ECONOMIC DEVELOPMENT COMMITTEE

The Economic Development Committee met on February 12, 2019 at 4:34 p.m. with Mayor Christiansen presiding. Members present were Mr. Cole, Mrs. Mitchell, Mr. Hugg, Ms. Laird, Mrs. Adams and Mr. Hammond (arrived at 4:55 p.m.). Mr. Hare was absent.

Councilman Anderson was also present (arrived at 4:57 p.m.).

AGENDA ADDITIONS/DELETIONS

Mayor Christiansen requested a change to the title of agenda Item #1 to Presentation - Food Innovation Project in Kent County.

Mr. Hugg moved for approval of the agenda as amended, seconded by Mr. Cole and unanimously carried.

Presentation - Food Innovation Project in Kent County (Tom Pribanic)

Mayor Christiansen introduced Mr. Tom Pribanic as a pioneer of ILC space program and a longtime member of the Kent Economic Partnership (KEP).

Mr. Pribanic provided members with a "Master List of Inventory Asset FID," (**Attachment #1**) and "Food Innovation District, Kent County, Delaware, Feasibility Study," (**Attachment #2**).

Mr. Pribanic stated that there was a Food Innovation District (FID) Initiative created by KEP, and the partnership included Delaware State University (DSU). He noted that Mr. Jim Waddington, KEP Director, and Dr. Michael Casson, DSU, came up with a game plan for the Food Innovation District. Mr. Pribanic stated that he hoped the City would take part in the initiative, take it over, or contact DSU to find a partnership to carry it forward.

Mr. Pribanic stated that the Secretary of Agriculture needed help with bulk processing and the City could get involved with that, regarding City's gardens. He noted that there is a big problem with agriculture, including finding mechanics to work on farm equipment, including GPS systems, hydraulics, pneumatics, and diesel engines.

Mr. Pribanic informed members that the FID initiative was in Kent County's Comprehensive Plan; however, KEP had chosen not to work with it due to the enormity of the program. He noted that it was not going to happen overnight and would require a lot of time and people.

Mr. Hugg stated that during the course of the feasibility study, one (1) of the objectives was to identify locations in Kent County that were both public and private for commercial-scale kitchens, particularly those that were already in existence, or could be expanded. He noted that there is a model of a facility run by Rutgers University in Salem County, New Jersey, that provides a number of opportunities. Mr. Hugg stated that there were two (2) or three (3) kitchens of different sizes, and incubator businesses could use the kitchen on a contractual basis to work on their food-related product and they could work with the Food Innovation Facility for assistance with marketing and labeling. He noted that the intriguing part of the study was that there are potentially four (4) or five (5) commercial kitchens in the City of Dover that are in various degrees of use, the biggest one being DSU's commercial kitchen which is not used very extensively.

Mr. Hugg stated that the impetus behind the initial effort was to recognize the importance of agriculture and help develop agriculture away from just field crops to more specialty food products. He noted that he was unsure why KEP decided not to continue to pursue this notion. Mr. Pribanic stated that the big picture is the FID and taking elements out of that, like gardens, for the startup of the incubator. He explained that he has looked at the whole project from seed to feed, and everything in between and could provide members with additional information or direct them to people who would be interested in working with the City. Mr. Pribanic stated that he would also call Dr. Casson to see if DSU was still interested in this initiative.

Mr. Hugg stated that he thought the real question was whether this is an appropriate and legitimate function in which the City should be involved. He noted that the City's Comprehensive Plan clearly mentions a policy that deals with the notion of adequate food and access to food, particularly in some of the low- and moderate-income neighborhoods where getting fresh produce and products is extremely difficult. Mr. Hugg stated that the City promotes other kinds of economic activity, so he thought it would be appropriate for the City to work with DSU or whomever to promote the development and establishment of a food hub with facilities and marketing. He stated that he thought Mr. Pribanic's offer to meet with Dr. Casson would be the next step in the process because, without DSU in an active role, he does not think it would be appropriate. Mr. Hugg advised that he would not recommend that the City try and do something of this nature alone. Mr. Pribanic stated that DSU has done a lot of work so far and the City could use the existing information as a template for its own design.

Mayor Christiansen stated that he thinks the City's ability to develop partnerships with other entities has made it successful. He indicated that he thought this initiative would provide a training ground for young chefs and entrepreneurs who may want to open businesses in Dover. Responding to Mayor Christiansen, Mr. Pribanic stated that he would contact Dr. Casson and ask him to contact Mayor Christiansen or Mr. Hugg. Mr. Pribanic noted that Ms. Sarah Keifer, Director of Planning Services for Kent County, put the initiative in the Kent County Comprehensive Plan because she wants to see it happen and that she would be another person to contact.

Mr. Hugg noted that there was a piece of property owned by the Downtown Dover Partnership (DDP) on the west side of the railroad tracks, just off Forest Avenue, that was studied by the Environmental Protection Agency (EPA) as a potential aquaponics, hydroponics, or urban agriculture complex that ties into this notion of creating a food network. He stated that the project was in limbo, the DDP had submitted information to the EPA for it, and it has been listed as a potential opportunity zone investment project. Ms. Laird stated that it has been Ms. Tina Bradbury's, DDP Operations and Program Manager, project, and she believed that Ms. Bradbury had been working with Dr. Casson and DSU.

Draft 2019 Comprehensive Plan, Chapter 10 - Economic Development Plan

During the Economic Development Committee Meeting of January 15, 2019, the Committee did not take any action in regard to the Draft 2019 Comprehensive Plan, Chapter 10 - Economic Development Plan but scheduled it for consideration during their meeting scheduled for February 12, 2019 for further review, comments, and endorsement.

Mr. Dave Hugg, Director of Planning and Community Development, reviewed a revised version of the Draft 2019 Comprehensive Plan, Chapter 10 - Economic Development Plan, dated January 9, 2019. He stated that he had not received any comments from members since their January meeting, and staff was preparing to release the document for public review.

Responding to Mrs. Mitchell, Mr. Hugg stated that he had received her changes. He noted that the comments he received early on, including Mrs. Mitchell's, were incorporated in the revised draft.

Mr. Tom Pribanic recommended the addition of a strengths, weakness, opportunities, and threat (SWOT) analysis. He noted that they did a SWOT analysis at the Kent Economic Partnership (KEP) and were able to use it to prioritize their strategic planning. He also recommended that the City interview leaders of companies that decide to leave the Dover area. Mr. Pribanic stated that the City may be able to gain valuable information regarding how to retain the next tenant. He recommended identifying the type of industry and the type of incentives the City would offer.

Responding to Mayor Christiansen, Mr. Hugg stated that he was sure there was a way to include Mr. Pribanic's recommendations. He explained that the intent was to have open-ended goals and objections, but he would certainly reference these recommendations.

Mr. Hammond stated he would like community economic development included in the plan. He noted that when you look at what's transpiring in the City, issues like community development are really driven by the Community Development Block Grant (CDBG) Program and the City's allocation is very minuscule. Mr. Hammond stated that there really has been no focus on community economic development, noting that it had primarily been facilitated by community development corporations. He indicated that this was a way for community residents to get involved in economic development activities. Mr. Hammond stated that he could provide additional information regarding this topic. He noted that this would be helpful since he thought there were issues in the community that are not addressed by a major comprehensive economic plan. Mayor Christiansen asked Mr. Hugg to work on the verbiage to including Mr. Hammond's recommendation in the final draft.

Councilman Anderson stated that he thought that the work done on the Comprehensive Plan was tremendous and it was a very well thought out document. He asked that Goal 2 more explicitly indicate workforce development targeted toward the citizens of that particular area to make sure there is more economic opportunity. Mr. Anderson noted that Goal 1 included implicit language regarding workforce development under Recommendation 1.3; however, he did not think that was the only place where workforce development takes place. He stated that it is a larger partnership that occurs with the Department of Employment and Training. Mr. Anderson advised that there are many grants and, if the Committee is interested, he would forward the information. He stated that one of the most important parts of attracting businesses is that they believe they have a workforce with the skills for which they are searching. Mr. Anderson stated that when it comes to Goal 4, being a little more explicit about reclaiming abandoned properties, vacant and brown fields would probably be something that would be very positive.

Mr. Hugg advised members that, hopefully within the next month or so, the entire plan would be presented to the Planning Commission, the public, and finally to City Council. He explained that

the Comprehensive Plan has 12 Chapters and eight (8) of them have specific goals and objectives, so the goals in Chapter 10 might make more sense when members read them in the context of the entire Plan. In regard to Councilman Anderson's suggestions, Mr. Hugg stated that workforce development was covered in another area of the Plan; however, he thought some of the wording was previously struck, so he would review that section again as well. Mayor Christiansen stated that he thought that work ethic would be a great part of the workforce development.

Mr. Cole moved to recommend approval of the Draft 2019 Comprehensive Plan, Chapter 10 - Economic Development Plan to include comments made by the Committee members, Councilman Anderson, and Mr. Pribanic. The motion was seconded by Mrs. Mitchell and unanimously carried.

Mr. Hugg extended sincere appreciation to Mrs. Adams for the recent purchase of a building downtown that he thinks will be a magnificent improvement to the community. He noted that Mrs. Adam's firm, Mountain Engineering, bought four (4) properties that were previously various Simons' stores downtown and her plan was to build offices and apartments, and potentially retail. Mr. Hugg stated that he thought it would be an awesome addition to downtown.

Mr. Cole moved for adjournment, seconded by Mrs. Mitchell and unanimously carried.

Meeting adjourned at 5:08 p.m.

Robin R. Christiansen
Chairman

RRC/jt/dd
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Attachments
Attachment #1 - "Master List of Inventory Asset FID"
Attachment #2 - "Food Innovation District, Kent County, Delaware, Feasability Study"

Hugg, Dave

From: THOMAS PRIBANIC <tpribanic@comcast.net>
Sent: Sunday, February 10, 2019 1:03 PM
To: Christiansen, Robin; Hugg, Dave
Cc: Michael Petit de Mange
Subject: FID
Attachments: Master List of InventoryAsset FID.doc

Sorry, I sent the same feasibility file twice. Attached is the Master List of Inventory just for info only.

Tom

Farmers' Markets

Name	Offerings	Contact Info/Web	Address
Harrington Farmers' Market	Various Vendors	(302) 398-8188	Byler's Supermarket Parking Lot Harrington, DE 19952
Loockerman Way Farmers' Market	Various Vendors	(302) 741-8309	1 Loockerman Way Dover, DE
Milford Riverwalk Farmers' Market	Various Vendors	(302) 839-1180	North Walnut Street at Riverwalk Park Milford, DE
Smyrna Farmers' Market	Various Vendors	(302) 389-2320	27 South Market Street Plaza Smyrna, DE 19977

Agritourism

Name	Offerings	Contact Info/Web	Address
Bobola Farm & Florist	Flowers, Fruits, vegetables, retail items	(302) 492-3367 www.bobolaflorist.com	5268 Forrest Avenue Dover, DE 19904
Cowgills Corner Sheep & Wool Farm Bed and Breakfast	Working farm with various animals, spa	(302) 734-5743	7299 Bayside Drive Dover, DE 19901
Fordham Brewing Company/Old Dominion Brewing Company	Tours and Tastings	(302) 678-4810 www.forhambrewing.com	1284 McD Drive Dover, DE 19901
Harvest Ridge Winery	Tours, Tastings, Facility rentals	(302) 343-9437 www.harvestridgewinery.com	447 Westville Road Marydel, DE 19964
Loblolly Acres	Christmas items/shop, fall plants/vegetables	(302) 284-9255 www.loblollyacres.com	3893 Turkey Point Road Woodside, DE 19980
Painted Stave Distilling	Tours, Tastings, facility rentals	(302) 300-0587 www.paintedstave.com	106 W. Commerce Street Smyrna, DE 19977
Pizzadili Winery	Tours, Tastings, facility rentals	(302) 284-9463 www.pizzadiliwinery.com	1683 Peach Basket Road Felton, DE 19943

CSA's

Name	Offerings	Contact info/web	Address
Fifer Orchards	Fruits, vegetables, baked goods, ciders, honey, jams/jellies	(302) 697-2141 www.fiferorchards.com	1919 Allabands Mill Road Wyoming, DE 19934

On Farm Markets

Name	Offerings	Contact info/web	Address
Bobola Farm & Florist	Flowers, fruits, vegetables	(302) 492-3367 www.bobolaflorist.com	5268 Forrest Avenue Dover, DE 19904
Ficner's Farm	Fruits, Vegetables	(302) 647-4677 www.ficnerfarm.com	1911 Fast Landing Road Dover, DE 19901
Fifer Orchards	Fruits, Vegetables, baked goods, ciders, honey, jams/jellies, apple butter	(302) 697-2141 www.fiferorchards.com	1919 Allabands Mill Road Wyoming, DE 19934
Flagstone Farm	Fruits, vegetables, Christmas trees	(302) 349-5726	10574 Memory Road Harrington, DE 19952
Fresh Connection	Fruits, Vegetables	(302) 684-8498	9588 Coastal Highway Milford, DE 19963
Hill's Fresh Plants and Produce	Fruits, Vegetables, Plants, Planting materials	(302) 422-4450 www.hillsfresh.net	1795 Milford-Harrington Highway Milford, DE 19963
Loblolly Acres	Christmas items/shop, fall plants and vegetables	(302) 284-9255 www.loblollyacres.com	3893 Turkey Point Road Woodside, DE 19980
Matthew Santich Farm	Fruits/Vegetables	(302) 349-5684	627 Burrsville Road Greenwood, DE 19950
Paradise Orchards	Fruits	(302) 284-3008	12793 South DuPont Highway Felton, DE 19943
Red Barn Farm Market	Fruits, vegetables, honey, jams, jellies, herbs, peppers	(302) 335-4890	7360 Bay Road Frederica, DE 19947

Shiloh Lea Farm	Blueberries	(302) 492-3789	3716 Mahan Corner Road Marydel, DE 19964
T. A. Farms	Turkeys, spring/fall flowers,	(302) 492-3030 www.tafarms.com	4664 Mud Mill Road Camden-Wyoming, DE 19934
U-Pick Strawberries	Strawberries	(302) 423-7035	4693 Kenton Road Dover, DE 19901
Walters Produce	Fruits/Vegetables	(302) 284-4619	8571 South DuPont Highway Felton, DE 19943
Webb & Son Farm Market, Inc.	Fruits, Vegetables, jams, jellies, honey, herbs, Christmas shop	(302) 335-5841	6975 Bay Road Frederica, DE 19946

Value-Add Producers

Name	Products	Contact Info/Web	Address
Betty Jean's Famous Sauce	Sauces	(302) 335-3761 carneyscatering@comcast.net	Camden-Wyoming, DE
Blair View Farm-Blessing	Tilapia	(302) 242-2292	234 Blairs Pond Rd Houston, DE
Fifer Orchards	Fruits, vegetables, baked goods, ciders, honey, jams, jellies, apple butter	(302) 697-2141 www.fiferorchards.com	1919 Allabands Mill Road Wyoming, DE 19934
Fordham Brewing Company/Old Dominion Brewing Company	Tours and Tastings	(302) 678-4810 www.forhambrewing.com	1284 McD Drive Dover, DE 19901
Harvest Ridge Winery	Tours, Tastings, facility rentals	(302) 343-9437 www.harvestridgewinery.com	447 Westville Road Marydel, DE 19964
Kirby & Holloway	Scrapple and Sausage	(302) 398-3705	966 Jackson Ditch Road Harrington, DE 19952
Olivia's Breads	All Natural Bread, cakes, and pies	(302) 424-4395 www.oliviasbreads.com	Milford, DE 19963
Painted Stave	Tours, Tastings, facility	(302) 300-0587	106 West Commerce Street Smyrna, DE 19977

	rental	www.paintedstave.com	
Pizzadili Winery	Tours, Tastings, facility rentals	(302) 284-9463 www.pizzadiliwinery.com	1683 Peach Basket Road Felton, DE 19943
Victor's Famous	Marinades	(302) 632-0458 Hendrick19@comcast.net www.victorsfamous.com	Harrington, DE 19952

Restaurants

Name	Food Type	Contact Info/Web	Address
33 West	American/Traditional	(302) 735-9822	33 W. Loockerman St Dover, DE 19901
Abbot's Grill	American/Traditional	(302) 491-6736	249 N.E. Front Street Milford, DE 19963
Ameci's Neighborhood Market	Deli	(302) 735-8500	212 S. Governor's Ave Dover, DE 19901
Arena's	American	(302) 422-3345	200 N.E. Front Street Milford, DE 19963
Betsy Ross Pizza	Italian	(302) 398-4337	17086 S. DuPont Hwy Harrington, DE 19952
Bonz Restaurant & Lounge	American/Traditional	(302) 398-5348	Harrington Raceway & Casino Harrington, DE
Boondocks	Seafood	(302) 653-6962	852 Lighthouse Rd Smyrna, DE 19977
Buffalo Wild Wings Grill and Bar	American/Traditional	(302) 346-9464	680 S. Bay Road Dover, DE 19901
Capriotti's	Subs & Steaks	(302) 678-2808 **Location 2:** (302) 698-3090	321 Independence Blvd Dover, DE 19904 **Location 2:** 130 Gateway S. Blvd Dover, DE
Chops Grille	Steakhouse/American	(302) 678-8500	1570 N. DuPont Hwy Dover, DE 19901
Cool Springs Fish Bar & Restaurant	Seafood	(302) 698-1955	2463 South State St Dover, DE 19901

Doc Magrogan's Oyster House	Seafood	(302) 857-3223	1131 N. DuPont Hwy Dover, DE 19901 Dover Downs Hotel and Casino
Flavor of India	Indian	(302) 677-0121	348 N. DuPont Hwy Dover, DE 19901
Fraizer's On the Water Restaurant & Bar	American (Waterfront seating)	(302) 741-2420	9 E. Loockerman St. Dover, DE 19901
Frankfort Bakery & Deli	Bakery/Deli	(302) 741-0180	323 S. Governors Ave Dover, DE 19901
Frankie's	Italian	(302) 857-3775	1131 N. DuPont Hwy Dover, DE 19901 Dover Downs Hotel & Casino
Garden Café	American	(800) 711-5882	1131 N. DuPont Hwy Dover, DE 19901 Dover Downs Hotel & Casino
Georgia House	American/Traditional (Outdoor Seating)	(302) 422-6763	18 South Walnut St Milford, DE 19963
Green Turtle Sports Bar & Grille	American	(302) 264-9612	391 North DuPont Hwy Dover, DE 19901
Grotto Pizza	Italian	(302) 678-3278	1159 N. DuPont Hwy Dover, DE 19901
Hall's Family Restaurant	American	(302) 697-7448	108 N. Railroad Ave Wyoming, DE
Hollywood Diner	American	(302) 734-7462	123 N. DuPont Hwy Dover, DE 19901
Hibachi Japanese Steak House	Japanese	(302) 734-5900	691 N. DuPont Hwy Dover, DE 19901
In Bocca Al Lupo	Italian	(302) 659-2110	1960 S. DuPont Hwy Smyrna, DE 19977
Jake's Hamburgers	American	(302) 678-5678	645 S. Bay Road Dover, DE 19901
J.P.'s On the Wharf	Seafood	(302) 335-4035	201 Hubbard Ave Frederica, DE 19946

Kirby & Holloway Family Restaurant	American	(302) 734-7133	656 N. DuPont Hwy Dover, DE 19901
La Ortolana Ristorante	Italian	(302) 698-1334	233 Old Camden Road Camden, DE
La Tonalteca	Mexican	(302) 734-3444	859 N. DuPont Hwy Dover, DE 19901
Little Richards	American Fair Food	(302) 678-2856	1171 S. Bay Road Dover, DE 19901
Magnolia Family Restaurant	American/Traditional	(302) 335-3347	3 S. Main Street Magnolia, DE
McGlynn's Pub	American/Traditional	(302) 674-0144	800 N. State Street Dover, DE 19901
Meding and Son Seafood	Seafood	(302) 335-3944	3697 Bay Road Milford, DE 19963
Michele's	Steak/Seafood	(302) 674-4600	1131 N. DuPont Hwy Dover, DE 19901 Dover Downs Hotel & Casino
New China	Chinese	(302) 698-1800	250 Gateway Blvd S. Dover, DE 19901
Oddfellows Café	American/Traditional	(302) 535-5375	34 S. Main Street Smyrna, DE 19977
Piazza Mia Italian Bar & Grill	Italian	(302) 378-1870	492 South Red Haven Ln Dover, DE 19901
Pizza Delight by Giacomo	Italian	(302) 698-1500	150 Gateway S. Shopping Center Dover, DE 19901
Restaurant 55	American/ Traditional	(302) 535-8192	2461 S. State Street Dover, DE 19901
Rice	Chinese/Japanese	(302) 678-1328	45 Greentree Shopping Center Dover, DE 19901
Roma Italian Ristorante	Italian	(302) 678-1041	3 President Drive Dover, DE 19901
Sambo's Tavern	Seafood (Waterfront)	(302) 678-9724	283 Front Street Leipsic, DE
Shucker's Pier 13	Seafood	(302) 674-1190	889 N. DuPont Hwy Dover, DE 19901

Smyrna Diner	American	(302) 653-9980	99 S. Cory Lane Smyrna, DE 19977
Southern Smoke BBQ	BBQ	(302) 735-5666	737 N. DuPont Hwy Dover, DE 19901
Tea For Two	American Teahouse	(302) 678-2226	224 N. State Street Dover, DE 19901
Touchdown Restaurant	American/Traditional	(302) 674-0975	1666 S. DuPont Hwy Dover, DE 19901
Trevi Ristorante	Italian	(302) 653-6800	53 E. Glenwood Ave Smyrna, DE 19977
Vincenzo's	Italian	(302) 674-0966	1030 Forrest Avenue Dover, DE 19904
Wagon Wheel Family Restaurant	American/Traditional	(302) 653-1457	110 S. DuPont Blvd Smyrna, DE 19977
West Side Restaurant	American/Traditional	(302) 424-4888	101 S. Maple Ave Milford, DE 19963
Where Pigs Fly	BBQ/American	(302) 678-0586	617 E. Loockerman St. Dover, DE 19901
W.T. Smithers	American/Traditional	(302) 674-8875	140 S. State Street Dover, DE 19901

Breweries/Distillery

Name	Offerings	Contact Info/Web	Address
Fordham Brewing Company	Tours and Tastings	(302) 678-4810 www.forhambrewing.com	1284 McD Drive Dover, DE 19901
Mispillion Brewing Company	Tours and Tastings	(302) 233-2844 www.MispillionRiverBrewing.com	255 Mullet Run St Milford, DE 19963
Painted Stave Distilling	Tours, Tastings, facility rental	(302) 300-0587 www.paintedstave.com	106 West Commerce Street Smyrna, DE 19977

Wineries

Name	Offerings	Contact Info/Web	Address
Harvest Ridge Winery	Tours, Tastings, facility rentals	(302) 343-9437 www.harvestridgewinery.com	447 Westville Road Marydel, DE 19964
Pizzadili Winery	Tours, Tastings, facility rentals	(302) 284-9463 www.pizzadiliwinery.com	1683 Peach Basket Road Felton, DE 19943

Cultural Arts & Entertainment

Name	Offer	Contact info/Web	Address
Dover Art League	Exhibits, sales gallery, art related lectures/classes	(302) 674-0402	21 W. Loockerman St. Dover, DE 19901
Kent County Theatre Guild	Community theatre group, year round plays/musicals	(302) 674-3568 www.kctg.org	140 E. Roosevelt Ave Dover, DE 19901
Mispillion Art League	Art exhibits, classes, special events	(302) 430-7646 www.mispillionarts.org	5 N. Walnut Street Milford, DE 19963
Riverfront Theatre	Community theatre, year round plays/musicals	(302) 422-0220 www.secondstreetplayers.com	2 S. Walnut Street Milford, DE 19963
Schwartz Center for the Arts	Restored historic theatre, musicals, education activities	(302) 678-3583 www.schwartzcenter.com	226 S. State Street Dover, DE 19901
Smyrna Opera House	Restored historic theatre, musicals, education activities	(302) 653-4236 www.smyrnaoperahouse.org	107 S. Main Street Smyrna, DE 19977

Culinary Education Programs

Name	Offer	Contact Info/Web	Address
The Culinary School, Food Bank of DE	14 week culinary program	NC: (302) 444-8076 smurrey@fbd.org K/S: 302- 424-3301X107 bpalomo@fbd.org	N/A
Delaware Technical and Community College	Culinary Arts, Baking, Pastry, Kitchen Skills, Food Service Management, MSCHE & ACF Certified	(302) 454-3900 Programs Available at Stanton and Terry Campuses www.dtcc.edu/	Newark, DE Dover, DE
Delaware State University	Hospitality	(302) 857-6060 www.desu.edu/	1200 N. DuPont Hwy Dover, DE 19901
PolyTech Adult Education	Various Classes	(302) 697-4545 www.polytechpanthers.com	823 Walnut Shade Road Woodside, DE 19980

Events

Event Month	Event Month/Location	Contact Info/Web	Location
Bug & Bud Festival	April	(302) 839-1180 www.downtownmilford.org	Milford
Dover Days Festival	May	(800) 233-5368 www.doverdaysfestival.com	Dover
Strawberry Festival	May	(302) 697-2141 www.fiferorchards.com	Wyoming
African American Festival	June	www.icclarts.org	Dover
Delaware State Fair	July	(302) 398-5900 www.delawarestatefair.com	Harrington
Wyoming Peach Festival	August	www.fiferorchards.com	Wyoming

Amish Country Bike Tour	September	(800) 233-5368 www.amishcountrybiketour.com	Dover
Riverwalk Festival	September	(302) 422-3344 www.milfordchamber.com	Milford
DE Wine and Beer Festival	October	(800) 233-5368 www.delawarewineandbeerfestival.com	Dover
18th Century Market Fair	November	(302) 739-9194 www.destateparks.com/heritagepark	Dover
Chocolate Festival	November	(800) 711-5882 www.doverdowns.com	Dover
Christmas at Belmont Hall	December	www.belmonthall.org	Smyrna
Home for the Holidays	December	(302) 678-2940 www.downtowndoverpartnership.com	Dover
Holiday Stroll	December	(302) 839-1180 www.downtownmilford.org	Milford

Marketing/Financial Assistance-monetary, training, or support

Name	Type of Assistance	Contact info/web	Address
Central DE Chamber of Commerce	Suggestions on business promotion, networking, health care assistance, advertising opportunities	(302) 734-7513 http://www.cdcc.net/	435 N. DuPont Hwy Dover, DE 19901
Delaware Department of Agriculture (DDA)	Grants, educational programs, certifications, assistance in all areas of department, loan programs	(302) 698-4500 http://dda.delaware.gov/	2320 S. DuPont Hwy Dover, DE 19901

Delaware Economic Development Office (DEDO)	Guidance services, small, minority and women owned business support, business development strategies	(302) 739-4271 http://dedo.delaware.gov/	99 Kings Highway Dover, DE 19901
Delaware FFA Association	Connection to FFAs throughout state, current news	http://www.delawareffa.org/	35 Commerce Way, Suite 1 Dover, DE 19904
Farm Service Agency (FSA)	Grants, farm loans, crop reports, fact sheets on various topics	(302) 678-4250 http://www.fsa.usda.gov/FSA	1221 College Park Drive, Suite 201 Dover, DE 19904
Kent County Tourism	Advertising, resources to financial assistance, information on Kent County agriculture	(302) 734-4888 http://www.visitdover.com/	435 N. DuPont Hwy Dover, DE 19901
Kent Economic Partnership	Kent county community information, location opportunities, history, demographic information, tax information, business directory, industries	(800) 624-2522 http://www.kentpartnership.org/	555 Bay Road Dover, DE 19901
MidAtlantic Farm Credit (MAFC)	Loans, StartRight – young, beginning, small, minority program; Appraisals, crop insurance	(800) 573-3028 http://www.mafc.com	1410 South State St Dover, DE 19901
National Institute of Food and Agriculture (NIFA)	Grants, small business research programs, work through extensions	University of Delaware Cooperative Extension (302) 730-4000 http://extension.udel.edu/ke	69 Transportation Circle, Dover, Delaware

		ntcounty/	
Natural Resource Conservation Service (NRCS)	Financial including: AMA, AWEP, CIG, EQIP, WHIP programs	(302) 857-3580 http://offices.sc.egov.usda.gov/locator/	1221 College Park Dr. Dover, DE 19904
Small Business Administration (SBA)	Loans, grants, contracting, online training, surety bonds, starting/managing a small business fact sheets	(302) 678-1555 http://www.sba.gov/about-offices-content/2/3107	1200 N. DuPont Hwy Suite 208 Dover, DE 19901
Small Business and Technology Development Center (SBTDC)	Advisors available, information on technology available, counseling, research programs, training	(302) 678-1555 http://dsbtdc.org/	1200 N. DuPont Hwy Dover, DE 19901
SCORE	Counseling, monthly meetings, workshops	(302) 573-6552 http://delaware.score.org/	1007 S. Orange Street Wilmington, DE 19801
Delaware State University	Degree programs; workshops, seminars	(302) 857-6060 www.desu.edu/	1200 N. DuPont Hwy Dover, DE 19901
Delaware Technical and Community College	Degree and non-degree programs	(302) 454-3900 www.dtcc.edu/	Newark, DE Dover, DE
Wilmington University	Degree programs	(877) 967-5464 www.wilmu.deu	320 N DuPont Hwy, New Castle, DE 19720 Dover Campus
Wesley College	Degree and non-degree programs	(302) 736-2300 www.wesley.edu	120 North State Street, Dover, DE 19901

Food Related Trade Associations/Boards-Commodity Boards

Name	Industry/Assistance provided	Contact Info/Web	Address
Delaware Agritourism Association	Agritourism/ events, advertising	(302) 684-1514 https://www.facebook.com/DelawareAgritourism	PO Box 22 Georgetown, DE 19947
Delaware Beef Board	Beef/education, nutrition, map with farms listed, recipes	www.delawarebeef.org	PO Box 0515 Camden, DE 19934
Delaware Beekeepers' Association	Bees & Honey/ bee removal services, education, industry meetings	http://www.delawarebeekeepers.com	1198 Lorewood Grove Rd Middletown, DE 19709
Delaware Dairy Princess Committee	Dairy/education, appearances, list of local farms	(302) 270-8359 http://dairyspot.com/farming/dairy-princesses	Harrington, DE 19952
Delaware Pork Producers	Pork/Certifications, training, animal assessment, educational programs	(302) 492-8794 www.delawarepork.org	2582 Arthursville Road Hartly, DE 19953
Delaware Potato Growers Association	Potato/ education, networking	(302) 378-2864	PO Box 286 Middletown, DE 19709
Delmarva Poultry Industry	Poultry/ provide education and membership with industry contacts	(302) 856-9037 www.dpichicken.org	16686 County Seat Highway Georgetown, DE 19947
Delaware Soybean Board	Soybean/education, research, industry information	(703) 437-0995 www.desoybeans.org	PO Box 319 Salisbury, MD 21803
Delaware Wineries Association	Wine/Marketing and legislation	(484) 994-8442 www.delawarewineriesassociation.com	447 Westville Road Marydel, DE 19964
Fruit & Vegetable Growers Association of Delaware	Fruits & Vegetables/ education,	(302) 378-2754 www.delawarefruitvegetable.worpress.com	1343 Bunker Hill Road Middletown, DE 19709
Homebrews Association	Brewery/List of small businesses that brew, legislation for home brewing	http://www.homebrewersassociation.org	Boulder, CO but search engine shows many home brewers in DE
Mar-Del Watermelon Association	Watermelon/education, queen appearances	(410) 341-4003 www.mardelwatermelon.org	PO Box 4 Allen, MD 21810

Delaware Farm Bureau	Grassroots lobbying group for agriculture	(302) 697-3183 www.defb.org	3457 S. DuPont Hwy, Camden, DE 19934
Delaware State Grange	Fraternal organization advocating for ag	(302) 734-4653	911 S. Governors Ave, Dover, DE

Mainstreet Initiatives

Name	Resources	Contact Info/Web	Address
Downtown Dover Partnership	Investor Center, promoting and marketing, economic development	(302) 678-2940 http://www.downtowndoverpartnership.com	101 West Loockerman Street, Suite 1A Dover, DE 19904
Downtown Milford, Inc.	Events, advertising, meetings	(302) 839-1180 http://downtownmilford.org	PO Box 12 Milford, DE 19963

Grocery Stores

Name	Phone Number	Address
Acme	(302) 674-8307	1001 North DuPont Hwy Dover, DE 19901
Acme	(302) 653-9600	236 East Glenwood Avenue Smyrna, DE 19977
Byler's	(302) 674-1689	1368 Rose Valley School Road Dover, DE 19904
Byler's	(302) 398-0398	1 Liberty Plaza Harrington, DE 19952
Food Lion	(302) 674-2921	1030 Forrest Avenue Suite 106 Dover, DE 19904
Food Lion	(302) 698-1445	250 Gateway Blvd Dover, DE 19904
Food Lion	(302) 659-5593	215 Stadium Street Smyrna, DE 19977
Food Lion	(302) 398-7884	2004 Midway Drive Harrington, DE 19952

Food Lion	(302) 424-0462	951 North DuPont Blvd Milford, DE 19963
Redner's	(302) 698-1241	2500 S. DuPont Hwy Camden, DE 19934
Redner's	(302) 678-3106	88 Salt Creek Drive Dover, DE 19901
Redner's	(302) 678-4734	25 Greentree Drive Dover, DE 19904
Redner's	(302) 430-7517	28253 Lexus Drive Milford, DE 19963
Safeway	(302) 730-9100	190 John Hunn Brown Rd Dover, DE 19901
Spence's Bazaar	(302) 734-3441	550 S. New Street Dover, DE 19904
Target	(302) 741-0434	148 John Hunn Brown Road Dover, DE 19901
Walmart	(302) 674-2159	36 Jerome Avenue Dover, DE 19901
Walmart	(302) 698-9170	263 Walmart Drive Camden, DE 19934
Walmart	(302) 422-2854	939 N DuPont Blvd Milford, DE 19963
Witt Brothers Market, Inc.	(302) 697-6174	113 W. Camden Wyoming Avenue Wyoming, DE 19934

Distribution Networks

Name	Industry	Contact Info/Web	Address
Burris	Frozen Foods	(302) 398-5050 http://www.burrislogistics.com/Locations/Harrington-DE	111 Reese Avenue Harrington, DE 19952
Lehigh Dairy	Dairy	(302) 398-8321 http://www.lehighvalleydairyfarms.com	17267 S. DuPont Hwy Harrington, DE 19952

Pepsi	Beverage	(302) 398-3415 http://www.pepsibottlingventures.com	58 Cluckey Drive Harrington, DE 19952

Food Processing Facilities

Name	What is Processed	Contact Info/Web	Address
Cedar Hill Custom Deer Cutting	Deer Slaughtering & Processing	(302) 272-8916	738 Paddock Road Smyrna DE 19977
FPP Family Investment	Perdue Poultry	(302) 424-2600 www.perdue.com	225 S. Rehoboth Blvd Milford, DE 19963
Fruit Bud Juice, LLC	Frozen Fruit and Vegetable Juices	(302) 697-3118	204 Southern Boulevard, Wyoming, DE 19934
Haass Family Butcher Shop	Beef, Pork and Chicken Processing	(302) 734-5447	3997 Hazlettville Rd Dover, DE 19904
Hanover Food Corp	Fruit & Vegetable Canning	(302) 653-9281 www.hanoverfoods.com	Duck Creek Road Rt. 6 Clayton, DE 19938
Hughes Delaware Maid Scrapple	Pork	(302) 284-4370	8873 Burnite Mill Rd Felton, DE 19943
Kirby Holloway	Beef, Pork and Chicken Processing	(302) 734-7133	656 N DuPont Hwy, Dover, DE 19901
Kraft Foods	Food Manufacturing	(302) 734-6100 www.kraftfoods.com	1250 W. North Street Dover, DE 19904
Roos Foods Inc.	Sour cream, cheeses, spices & exotic drinks, Natural, processed and imitation cheese, spices or extracts, cooking or table salt, seasoning mix, fresh herbs, dried herbs	(302) 653-0600	251 Cooper Street Kenton, DE 19955
Sea Watch International Inc.	Clams; soups	(302) 422-3200	242 S Rehoboth Blvd, Milford, DE 19963

Sydell-Hillandale Farms	Eggs	(302) 492-3644	207 Sydell Dr., Hartly, DE

Community Kitchens

Name	Contact Info/Web	Address
Appalachian Ministries	(302) 492-3144	4527 Sandy Bend Road Marydel, DE 19964
Dover 1st 7th Day Adventist Church	(302) 674-3680	647 Wyoming Avenue Dover, DE 19904
Food Bank of Delaware	(302) 424-3301	1040 Mattlind Way Milford, DE 19963
Kent County Community Action Agency	(302) 678-1949	120A S. Governors Ave. Dover, DE 19904
Milford Church of God	(302)422-9138	500 Walnut Street Milford, DE 19963
Modern Maturity Center	(302) 734-1200	1121 Forrest Ave. Dover, DE 19904
Salvation Army	(302) 678-9551	611 Forest Street Dover, DE 19904
Shepards Place	(302) 678-1909	1362 S. Governors Ave. Dover, DE 19904
Smyrna-Clayton Ministerium		118 W. Commerce St. Smyrna, DE 19977
Whatcoat United Methodist Church	(302) 697-7539	341 Saulsbury Road Dover, DE 19904

Food Bank/Storage

Name	Contact Info/Web	Address
Calvary Assembly of God Food Closet	(302) 697-7776	1141 E Lebanon Rd Dover, DE 19901
Catholic Charities Basic Needs Program Kent County	(302) 674-4016	2099 South DuPont Highway Dover, DE 19901
Gods Missionary	(302) 284-9566	1616 Lords Corner Felton, DE 19943
Goodwill Industries, Food Closet, Kent County	(302) 741-0456	1678 S. Governors Ave. Dover, DE 19904
Kent County Community Action, Administration	(302) 678-1949	120-A S. Governors Ave. Dover, DE 19904
Maranatha Food Bank		4817 S State St Magnolia, DE 19962
Rsvp Kent County	(302) 734-1200	1121 Forrest Ave Dover, DE 19904
Southside Baptist Church	(302) 697-2411	4904 S. DuPont Hwy. Dover, DE 19901
Telamon Corp, Farmworkers Support Program	(410) 546-4604	504 N. DuPont Hwy. Dover, DE 19901
Williams State Service Center	(302) 857-5000	805 River Road Dover, DE 19901

Service Providers

Name	Services/Equipment Type	Contact Info/Web	Address
Atlantic Tractor	Farm Equipment for every need from planting to harvest	(302) 653-8536 www.atlantictractor.net	301 East Street Clayton, DE 19938
Clark Seeds	Seeds, Farm Equipment, Chemicals, Fertilizers	(302) 653-9249 www.clarkseeds.com	1467 7 Hickories Road Kenton, DE 19955
Farmer's Harvest	Potato/vegetable handling equipment, Bearings, Belting, Rollers, Sweet Potato Harvesters	(302) 734-7708 http://www.manta.com/c/mm5syw3/farmer-s-harvest	2826 7 Hickories Road Kenton, DE 19955

GrowMark FS LLC	Crop Protection, Seed, Turf, Fertilizers, Precision Planting, Propane	(302) 422-3002 growmarkfs.com	308 NE Front Street Milford, DE 19963
Hudson Farm Supply Co	Seed, Fertilizers, Equipment, Livestock Feeds, Crop Protection, Fencing, Containers/Storage	(302) 398-3654 www.southernstates.com	213 Harrington Avenue Harrington, DE 19952
Southern States	Seed, Fertilizers, Equipment, Livestock Feeds, Crop Protection, Fencing, Containers/Storage	(302) 653-6634 www.southernstates.com	227 School Ln Clayton, DE 19938
Southern States	Seed, Fertilizers, Equipment, Livestock Feeds, Crop Protection, Fencing, Containers/Storage	(302) 422-8066 www.southernstates.com	7308 Williamsville Road Milford, DE 19963
Taylor & Messick	Tractors, combines, planters, tillage	(302) 398-3729 www.taylormessick.com	325 Walt Messick Road Harrington, DE 19952
Thomas E. Moore Inc	Seed, Chemicals, Packaging Supplies, Planters, Harvesters, Conveyor Systems, Scales, Graders, Sorters	(302) 674-1500 www.thomasmorre.com	696 South Bay Road Dover, DE 19901
Thomas E. Moore Inc	Seed, Chemicals, Packaging Supplies, Planters, Harvesters, Conveyor Systems, Scales, Graders, Sorters	(302) 653-2000 www.thomasmoore.com	6 Marlyn Lane Kenton, DE 19955
Tractor Supply	Seed, Fertilizers, Equipment, Livestock Feeds, Crop Protection, Fencing, Containers/Storage, Water troughs, Apparel	(302) 698-5690 www.tractorsupply.com	4089 South DuPont Highway Dover, DE 19901


FOOD INNOVATION DISTRICT
KENT COUNTY, DELAWARE
FEASIBILITY STUDY
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Food Innovation District:
Feasibility Study

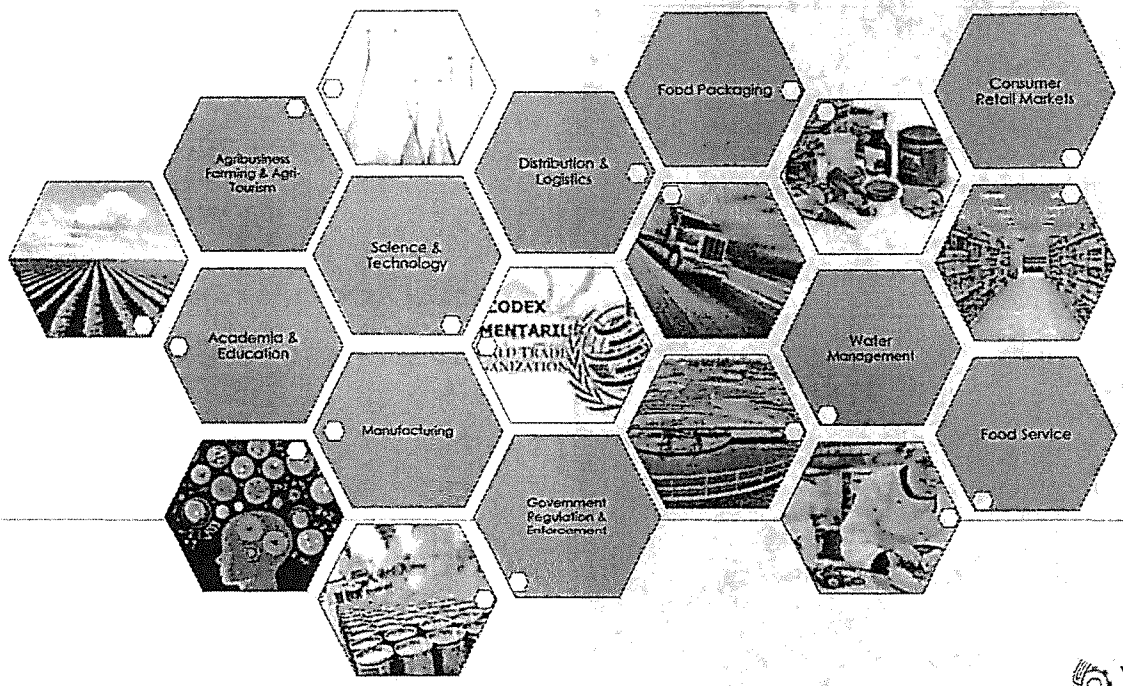
- Scope
- Primary Objectives
- Phase I – Needs Assessment
- Phase II – Site Analysis
- Recommendations
- Next Steps

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Scope

FOOD INNOVATION DISTRICT
MISSION AND VISION

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Food Innovation District:
Steering Committee

Mission

To engage the people of the Mid-Atlantic Region and the world in applied research education and outreach to develop regionally integrated sustainable food systems

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Food Innovation District:
Steering Committee

Vision

Create a thriving economy, a sense of place and sustainability for Kent County, the country and the planet through food systems rooted in this region and centered on food that is healthy, green, fair and affordable.

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Primary Objectives

To determine the feasibility of creating a Center of Excellence that will:

- Stimulate and support sustainable economic growth
- Aid in profitability of Agricultural and Food Industries
- Provide innovative research, resources and solutions
- Enable food business incubation and expansion
- Foster collaboration and partnering between stakeholders

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Phase I
Needs Assessment

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Needs Assessment

To Determine

- Regional SWOT (resource utilization and leveraging regional relationships)
- Stakeholder alignment (mission, vision, core values...funding)
- Opportunities for economic growth and job creation (economic multiplier)
- Community Benefits (competitive analysis, labor force)
- Innovative technologies
- Industry trends and best practices
- Successes, failures and key learnings
- Communication and activity gaps between local stakeholders
- Non-profit partnering opportunities
- Specific target user-group needs

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Primary Market Research

- FID Steering Committee
- Stakeholder Agencies
- Agriculture/Farm/Hubs
- Academia
- Manufacturing
- Food Service
- Food Entrepreneurs
- Existing Incubators
- Shared-Use Kitchens
- Food Bank/Community Outreach

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Secondary Market Research

- Food Business Incubators
- Food Hubs
- Government Sites
- Business Models
  - Applications/Services
  - Successes, Failures and Learnings

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Industry Trends and Best Practices

- Food Systems
- Food Banks and Food Tanks
- Farm to-School-Institution-Table
- Manage Food Insecurity
- Buy Local Movement
- Urban/Vertical Farming
- Know your Food Know your Farmer
- Precision Farming
- Supply Chain/Aggregation Software

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Analysis

Strengths

- Resource rich with lots of hidden gems
- Delaware is a small, well networked state
  - Agriculture, Community, Academia, Government
- Kent County is truly the hub and is ideally located
- Passionate stakeholders
- Very invested community – action takers!
- Long memories

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Analysis

Weaknesses

- Disconnect between agencies
  - Silos and factions
  - Communication, coordination
- Strategic business planning/Business acumen
- Get 'er Done! versus Stuck in Holding Patterns
- Budgetary restrictions
- Untrained and/or unwilling workforce
- Long memories

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Analysis

Opportunities

- Economic Stimulus (Food and Ag Economic Multiplier = 1.63)
- Inter-agency mission coordination
  - Allow each agency to stick with their own core
  - Share in each others' strengths
- Retention - Keep local food manufacturing local
- Expansion - Creation of Food Manufacturing Cluster

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Analysis

Threats

- Loss of Farmland
- Unsafe food service (Food Truck)
- Unsafe food production (Small Food Businesses)
- Unrealized Opportunities (manufacturing, jobs, economic growth)
- Redundant efforts between agencies
- Conflicting efforts between agencies
- Competitive food hubs and channels dictating our future

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Analysis

Additional Challenges and Considerations

- Streamlining Ag and Food related activities
  - Create "Organizational Infrastructure"
  - Develop a strategic plan for Ag and Food
  - Communication and clarity
- Educating stakeholders and community at large of assets, needs and gaps surrounding food production, food security and food safety
  - Delaware Growth Strategy
- Budgetary constraints
  - Gaining support and buy-in of new administration
- Labor force – training gap

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Needs Assessment: Specific User Group Needs

- Small Food Businesses
  - Low hourly/monthly rates
  - Extended access
  - Standard "Kitchen" equipment
  - Refrigerated and dry storage
  - Business support and coaching
  - Ingredient and Materials Sourcing
  - Regulatory guidance
- Food Truck
  - Low hourly rates
  - 24/7 access
  - Stoves, ovens, grills,
  - Refrigerated storage
  - Clean-up facilities
  - Lobbying/representation
  - Mentoring

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Needs Assessment:
Specific User Group Needs

- Food Manufacturing/Entrepreneurs
  - Formulation support
  - Pilot Plant/Scale-up capabilities
  - "Application" specific equipment
  - Business support and resources
  - Ingredient Sourcing
  - Consumer Testing
  - Co-packing/manufacturing
  - Allied Suppliers
- Small-Mid Size Farmers
  - Market channel access
  - Distribution/Infrastructure
  - Local market for glut and 2nds
  - Crop specific processing equipment
  - Fair/profitable pricing
  - Secure contracts

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Phase II
Site
Assessment

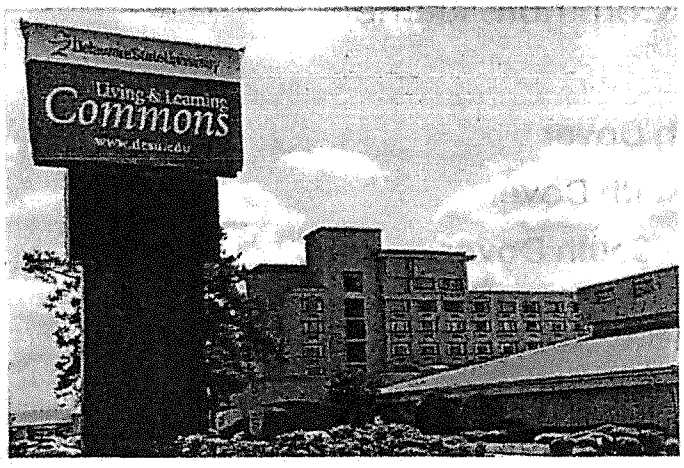
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Phase II:
Site Assessment

- DSU Living and Learning Commons Kitchen
- Privately Owned
  - Reichold Building – North Dover
  - McKee Business Park – North Dover
  - Enterprise Business Park – South Dover
- Publicly Owned – Monster Race Building

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DSU Living and Learning Commons



- Approximately 10,000 sq ft
  - 7,500 Kitchen space
  - 2,500 Office space
- Equipment –
  - Stoves, Ovens, Grills,
  - Mixers, Proof Box, Kettle
- Renovation and Code - Approximately $1.5 MM

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Recommendation:
DSU LLC

Suitable for

- Shared-use kitchen users
- Food truck operators
- Foodservice/Hospitality teaching facility
- DRA/ProStart, other industry related event hosting

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Analysis: DSU LLC

Benefits/Advantages

- Highly needed service
- Contribution to food safety
- Required equipment in place
- Theoretically quick turnaround
- Hospitality Interning opportunities
- Partnering opportunities
  - DRA

Challenges

- ROI
- User-group viability/consistency
- Student safety
- Funding
- Management structure
- Perceived Redundancy & Resistance
- Liability

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Feasibility Study Objectives

To determine the feasibility of creating a Center of Excellence that will:

- Stimulate and support sustainable economic growth
- Aid in profitability of Agricultural and Food Industries
- Provide innovative research, resources and solutions
- Enable food business incubation and expansion
- Foster collaboration and partnering between stakeholders

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Analysis:
DSU - LLC

Strengths

- Stimulate/support economic growth
  - Ideal equipment for small food businesses, caterers, food trucks
- Provide research, resources and solutions
  - Existing food related assets (DCED, Ag Ext, Hatchery)
- Enable small food businesses with sandbox for concept development
- Excellent facility for Hospitality/Foodservice program or other workforce and job readiness training

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Analysis:
DSU - LLC

Weaknesses

- Food business expansions and sustainable economic growth contribution limited by existing structure and equipment capabilities
- Unclear path to truly aid in profitability of Ag and Food industries
- Organizational structure creates constraints that impact ability to build necessary collaborative relationships
- Cost to re-commission not supported by rent structure of ideal user groups

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Recommendations DSU

LLC

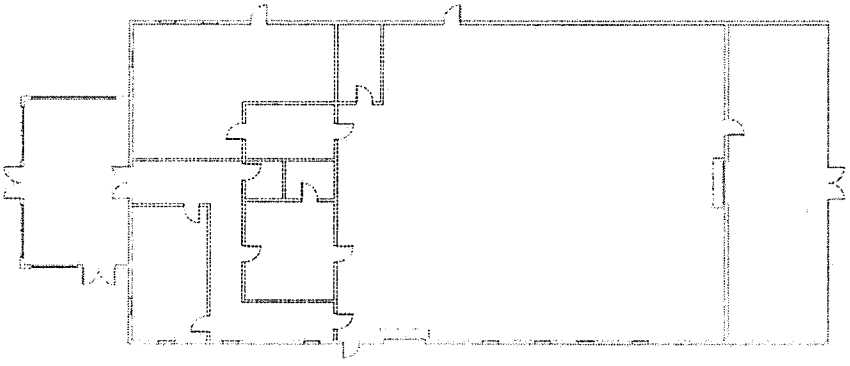
- Utilize this space to create an exemplary Food Service/Hospitality program
- Develop a solid business plan for Shared-use program to Rent/Lease space
- Hire a Program Manager with proven track record
- Set goals, create an accountability system, and stick to the plan

DSU DCED

- Continue to utilize this space for
  - Community outreach programs
  - ServSafe Training
  - Ag Extension services
- Discontinue calling this facility an Incubator

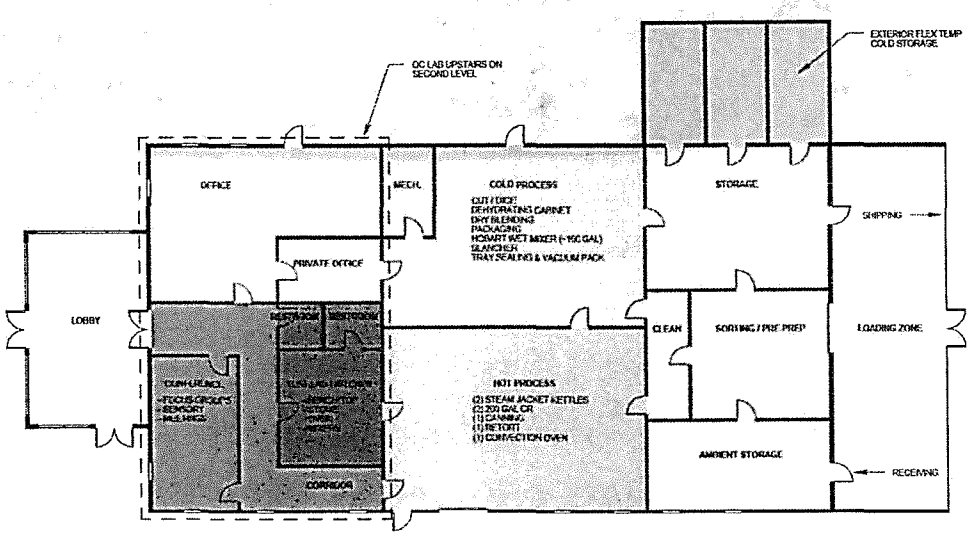
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Monster Race Building



- Approximately 10,000 Sq Ft
- Cement slab
- Food Processing Zoning
- Owned by Kent County
- Open lot with ability to expand
- Renovation and build-out approximately $2.5 MM

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Analysis:
Monster Race

Suitable for

- Value-add Processing for Farmers
- Food Business Incubator
  - start-up manufacturers
  - concept development through scale up
  - "Line extension" testing
- Partnering opportunities with Ag Extensions and Food Science Programs

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Analysis: Monster Race

Advantages

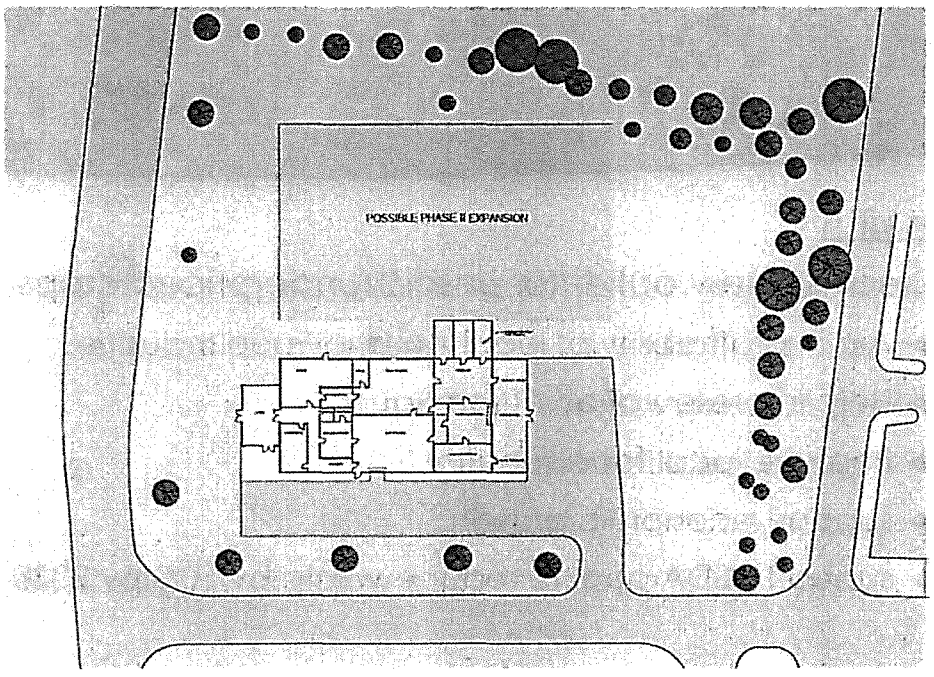
- Adds value for farmers
- Provides spaces for concepts beyond the kitchen
- Seed program for
  - Incubator space
  - Co-manufacturing
  - Food manufacturing cluster
- Expansion opportunities
  - Additional 25,000 sf on lot
  - Sites w/i Aeropark for "Graduates"

Challenges

- Heavy reliance on grants, partners and sponsors to get started
- Reliant upon strong mission focused leader
- Communication and cooperation of farmers
- Requires processing flexibility
- Equipment expenses
- Time to fully execute (ramp up)
- Buy-in from public and private

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Analysis:
Monster Race Building

Strengths

- Creating new outlet for unsold/underpriced crops will:
  - Aid in profitability of local Ag and Food Industries
  - Help in preservation of farmland
  - Improve local food security
  - support economic growth
  - support USDA goal to reduce waste by 50% by 2030

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Analysis:
Monster Race Building

Strengths

- Enable food business incubation and expansion
  - Graduation program with "stay local" incentives
  - Create Food Manufacturing Cluster that DEDO can promote
- Partnership and collaboration will be the cornerstone of the Center
  - Public-Private business structure
  - Skin-in for all in order to ensure success

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Analysis:
Monster Race Building

Weaknesses

- Time to fully execute Phase I is long
  - Up front/On-going work to build capabilities
  - Payback period will be long
- Failure within the partnerships and collaboration will undermine the Center
- Expansion to Phase II dependent upon many factors
  - Developing a Strategic Plan and sticking to it
  - Human Resources/Organizational Structure
  - Continued effort to obtain funding, donor partners, grants

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Recommendations:
Monster Race Building

Phase I - Renovate MRB into Value-Add Processing Center

- Concept - Develop coordinated program with farmers for specific crops to be purchased by the VAPC and converted to finished products for local retail sales
  - Ex: Potatoes – Washed, Diced, Blanched, Frozen; Stored for sale or use down stream
  - Ex: Lima Beans – Cook, grind, blend with other ingredients to create Hummus, Heat Treat, Tray Seal
- Create business plan
- Coordinate with farmers to participate in VACP
- Solicit partners, sponsors, grants and other funding
- Generate revenue through "Admin" Services
- Build capabilities - create formulas and acquire equipment

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Recommendations:
Monster Race Building

Phase II – Expand Facility to Food Incubator

- Further expand technical capabilities
- Create Individual incubator spaces for longer term tenants
- Expand Functional Services
  - Focus groups
  - Sensory panels
- Higher Ed training
  - Internship
  - Coop

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Go/No-Go Decision

NEXT STEPS IN
GETTING TO THE
GO/NO GO

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Go/No-Go Decision

- Today
  - What questions need to be answered in order to make a decision
  - Who are the critical players who must be at the next session
- Next Session
  - Lay out Business Models
  - Building of Collaborative Partnerships and Relationships
  - Discuss Funding Means
  - Discuss ROI and Payback periods

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