



## **Cape Cod Culinary Incubator Harwich Middle School RFI**

### **Introduction:**

Section 1 of the Harwich Local Comprehensive Plan explains that Harwich's economy, not unlike the rest of Cape Cod, is tied to the tourism and the hospitality industries, is lacking in manufacturing and is remarkably seasonal.

Cape Cod Culinary Incubator (CCCi) believes Harwich has access to an under-utilized asset in the form of the HMS that can provide participation in an emerging national phenomenon called the Culinary Incubator. Appendix A includes a market survey of the 135 culinary incubators in the USA. One of which is located in Warren, RI which successfully converted an elementary school into the [Hope and Main](#) culinary business incubator.

CCCi's mission is to enhance and preserve our traditional Cape Cod lifestyle by stimulating economic development through expanded job creation in the food manufacturing industry. CCCi, started in July, 2013 and incorporated in November, 2013 as a division of the Commercial Kitchen Coop of Cape Cod, is a Chapter 180 non-profit, non-stock corporation under MA General Law.

We propose a feasibility study to quantify the level of interest and the magnitude of participation by Lower Cape food entrepreneurs, existing food products makers and caterers. CCCi, through its website, [www.ckc3.org](http://www.ckc3.org), promotional efforts on Tweeter and Facebook, advertising in Edible Cape Cod and its membership in the Farm Bureau of Cape Cod, Barnstable County Cooperative's, Buy Fresh, Buy Local program and local Farmers' Markets, has had numerous requests for access to a commercial kitchen workspace available on a shared use basis. CCCi has had over 40 requests for space and identified over 100 companies making food products on the Cape who represent potential kitchen users.

Barriers to success for food entrepreneurs include a maze of local health and zoning regulations as well as licensing requirements at the local and state levels for direct retail sales, for instance, church bake sales or a farmer's market and wholesale level to grocery stores or food store chains.

CCCi firmly believes the only way a culinary incubator can succeed is if it is a true public/private partnership of elected officials, Town Staff, Economic Development organizations, the Harwich Chamber of Commerce, non-profit groups, commercial developers and philanthropic citizens.

CCCi offers its existing business assets and expertise to help create and implement the feasibility study for use of HMS' kitchen and cafeteria.



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### **Description of Use:**

CCCi proposes to rent on an as-needed basis approximately xx square feet of the HMS containing its existing 1.) kitchen and 2.) cafeteria areas described as Section D in the RFI and depicted on page 3.2.3 of the First Floor Plan.

Specific uses of the rented facilities will include:

1. Storage of Hot/Cold Ingredients and Product Work in Process.
2. Food Products Preparation
3. Product Labelling and Packaging
4. Warehousing of Hot/Cold Finished Products
5. Office Space for Operations and Customer Service
6. Meeting Space for Business Planning, Cooking Classes and Events.
7. 24 hour access dedicated entrances to address CCCi's food making members work flow.
8. Use of the loading dock on the North side of the building.

### **Financial Benefit:**

- a. We do not intend to purchase the property.
- b. The property owner will pay property taxes.
- c. Rental fees will be paid to the Town. Precise amounts will be determined by the study.
- d. Operating costs will be included in the rental fees.
- e. Services of the Town's Planning department would be helpful.

### **Cost to the Town:**

CCCi will attempt to use the facilities with minimal modification. Clean up and fresh painting of the premises may be necessary depending on inspections by the Health Agent and other Town agencies. Determinations regarding zoning will also need to be made.

### **Other Benefits to the Town:**

CCCi supports several items of the Harwich Local Comprehensive Plan:

Section 1) "Economic development should build on the existing community base" – We will be using an otherwise fallow Town asset.

"Agriculture on a small scale is thriving in Harwich. Continuation of the farmers market into 2011 and beyond is strongly encouraged. – Lower Cape farmers and food makers will use local agricultural ingredients in preparing their new food products.

Section 2.2.1) "Prioritize new facilities" – Our approach is surely novel.

Section 2.4.1) "Study opportunities for reuse of the HMS" – We intend to do just that.



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Section 2.6.1) "Review facility needs...for senior activities" – Many food entrepreneurs are seniors.

Section 6.6.2) "Encourage currently active job sectors...but reduce seasonal unemployment." – We will operate year round.

Section 6.6.3) "Pursue economic development that takes advantage of Open Cape infrastructure." - Our clients will open webstores which rely on high speed internet access.

### **Impact on the Neighborhood:**

- a. The question as to whether CCCi's use will complement the Elementary School is dependent upon what other tenants utilize the building. Given that the kitchen and cafeteria are discrete locations within the complex, our use should not interfere with routine business.
- b. A potential adverse impact to local residents is the possibility that certain kitchen users such as bakers might come and go during late evening and early morning hours.

We can mitigate this potential noise situation by forbidding truck use from 10 PM to 5 AM.

### **Ability to Perform:**

The ability to perform can be determined by assessing two factors – the quality of the team doing the work and the recent accomplishments of the team. We believe CCCi demonstrates strength in both.

### **Team Composition & Roles**

CCCi is led by its Founder and President, Lee W. Hill. Lee is currently an Investment Executive with Cape Cod Five Cents Savings, the leading regional bank on Cape Cod. He is former director of the Cape & Islands Workforce Investment Board, marketing executive, entrepreneur and community activist. He holds a BA in Finance from the University of Illinois, a Master of Science from Cornell University and attended DePaul University School of Law.

CCCi's Operations Committee is comprised of CCCi Board members, advisors and volunteers who will supervise and perform CCCi activities in the areas of Operations, Development, Marketing, and Sales.

Key personnel include:

#### **Operations:**

Bob Martin, Board Member, Secretary/Treasurer. Bob currently works in the financial services industry, but has a hospitality industry background including stints as a Chef.

Kim Shkapich, Board Member, is the owner of Lola's Local Food Lab in Wellfleet, MA.

Multi-talented Kim is a designer, exhibition curator and now chef/entrepreneur. Lola's features natural, organic, fresh products made on premises using seasonal ingredients.

A vintage display cabinet features blood orange marmalade, lavender jelly, cranberry ketchup. Kim is



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recreating a uniquely Yankee food, a "Shrub", which is a fruit/vinegar combination used to flavor drinks and other concoctions.

Caroline Freitas, Volunteer Coordinator. Caroline is a volunteer and food maker member of CCCi. She is a former culinary arts high school teacher with extensive experience in kitchen operations and management.

Caroline is in the process of reviewing 20 plus volunteer applications CCCi has received over the past six months for the positions of Administrative Assistant and SEO manager .

### **Team Composition & Roles (continued):**

Eugene Curry, Volunteer Legal Advisor. Gene is a prominent Cape Cod attorney and community activist. He has reviewed our Massachusetts legal filings.

George Malloy, CPA. George is owner and operator of an accounting firm with extensive experience with food industry startups and non-profits. He is assisting us in preparation of the necessary application to obtain our 501c3 IRS exemption.

### Development:

Roberta Miller, Board Member. Roberta is a former Media and Technology teacher and adjunct Professor at Framingham State College. Currently, she is Executive Director of the Cape Cod Art Association including the Photographic Center of Cape Cod, where she was a co-founder. As a member of the Barnstable Village Long Range Planning Committee, Roberta was instrumental in recently obtaining Cultural District designation status for Barnstable Village.

### Marketing:

Bad Racket Design is a design firm responsible for all promotional communications and web activities. They have created our logo, promotional items & brochures, newsletter, "Recipe for Success" and it 400 readership, advertising, website and social media presence on Facebook and Twitter, both of which with 300 participants.

Richard Peal, volunteer, is a designer. He has assisted us in the creation of various forms and applications for commercial kitchens, food makers and new hires.

### Sales:

Lee Hill oversees our sales efforts which to date has been directed at creating new members. CCCi has been running advertising for a commission only sales position called Membership Development Consultant. We have received over 20 highly qualified applicants with conversations underway with 5 local Cape Cod candidates.

### **Demonstration of Track Record:**

During CCCi's startup phase, new company strategic and business planning skills are crucial. CCCi's founder, Lee Hill has extensive experience in these areas having been Worldwide VP of Marketing & Sales for Bausch & Lomb where he instrumental in the introduction of Soflens Contact Lenses and the rejuvenation of Ray Ban Sunglasses growing the business from \$70 million to \$200 million in a three year period. Additionally, Hill was CEO of a high tech public start-up. Since moving to Cape Cod in 2002, Hill has become active in local public/private activities as well as serving on non-profit boards.



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CCCI has accomplished the following since its incorporation in November, 2013:

- Completed necessary local, state and federal legal requirements to create the corporation.
- Recruited a Board of Directors and Advisory Council of leading culinary arts, farming, hospitality, government, economic development and education stakeholders.
- Produced the *Recipe for Success* Newsletter distributed to a list of 440 readers.
- Created Brand Awareness with 380 Twitter “Followers” and 260 Facebook Business Page “Likes”.

**Demonstration of Track Record** (continued):

- Received interest requests from 40 potential food makers and 15 volunteers.
- Identified 115 current food products makers on Cape Cod & 8 shared use commercial kitchens.
- Held a Harvest Pie Contest fundraiser in conjunction with the Barnstable Village Association.
- Developed relationships with various agencies including the
  - Cape Cod Cooperative Extension/Buy Fresh, Buy Local Cape Cod
  - Slow Food Cape Cod
  - Farm Bureau of Cape Cod
  - Hyannis Chamber of Commerce
  - Cape Cod Chamber of Commerce’s Start-up Weekend
  - SCORE Cape Cod
  - Cape Cod Young Professionals

CCCI’s 2015 operational goals are to:

- Obtain MassDev Transformational Development Initiative Seed Grant.
- Complete TDI Matching Funds Drive.
- Identify a physical location for our co-work space.
- Develop the curriculum for the CCCI Cooking School.
- Implement first food maker/commercial kitchen partnership
- Apply for federal tax exempt 501 (c)(3) status.
- Hold Fund Raiser Events.
- Build a volunteer Operations Committee.
- Recruit Membership Development Consultants, Publicist and Administrative Aide.
- Complete IRS 990 Statements

**Submitted by:**

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**Lee W. Hill**

Founder & President

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**Date**

**Commercial Kitchen Cooperative of Cape Cod, Inc. dba Cape Cod Culinary Incubator**



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## **APPENDIX A**

**[ESI – Commercial Kitchen Market Study](#)**