added Processing Center	Floyd, VA	2013	Business plan for an artisanal dairy and value-added food processing center
Fresh Takes Kitchen	Denver, CO	2013	Incubated a healthy meal delivery service accessible to lower-income consumers
West Virginia University Meat Processing Enterprise Planning	Morgantown, WV	2012	Opportunity assessment of meat processing capacity and action plan for development
Neumann Family Services Processing Kitchen	Chicago, IL	2011	Feasibility study for food processing center serving adults with disabilities
Tazewell County Resource Center Processing Kitchen	Tremont, IL	2011	Feasibility study for small-batch processing center serving adults with disabilities

MULTIUSE FOOD CENTER PROJECTS

Prince George's County Ag & Food Security Innovation Center	Largo, MD	2025	Feasibility study for a multiuse facility filling the gaps in the County's food ecosystem	The Food Mill Community Food Center	Columbus, GA	2024	Operating plan integrating nine businesses centered on providing healthy and medically-tailored meals
East Providence Small Business Incubator Feasibility Study	East Providence, RI	2025	Redevelop a vacant school into a multiuse facility for food, arts, and blue economy incubation	DeKalb County Community Gardens Food Campus	DeKalb, IL	2024	Feasibility study for a university-based Community Health Education and Food Center
North Central Massachusetts Local Food Campus	Winchendon, MA	2025	Plan for campus with aggregation, packaging, processing, retailing and food access programs	King County Food Hub	Kent, WA	2023	Conceptual design for a multiuse food center serving low-income residents and entrepreneurs
Adelante Food Ecosphere Development	Waukegan, IL	2025	Collective impact plan and facility design for food enterprises focused on food access, hunger relief	Aspen Region Food Facilities Feasibility and Design	Basalt, CO	2023	Redevelop a grocery store and two historic buildings as regional food system infrastructure
Barry County Community Food Center	Hastings, MI	2025	Feasibility study for the restoration of a historical building into a multiuse food hall and food center	Oneida Community Cannery	Oneida, WI	2021	Conceptual design and business plan for Native foods processor and food business incubator
The Millworks Local Food Campus	Bellingham, WA	2025	Business case for a mixed-use development including affordable housing and childcare	Spartanburg Community Food Center	Spartanburg, SC	2021	Feasibility study for a community food center led by the Spartanburg Food Policy Coalition
Traders Hill Farm Agricultural Complex	Hilliard, FL	2025	Comprehensive regional food access assessment to design a Community Sustainability Campus	Oahu Fresh Food Hub	Honolulu, HI	2021	Expansion plan for a multiuse food center experiencing dramatic pandemic-related growth
Evanston Grows Community Food Center	Evanston, IL	2025	Design a food center serving Evanston communities that have little access to fresh food	Shenandoah Valley Ag Enterprise Center	Staunton, VA	2021	Feasibility study for a multiuse facility supporting farmers and food businesses in central Virginia
Renew Moline Spiegel Building Redevelopment	Moline, IL	2025	Feasibility study for the conversion of a historic building into a multiuse food center and food hall	Wood County Community Food Center	Wisconsin Rapids, WI	2020	Feasibility study for a food center led by the County health department and three hunger organizations
The Food Basket Agricultural Innovation Park	Hilo, HI	2024	Operating model and facility design for a food bank expansion into farming, production and retailing	Cobleskill Regional Food and Agriculture Enterprise Center	Cobleskill, NY	2016	Feasibility study for the redevelopment of a former mill into a multiuse food & ag center

AGRICULTURAL AND OTHER PROJECTS

Kane County Soil Health Assessment	Geneva, IL	2025	Examine the business case for the adoption of farming practices that improve soil health	New York Green Bank	New York, NY	2019	Market due diligence for ag tech development efforts within the state of New York
Fauquier Livestock Exchange Abattoir Study	Warrenton, VA	2025	Feasibility study and operator search for an abattoir at the county livestock auction	Kōkua Kalihi Valley Health Services Roots Program	Honolulu, HI	2019	Strategic plan for cultural and community-based food programs of a community health center
Foodshed Alliance LocalShare Gleaning Program	Hope, NJ	2025	Evaluate funding landscape and create an impact measurement system for the gleaning program	Cornell University Eastern Broccoli Project	Ithaca, NY	2019	Strategic plan toward trade acceptance of broccoli grown in the eastern United States
Kane County Livestock Market Assessment	Geneva, IL	2024	Agricultural market assessment for livestock products produced and sold in the local market	Central Appalachian Food Enterprise Corridor	Abingdon, VA	2018	Business model and brand strategy for a portfolio of products grown and marketed across Appalachia
Community Garden Expansion Plan	Cedar Rapids, IA	2023	Site plans and management toolkit for the development of community gardens in city parks	Western New York Grain Hub	Geneseo, NY	2017	Feasibility study and business plan for grain hub supplying feed mills, maltsters and distillers
Southeast Nebraska Development District	Lincoln, NE	2022	Economic development handbook to spur food system investments in rural communities	Far-Northern California Agricultural Cluster Strategy	Redding, CA	2017	Analysis of potential transportation systems for wild rice and organic vegetable farming clusters
Appalachian Harvest Herb Hub	Duffield, VA	2022	Business plan for a network of forest and medicinal herb farmers cultivating in-demand botanicals	Food Safety Audit Enterprise	West Lafayette, IN	2016	Feasibility study for Purdue University for a new business providing auditing services for farms
Project EATS Urban Farm Growth Strategy	New York, NY	2022	Strategic plan focused on technology adoption, sales & marketing and new product launch	Freestate Farms Greenhouse	Hume, VA	2015	Business plan for an integrated anaerobic digester/ commercial greenhouse operation
Cultivate KC Strategic Plan	Kansas City, MO	2021	Three-year strategic and expansion plan for urban ag and nutrition incentive programs	McConnell Foundation Value Chain Network Training Program	Montreal, QC	2013	Business planning and operations training for food enterprise grant recipients
Sustainable Food Center Visioning Project	Austin, TX	2019	Strategic vision for the Austin food system and the central role of a leading value chain organization	FarmedHere Salad Dressing	Chicago, IL	2012	Business case for an indoor vertical farm to expand its salad dressing line
McHenry County Food System Vision	Woodstock, IL	2019	Facilitate a vision for the local food system and advancement of regenerative agriculture practices	Prairie Crossing Farm Business Development Center Planning	Grayslake, IL	2011	Capacity modeling for on-farm aggregation and processing center
Vermont Grain Industry Assessment	Montpelier, VT	2019	Demand study assessing potential markets in the Northeast for Vermont-produced grain	Wellspring Growers Vertical Farm	Chicago, IL	2009	Business plan for indoor hydroponic farm



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