



Eastside Small Business Support Hub

Phase 1 Analysis: Needs and Opportunities

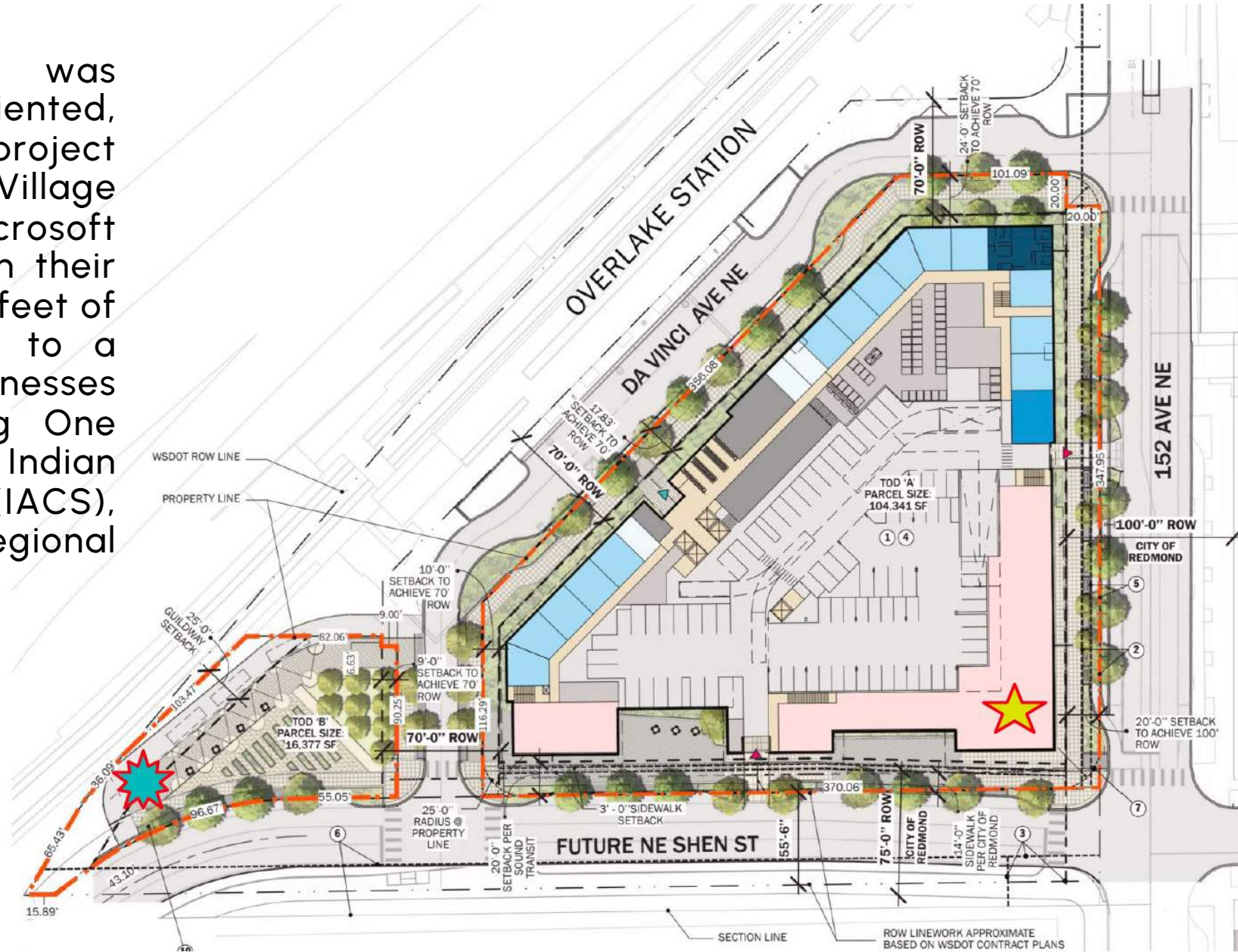
February 2024



Background

Project Background

In 2023, Bellwether Housing was selected to develop a transit-oriented, mixed-use, affordable housing project adjacent to the new Overlake Village light rail station, near the Microsoft campus in Redmond. Included in their proposal is nearly 10,000 square feet of ground floor space dedicated to a coalition of partners serving businesses in East King County, including One Redmond-One Eastside SPARK, Indian American Community Services (IACS), Eastside for All, and other regional community-based organizations.



Project Background



AERIAL VIEW LOOKING NW

This space would provide the opportunity for a multicultural business center and business assistance hub to support the area's diverse population.

Structural barriers have prevented many minority-owned and historically underserved small business owners from accessing programs to start and successfully grow a business. A centralized location to host programs and services in a warm and welcoming environment will provide better customer service as well as opportunities for collaboration.

Project Process

The project was oriented around three meetings with participating organizations to gather community and potential user feedback. Between these meetings, ECOnorthwest researched case studies and best practices, interviewed organizations with similar programs, and worked with Perkins Eastman to have preliminary space usage developed.

Meeting #1

Brainstorm space ideas

Goal: Identify 3-4 space concepts to explore further in case studies

Meeting #2

Review case studies and other research

Goal: Move towards consensus

Meeting #3

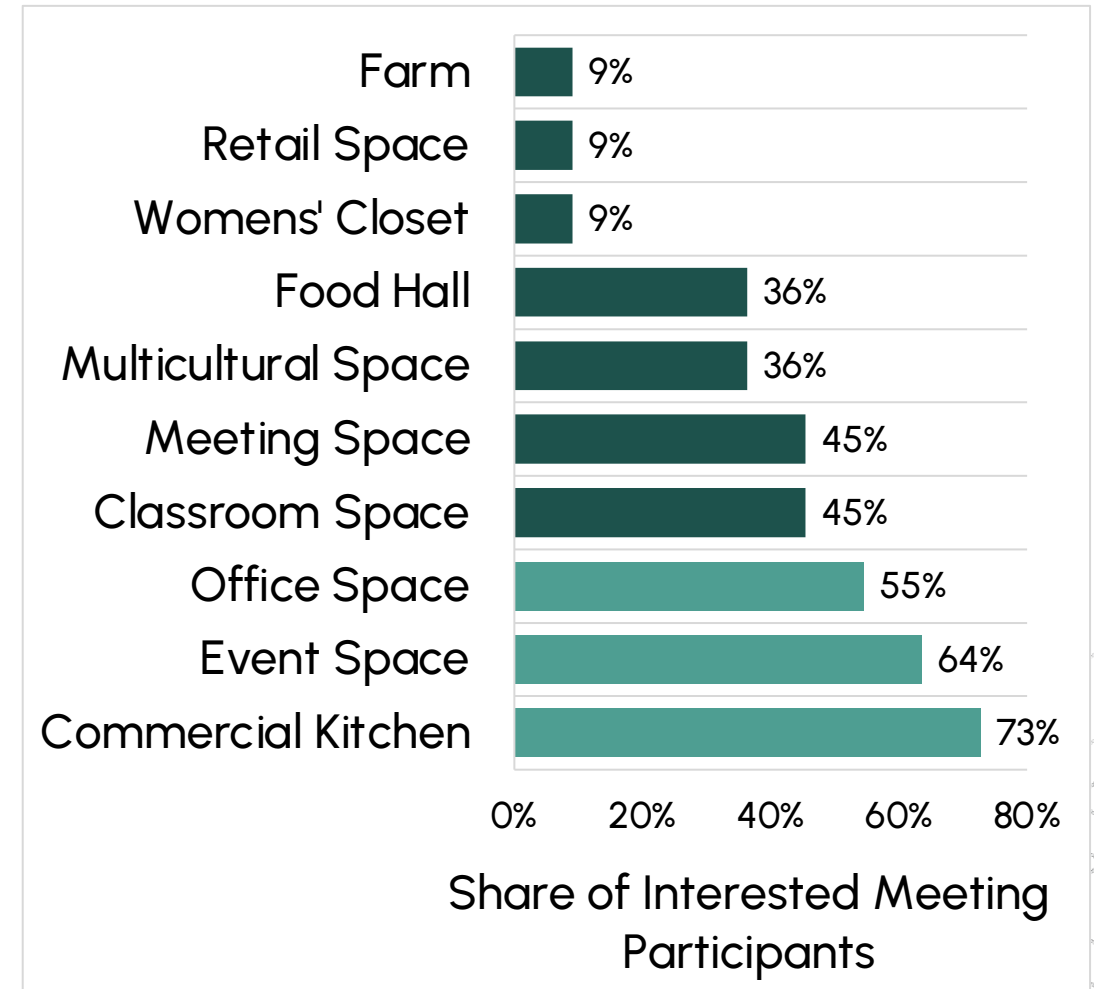
Decide space use

Goal: Determine high level space logistics and identify next steps for project

Meeting #1: Brainstorm Space Ideas

At meeting #1, the leaders of various community organizations were introduced to the Bellwether project and the space available for the potential hub. Each participating organization gave feedback how their organization functions, what the business needs are for the business owners they work with.

The chart shows space ideas discussed at the first meeting by how many participants mentioned interest in each idea. Based on this feedback, we moved forward with case studies for **commercial kitchens, event spaces, and offices.**



Programming Review: Case Studies

Based on community feedback, we conducted seven case studies across the United States of other small business support hubs, with a focus on kitchen- and office-oriented spaces. **Full case studies for each location are in the appendix.**

The focus of this research was not only documenting space usage and equipment needs but also programming. Stakeholder calls were also executed to hear directly from operators as to their lessons learned in establishing these spaces and recommendations for best practices.



The Hatchery (Chicago)



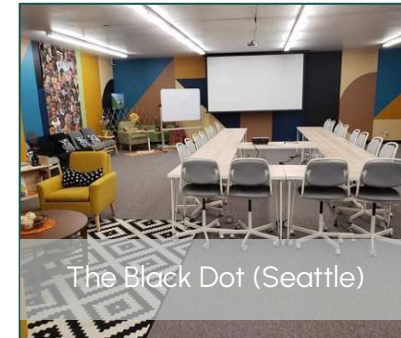
La Cocina (San Francisco)



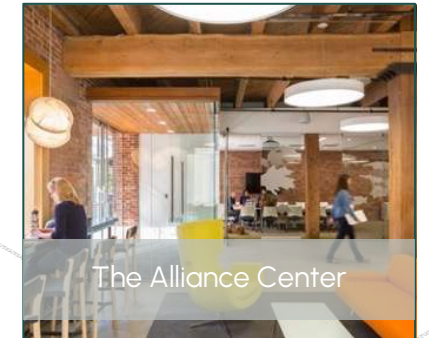
Portland Mercado and Commissary Kitchen



Artisan Community Kitchens (King County)



The Black Dot (Seattle)



The Alliance Center



Catapult Greater Pittsburgh

COMMERCIAL

KITCHENS

Commercial Kitchens

Commercial kitchens, also referred to as shared or community kitchens, can offer a cost-effective solution for culinary entrepreneurs in need of accessible food preparation and production facilities. Community kitchens can accommodate a range of business sizes and needs, from hourly-rented shared workstations to long-term leases for larger stations at competitive market rates. To support members, these kitchens often also come equipped with staffing and business support services such as financial assistance, mentorship programs, and help with licensing and marketing.

WHAT ARE SOME BENEFITS OF COMMERCIAL KITCHENS?



By sharing space and professional-grade equipment, kitchens can significantly lower operating costs for members compared to individual kitchen space.



Members can often benefit from a collaborative environment with other entrepreneurs via networking, skill sharing and building partnerships.



Community kitchens can provide opportunities for members to sell their products, such as showrooms, markets, or on-site retail.



Because commercial kitchens are already designed to meet health and safety regulations, members can avoid navigating permits renovations.

Commercial Kitchens



WHAT LICENSES OR PERMITS WILL THE KITCHEN REQUIRE?

Requirements can vary based on kitchen type, food served, and business model. It is important to check requirements carefully, and potentially consult with other commercial kitchens in the area who have been through the process.

Necessary permits may include:

- ✓ King County issues food business permits and approves construction plans for retail food businesses, including commercial kitchens. The kitchen will need to comply with the [County's Plan Review and Permitting Guidelines](#).
- ✓ Members preparing food will all need a Food Worker's Card issued by King County.
- ✓ The Department of Agriculture issues [Cottage Food Permits](#) for food that is "not potentially hazardous", including baked goods, jams, dry spice blends, or teas.
- ✓ The Department of Agriculture issues [Food Processing Licenses](#) for businesses that process food for wholesale or distribution.
- ✓ If the space includes food carts, trucks, or kiosks it will require a [Mobile Food Service](#) business permit.

Commercial Kitchens

- Users often need access evenings and weekends outside typical business hours, especially if they have other jobs. Security systems like cameras and alarms can help enable this flexible access.
- Clear rules need to be established for use of equipment, cleanliness, storage allotments etc. All users must be informed of the expectations through training and signed agreements.
- Partnering with other small business support organizations can help provide opportunities, classes, and mentorship beyond the physical kitchen space.
- Revenue from hourly kitchen rental alone often doesn't cover costs. Sliding scale fees and lower rates help attract very early-stage entrepreneurs, while more established businesses renting larger spaces can pay higher rates.
- The target audience may evolve over time as users grow. Balance providing kitchen access for brand new startups while also supporting established businesses.

Kitchen Management:

The kitchen will require management and staffing to take care of maintenance, cleaning, scheduling, accounting, member orientation, and deliveries. Having a kitchen manager on site during working hours can also help provide oversight of operations and user issues.

Meeting #2 - Commercial Kitchen Discussion

COMMUNITY FEEDBACK: COMMERCIAL KITCHENS

Following a discussion of findings from the case studies and other research, the participating organizations had the following feedback about developing a commercial kitchen in the space.

Space considerations:

- The group acknowledged the need to accommodate different cultural food restrictions and prevent cross-contamination in a shared kitchen.
- The group emphasized the need for adequate kitchen storage space.
- Alignment with health codes and required certifications from the King County Health Department will be important. Communication may be needed to facilitate cross-cultural food preparation.

Programming:

- The group is interested in exploring revenue generating opportunities like pop-up shops, grab-and-go food, and food trucks.
- Orientation programs and business incubation support could help users with requirements and developing business plans.

Operations:

- Training could be provided to users on permitting and regulatory requirements.
- Questions were raised about kitchen ownership, licensing, and who would operate it. Users may need to obtain certifications or licenses.
- Consideration should be given to operating income and expenses for the shared kitchen.



The Hatchery



La Cocina



Portland Mercado
and Commissary
Kitchen



Artisan Community
Kitchens

OFFICE AND

EVENT SPACES

Office and Event Spaces

Shared coworking, office, and event space can offer entrepreneurs and professionals flexible space that is usually lower cost than a traditional office space and provides more opportunities for networking and collaboration than working from home. These spaces can vary in size and layout, and can include open floor plans, "hot desks", dedicated office space, meeting or conference rooms, classrooms, and larger event space for rent. These spaces can often also include additional resources or programming, such as business incubation programs, networking events, and classes.

WHAT ARE SOME BENEFITS OF SHARED OFFICE AND EVENT SPACES?



Shared office spaces usually offer a range of membership plans, from daily passes to monthly office space leases, allowing members to choose an appropriate plan for their needs.



Members can benefit from a collaborative environment with other entrepreneurs via networking, programming, and shared resources.



Sharing amenities and space can lower office costs and reduce up-front financial commitments for space, lowering barriers for smaller businesses.



Professional space to meet potential clients

Office and Event Spaces

BUILD FLEXIBLE SPACE

- A variety of space types and amenities, such as small meeting rooms, conference rooms, and event spaces can support a wider range of small business needs.
- A flexible structure (e.g., moveable walls) can help a smaller space cater to a variety of uses.
- Open floor designs and networking areas can foster collaboration and knowledge sharing among tenants.

PROMOTE COMMUNITY

- Offer community programming and networking events in the space to encourage collaboration and collective growth.
- Forming partnerships with other community organizations can help expand the resources and offerings of the hub.
- Ensure the organization and leadership structure reflect the targeted clientele to provide safer and more culturally relevant environments for participants.

COMBINE RESOURCES

- Providing a central location for technical assistance can help reduce barriers for startups and small businesses.
- Pairing small business support with other resources and opportunities can promote more equitable outcomes for higher barrier participants.
- Designing co-working spaces and programs for entities with shared goals or businesses can promote networking and resource sharing.

Meeting #2 - Office and Event Space Discussion

COMMUNITY FEEDBACK: OFFICE AND EVENT SPACE

Following a discussion of findings from the case studies and other research, the group had the following feedback about the viability of developing office and event areas in the space.

Space considerations:

- The group is interested in having a flexible community event space in the development.
- Administrative office space and meeting rooms would complement the event space and kitchen facilities.

Programming:

- Potential uses mentioned include workshops, trainings, guest speakers, pop-up retail, and events.
- The space could provide opportunities for collaborative working and networking.
- Consideration should be given to multilingual capabilities for events and trainings.
- The space could be used for business incubation activities like developing business plans or financing.
- Community groups and partner organizations could potentially utilize the space for programming.

Operations:

- Revenue opportunities were discussed, including short-term rentals, office memberships, and event sponsorships.
- Questions were raised about ownership, management and operations of the coworking/event space.



The Black Dot
(Seattle)



The Alliance
Center



Catapult Greater
Pittsburgh

Small Business Support



Common Types of Small Business Support

Technical Assistance



Technical assistance can bridge the access gap that exists between business owners and resources and processes because of language and cultural factors and as well as lack of trust in or familiarity with programs and institutions. Technical assistance and counseling often includes business planning, accounting, license application assistance, marketing, and tax filing.

Small Business Alliances



A small business association or alliance represents its members and their interests. These groups range in purpose and by industry, but often seek to connect business owners, business professionals, and business-serving organizations to share ideas for and collaborate on growing local businesses. Members of the association typically pay an annual fee.

Business Incubators



Neighborhood business incubators are designed to help startup businesses grow and succeed by providing free or low-cost workspace, mentorship, access to investors, and in some cases, working capital. They also often provide educational programs, connections to e-commerce sites or other technologies to increase their sales, and temporary vending opportunities, such as farmers markets or pop-up spaces.

WHAT MAKES A SUCCESSFUL SMALL BUSINESS INCUBATION PROGRAM?

Not all incubators are created equally – these are some themes and lessons from existing programs on what works and what doesn't.

- ✓ **Program length:** Longer programs (1 year +) are more effective than shorter programs, and participants will likely still need support after the cohort to be successful.
- ✓ **Narrow focus:** Choose a focus for each cohort so that businesses have similar needs and can learn from each other. Instructors will also be able to give more specific advice for each cohort's business type, rather than trying to generalize for a range of businesses.
- ✓ **Choose applicants:** Select applicants who are ready for and can benefit from the resources the program offers. Not all small businesses may benefit from the specific resources or expertise offered through the program or be ready to grow their businesses.
- ✓ **Tailor support:** Take time to thoroughly understand the current stage, needs, and goals of participating businesses and provide tailored support to meet participants where they are at.
- ✓ **Establish rules:** Be clear on the rules of participation in the program; for example, members must attend all the meetings, provide a detailed business plan, or participate in opportunities like farmer's markets or galleries.
- ✓ **Incorporate resources:** Offer a range of resources to participants, including access to funding, networking opportunities, mentoring, marketing, sales opportunities, and ecommerce support.

Preliminary Space Usage

Perkins Eastman

DESIGN DECISIONS NEEDED FOR BELLWETHER PROJECT TO MOVE FORWARD

WHERE ARE THE LOCATIONS OF THE 3 MAIN COMPONENTS?

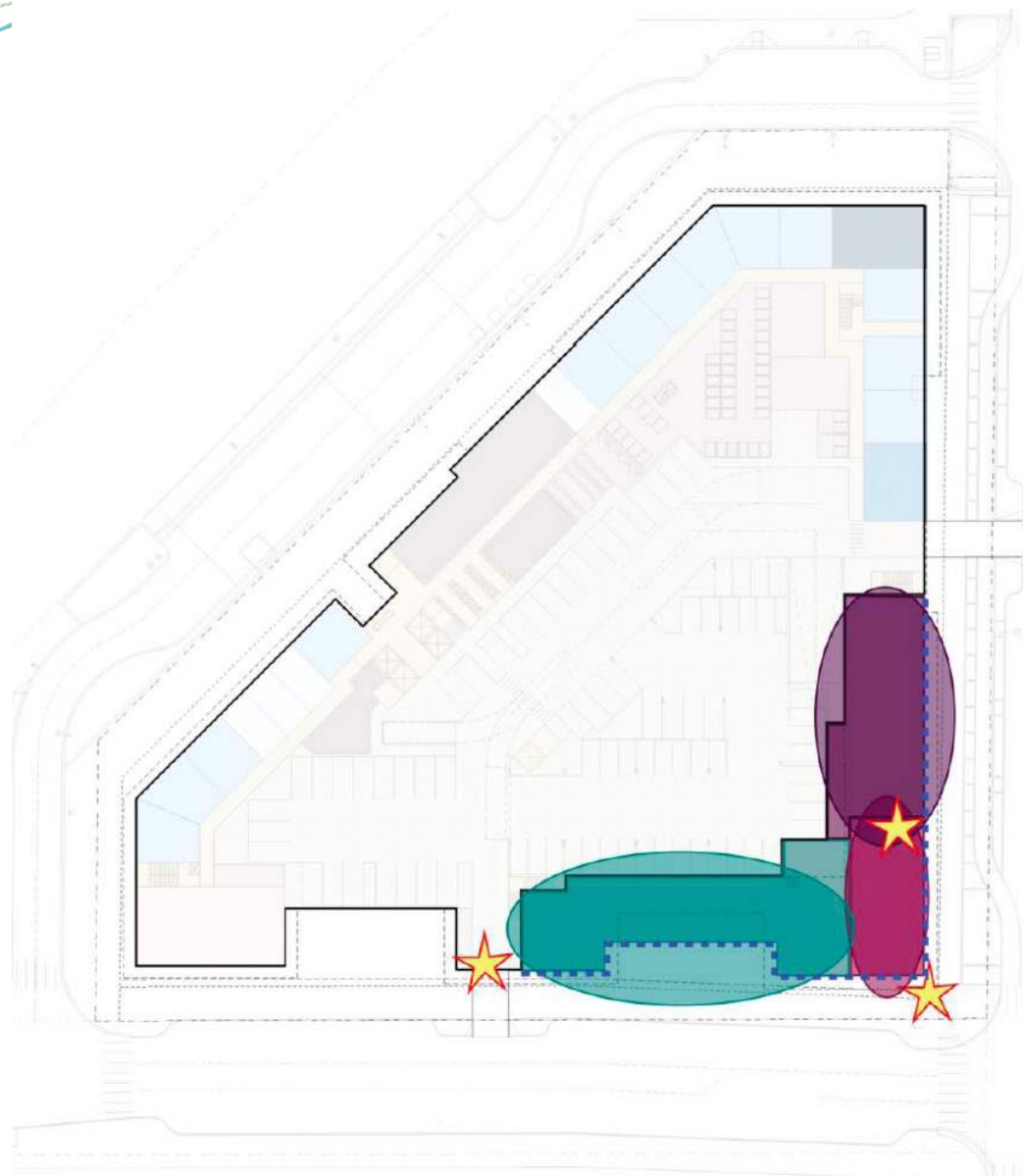
1. OFFICE SPACE
2. EVENT SPACE
3. KITCHEN (MECHANICAL)

HOW DO YOU ENVISION INTERACTING WITH THE PUBLIC AND INTERNALLY?

1. TYPES OF EVENTS
2. VISIBILITY FROM THE STREET
3. OUTDOOR SPACE
4. LOADING



Meeting #3 – Space Usage




DISCUSSION POINTS:

*** 3 GROUPINGS OF AREAS -**

-  EVENT
-  OFFICE
-  KITCHEN

*** SITE ASSETS -**

-  CORNER LOCATION
LOADING
RECEPTION

*** CONSIDERATIONS -**

-  VISIBILITY
PUBLIC INTERACTION WITH THE SPACES

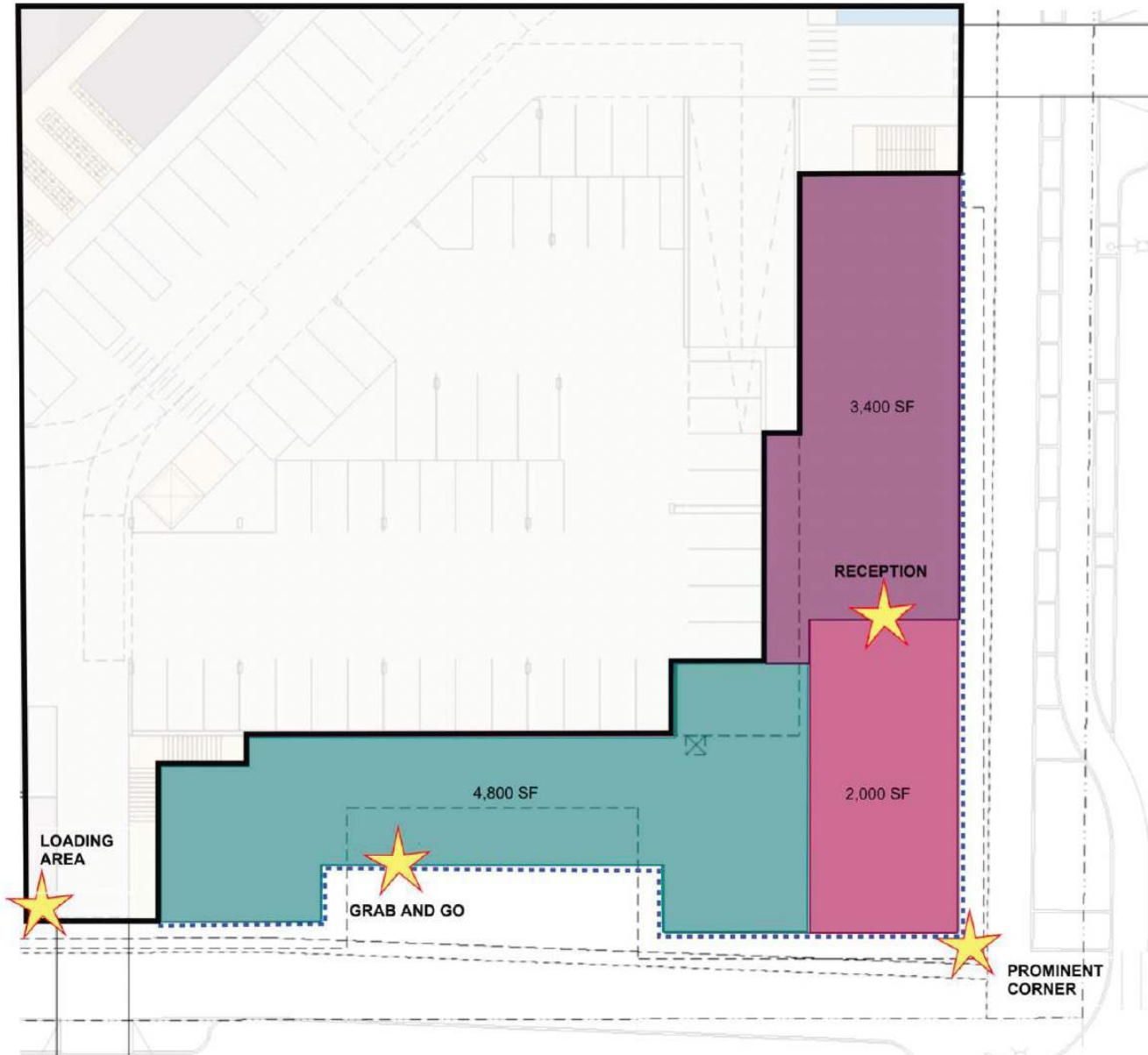
Meeting #3 – Space Usage

As a starting point, the 10,000 sf was split into three areas: approximately 5,000 sf for a commissary kitchen, 2,000 sf for an events space and 3,000 sf for office space.

Kitchen	Type	Space (sf)	Number	Total SF	Percent of Total
	Prep Area	500	2	1,000	20%
	Cooking Area	400	4	1,600	32%
	Baking Area	300	3	900	18%
	Dry Storage	400	1	400	8%
	Cold Storage	300	1	300	6%
	Dishwashing	200	1	200	4%
	Receiving/Loading	100	1	100	2%
	Bathroom	50	2	100	2%
	Office	100	1	100	2%
	Hallway, etc.			300	6%
Total				5,000	

Office	Type	Space (sf)	Number	Total SF	Percent of Total
	Meeting Room/Office	300	4	1,200	24%
	Event Space	2,000	1	2,000	40%
	Hot Desks	50	5	250	5%
	Zoom Room	35	3	105	2%
	Flexible work space	200	2	400	8%
	Break Room	200	1	200	4%
	Reception	200	1	200	4%
	Bathroom	50	2	100	2%
	Hallway, etc.			545	11%
Total				5,000	

Meeting #3 – Space Usage



PRELIMINARY PROGRAM

EVENT SPACE - 2,000 SF

OFFICE - 3,000 SF

- * 1200 SF - (4) MEETING ROOM / OFFICE @ 300 SF EACH
- * 250 SF - (5) HOT DESKS @ 50 SF EACH
- * 105 SF - (3) ZOOM ROOMS @ 35 SF EACH
- * 400 SF - (2) FLEXIBLE WORK SPACE @ 200 SF EACH
- * 200 SF - BREAK ROOM
- * 200 SF - RECEPTION
- * 100 SF - (2) RESTROOMS @ 50 SF EACH
- * 545 SF - CIRCULATION

COMMERCIAL KITCHEN - 5,000 SF

- * 1,000 - (2) PREP AREA @ 500 SF EACH
- * 1,600 SF - (4) COOKING AREA @ 400 SF EACH
- * 900 SF - (3) BAKING AREA @ 300 SF EACH
- * 400 SF - DRY STORAGE
- * 300 SF - COLD STORAGE
- * 200 SF - DISHWASHING
- * 100 SF - RECEIVING / LOADING
- * 100 SF - (2) RESTROOMS @ 50 SF EACH
- * 100 SF - OFFICE
- * 300 SF - CIRCULATION

There was general consensus that the kitchen space would make sense on the southern side due to ventilation needs and the potential for a public facing "Grab and Go" kiosk. A shared event space that sat at the corner was appreciated by participants

Meeting #3: Space Discussions

- 1. Space Design and Utilization:** The hub should offer a mix of private office spaces for non-profits and flexible meeting spaces that can be adjusted for size, catering to events with the potential of onsite sales opportunities. Emphasis should be placed on allowing natural light while maintaining privacy, and incorporating features like movable walls for space adaptability, alongside practical considerations for parking and meeting locations.
- 2. Privacy and Community Needs:** Acknowledging diverse community requirements, the hub intends to create inclusive environments, such as women-only spaces and areas catering to specific cultural sensitivities. This includes considerations for participants that feel a particular concern around racism, Islamophobia, or other biases.
- 3. Operational Flexibility and Accessibility:** Essential to the hub's design is the operational flexibility to accommodate various activities, from cooking classes to board meetings, with provisions for audio and video setup. The layout will need to facilitate easy movement of furniture on wheels for event setup and emphasize the importance of a reception area to manage access. Additionally, there's will need to be thought focus on defining public versus private spaces, ensuring privacy for nonprofit operations, and the potential for shared staffing arrangements to support client meetings and collaborative workspaces.

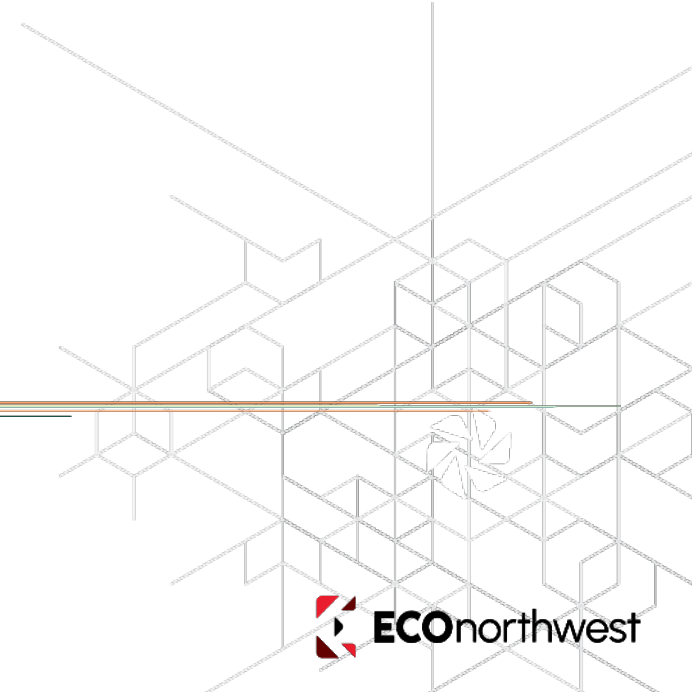
Overall Considerations



Key Considerations

- **Management and Funding:** Determine who will manage the spaces and how the management will be funded. Decide on the membership structure and whether to create a new management group or collaborate with an existing entity.
- **Financial Planning:** Estimate costs for design and fit-out and determine the ownership/lease model with the building owner.
- **User Engagement:** Develop a process for vetting space needs with potential users.
- **Cultural Inclusivity:** Create a strategy to ensure the environment respects and embraces cultural diversity.
- **Program Development:** Identify key programs for each space to ensure success.
- **Organization and Timeline:** Formalize group participation, define roles and responsibilities, decision-making processes, and establish a timeline for the project.
- **Building Synergy:** Assess the connection with utilization of exterior spaces and building tenants.

Next Steps



- The next phase of the One Eastside Intercultural Hub project focuses on steering the initiative towards sustainable, equitable, and collaborative operations and financing. This phase will refine the vision, mission, and core activities of the hub through comprehensive stakeholder engagement, including governance structures. It aims to build upon this first phase of work to identify actionable steps for creating a structure, operational management, and financial strategies, ensuring the hub effectively serves East King County's diverse community by addressing the unique needs and aspirations of minority-owned and underserved small businesses.

Appendix: Case Studies



CASE STUDY I // The Hatchery Chicago

LOCATION // Chicago, Illinois WEBSITE // thehatcherychicago.org



- Lessons for this Project:**
- Demonstrates the value of having technical assistance providers as joint partners
 - Shows the value of having blend of space and programming, as well as flexible event space.



ABOUT

The Hatchery Chicago® is a nonprofit food and beverage incubator dedicated to helping local entrepreneurs build and grow successful businesses.



GOALS

Support the community with entrepreneurial food and beverage opportunities, free classes, affiliations, jobs and training.

TARGET CLIENTELE

Chicago's West Side residents



PRIMARY PROGRAMS

- Commissary Kitchen
- Job Placement and Training
- Business Planning and Support
- Classes and Events
- Community Growth and Outreach



SPACE DESCRIPTION

The 67,000 square foot facility is one of the largest food incubation spaces in the U.S. It includes a large shared kitchen, 54 private commercial kitchen spaces, and a walk-in dry, cold and freezer with storage.



SPECIALIZED EQUIPMENT

- Reach-in coolers
- Stainless steel prep tables
- Convection ovens
- Deep fryer
- Kettle cooker
- Chargrills & 6-burner ranges
- Commercial floor mixers
- Speed racks
- Stock pot burners



STRUCTURE

Joint venture between Allies for Community Business and the Industrial Council of Nearwest Chicago (ICNC).

FUNDING

The City of Chicago and its affiliates provided a portion of the land, grants, tax increment financing, and new market tax credits to help reduce the debt the project must carry, and a lengthy list of donors, investors, and sponsors provided crucial support. The Hatchery partners with foundations, large food & beverage companies, data companies, and more.



ACCESSIBILITY /INCLUSIVITY

- Technical assistance providers are joint partners in the operation.
- Local residents receive priority access to all of the offerings at The Hatchery.
- Accessible by two CTA rail lines, a Metra line, and CTA bus service.



UNIQUE FEATURES

- One of the largest food incubation spaces in the U.S.
- Entrepreneurs can sell their products through The Garfield Park Neighborhood Market's seasonal program.



IMPACT

Improves the offerings to budding food & beverage entrepreneurs and helps bring entrepreneurship opportunities and career-path jobs the West Side of Chicago by encouraging sustainable economic growth.



CASE STUDY II // La Cocina

LOCATION // San Francisco, California WEBSITE // lacocinasf.org



- Lessons for this Project:**
- Target resources for the most challenged entrepreneurs, including nascent culinary businesses led by lower-income women from BIPOC and immigrant communities.
 - Set clear expectations during orientation classes and surround participants with wraparound guidance
 - Be patient, many businesses take time to form



ABOUT

La Cocina (meaning "The Kitchen") is a nonprofit culinary business incubator located in San Francisco's Mission District and offers affordable commercial kitchen space and hands-on technical assistance programs to help formalize the city's diverse small informal businesses (e.g., illegal home restaurants) into thriving businesses with living-wage work opportunities and asset generation.



GOALS

Since 2005, La Cocina's goal has been to cultivate low-income food entrepreneurs as they create and grow their businesses to benefit themselves, their families, the community, and the city at large.

TARGET CLIENTELE

Center resources for low-income women from communities of color and immigrant communities.



PRIMARY PROGRAMS

- Affordable commercial kitchen space
- Industry-specific technical assistance
- Support for related computer literacy
- Classes, cohorts, and workshops



SPACE DESCRIPTION

La Cocina's 4,400 sq ft Mission District location features a 2,200 sq ft licensed commercial kitchen that is available for commercial rental by licensed businesses or nonprofits with close to the same amount of storage space and a small office. The kitchen can be used by up to 8 businesses at one time. Open from 6 am-10 pm every day (except Wednesday, which closes at 5 pm), the kitchen can be rented at an hourly rate of \$30.

La Cocina Municipal Marketplace offered a 7,000 sq.-foot space for larger events with a full bar, staging, AV, and kiosks. Due to location challenges, this space is switching to another commissary kitchen instead of the marketplace.



SPECIALIZED EQUIPMENT

- 8 prep stations
- Stockpot burners
- Fryers
- Mixers
- Rolling Racks
- Cold, Frozen, and Dry Storage



STRUCTURE

La Cocina is led by a majority women board of directors comprising community residents, business owners, and civic leaders.

FUNDING

Support from three organizations, including Arriba Juntos, The Women's Initiative for Self-Employment, and The Women's Foundation of California, alongside the City and an anonymous donor, helped create La Cocina.



ACCESSIBILITY /INCLUSIVITY

- By centering its resources on women-owned food businesses from lower-income immigrant and BIPOC communities, La Cocina has focused its work on breaking institutional barriers and increasing equitable access to these historically disadvantaged entrepreneurs within the foodservice industry.



UNIQUE FEATURES

- The adjoining catering program offers La-Cocina-born businesses and alumni chefs opportunities to boost direct food sales and market their businesses.
- La Paloma Bar offers programs for women-owned wineries, breweries, and distilleries.



IMPACT

The kitchen is shared by over 30 entrepreneurs from all different backgrounds, and La Cocina is home to roughly 40 up-and-coming businesses with a growing roster of program graduates that represent various aspects of local food.



CASE STUDY III // Portland Mercado – Commissary Kitchen

LOCATION // Portland, Oregon WEBSITE // haciendacdc.org/kitchen



- Lessons for this Project**
- Provide affordable leasing prices for commissary kitchen to ensure financial accessibility for small businesses and emerging entrepreneurs.
 - Locate kitchen nearby commercial spaces (e.g., food carts, grocery stores, restaurants) to create direct opportunities for onsite sales.



ABOUT

Located at the Portland Mercado, the Commissary Kitchen is a non-profit Commercial Kitchen that provides affordable rental kitchen space for entrepreneurs at the beginning stages of their food business. The Commissary Kitchen is one part of the Hacienda Community Development Corporation's (CDC) broader multicultural business incubator, which includes business support, community spaces and events, a marketplace, and a cultural center.



GOALS

Create economic and business ownership opportunities for the Latino community by providing resources to entrepreneurs to start, grow, or scale their businesses in the food industry.

TARGET CLIENTELE

Latino-lead with Latino-oriented services.



PRIMARY PROGRAMS

- One-on-one Business Support Services
- Monthly Orientation Services
- ABCs of Small Business Workshops
- Access to Capital and Financial Coaching
- Access to Portland Small Business Support Networks



SPACE DESCRIPTION

Nested in Portland Mercado's 7,000-square-foot building off SE Foster Road, the 24/7 Commissary Kitchen provides ample work and prep spaces for food entrepreneurs.



SPECIALIZED EQUIPMENT

- Reach-in freezers & refrigerators
- 10x20 walk-in cooler
- Multiple burner ranges
- Kettle/pot filler faucet
- Boilerless convection steamer
- Commercial floor mixers
- 9 stainless steel prep tables
- Tilting skillet
- Fryer & food processors



STRUCTURE

The Commissary Kitchen project at Portland Mercado was an outcome of cross-sector collaborations between federal, state, and local agencies and is currently being overrun by Hacienda CDC, a Latino-led community development corporation.

FUNDING

The Portland Development Commission (Prosper Portland) bought the Portland Mercado property and extended a long-term lease of the property to Hacienda at \$1 per year. Portland Mercado's funding stems from Federal Community Development Administration grants, foundation grants, and New Market Tax Credit (NMTC) Equity programs.



ACCESSIBILITY /INCLUSIVITY

- The commercial kitchen is leased based on income, so businesses can rent at affordable prices of \$11-\$25 an hour. This allows new entrepreneurs and other low-income cooks to get their start in catering and farmer's markets.



UNIQUE FEATURES

- The Commissary Kitchen is located within Portland Mercado with an adjoining food cart pod and a small grocery store. This proximity provides direct opportunities for food businesses to boost onsite sales.



IMPACT

The Commissary Kitchen has been a critical element of Hacienda's Portland Mercado and its ability to provide Portland's Latino community a hub to provide culturally relevant dining and grocery options and support food businesses. With an average of 580 visitors a day, the Portland Mercado has helped preserve 20 businesses within the first year and helped create 114 new jobs.



CASE STUDY IV // Artisan Community Kitchens

LOCATION // King County, Washington WEBSITE // artisancommunitykitchen.com



- Lessons for this Project:**
- There is likely demand for a space for members to not only work but also create marketing and promotional materials for their businesses.
 - A flexible membership fee structure can increase access for small businesses at all levels.



ABOUT

Artisan Community Kitchen offers a shared kitchen for restauranteurs and influencers with a space specifically designed for product photography and content creation. Artisan Community Kitchen has three kitchen locations as well as food truck parking.



GOALS

Provide clean, professional, and equitable community kitchens for small food businesses to grow.

TARGET CLIENTELE

Food entrepreneur small businesses and startups.



PRIMARY PROGRAMS

- Commercial kitchen rental
- Upscale kitchen rental for product photography and content creation
- Tasting room
- Assistance with licensing, permitting and business development
- Catering business support
- Food truck parking



SPACE DESCRIPTION

AKC Tukwila: 7,900 square foot fully equipped commercial kitchen and secured, powered food truck parking.
AKC Woodinville (opening 2024): 15,000 square foot facility; approximately half the space is commercial kitchen space, and the other half is devoted to the Artisan Bakery & Kitchen Works program, a 24/7 commercial kitchen and content production space. The Artisan Bakery & Kitchen works also offers dedicated workstations of 1,800 square feet for expanding businesses.



SPECIALIZED EQUIPMENT

- Ovens, stovetops and fryers
- Dry and cold storage
- 12- to 16-foot hoods
- Commercial dishwashers
- Commercial sinks
- 1,900 pound ice machine



STRUCTURE

Artisan Community Kitchen is a small for-profit company; besides the founder there are two employees, a food business & HR consultant and a food manufacturing specialist.

FUNDING

Members choose a plan and pay a monthly fee to reserve a workstation.



ACCESSIBILITY /INCLUSIVITY

- There are flexible plans for businesses at different stages, ranging from a \$350 month-to-month plan to a \$12,000/month 3-year lease.



UNIQUE FEATURES

- Tasting room available to members
- Space is geared towards piloting new menu items, creating social media content, and developing new products.



IMPACT

With at least 65 business members, Artisan Community Kitchen has been able to support these businesses by providing licensing support, start-up business support, and helping build capacity and improve their operations, marketing, administration, and technical support.



CASE STUDY V // The Black Dot

LOCATION // Seattle, Washington WEBSITE // blackdotseattle.com



Lessons for This Project

- Providing a space run by-and-for a specific community can provide a safe, supportive, and equitable space.
- Connecting entrepreneurs to other members and businesses in their community can expand a program's reach beyond just its members.



ABOUT

Started in 2015, the Black Dot is a project from Hack the CD aimed to cultivate a culturally responsive community focused on connecting entrepreneurs, creatives, and technologists of African descent.



GOALS

Provide safe spaces for entrepreneurs, creatives, technologists, and community builders of the African diaspora to connect, build businesses, and establish community.

TARGET CLIENTELE

For and by the African diaspora community.



PRIMARY PROGRAMS

- Professional networking events
- Technical training and workshops on person, professional, and business growth
- Youth programs
- Mentorship
- Coworking membership



SPACE DESCRIPTION

While displaced from their first location in 2017 due to Midtown Center development, Black Dot has transitioned into an interim location on 16th and Jackson. This new location provides larger space and additional resources to meet community needs. Now, they are currently in the process of relocating to a more permanent space nearby.



SPECIALIZED EQUIPMENT

- Shared workspaces
- Private Conference rooms
- Creative communal spaces
- Event Space
- Commercial grade IT & businesses Service



STRUCTURE

The Black dot is a for-profit business.



ACCESSIBILITY /INCLUSIVITY

- In addition to its by-and-for programming, The Black Dot is currently in the process of relocating to the William Grose Center for Cultural Renovation in the Central District, a former firehouse being renovated by the Africatown Community Land Trust to be a space for empowering Seattle's Black community through entrepreneurship and small business development.



UNIQUE FEATURES

- A culturally responsive organization by-and-for Black entrepreneurs in the Central District, a historically disenfranchised and currently gentrifying neighborhood.



IMPACT

The Black Dot has provided eight years of support, technical assistance, networking opportunities and gathering space for Black entrepreneurs.



CASE STUDY VI // The Alliance Center

LOCATION // Denver, Colorado WEBSITE // thealliancecenter.org



- Lessons for our Project:**
- Design flexible co-working spaces and programs targeted entities within a specific movement (e.g., environmental justice).
 - Design co-working spaces with energy efficiency in mind to not only support local economic development but also advance sustainability and efficiency.



ABOUT

The Alliance Center (The Center) is run by The Alliance for Sustainable Colorado (The Alliance), a nonprofit organization that was established in 2004 to convene leaders of environmental and social movements. The Center provides a coworking hub for the sustainability community through green workspaces (e.g., hot desks, virtual desks, private offices, conference rooms, etc.) and programmatic missions in climate and energy, regenerative agriculture, workforce development, and crowdsourcing.



GOALS

The Center and its adjoining program, The Coalition, aims to bring people together to develop and advance solutions for a thriving planet.

TARGET CLIENTELE

Colorado's nonprofits, businesses, academic institutions, government agencies, and individuals dedicated to environmental and social movements.



PRIMARY PROGRAMS

- Flexible Coworking Spaces
- Conference Meeting rooms
- Tenant opportunities
- Access to Community Events & Programming
- Marketing & Branding Opportunities
- Membership in The Coalition



SPACE DESCRIPTION

The Center's multi-tenant commercial building is a 1908 six-story brick structure with a total | 40,000-square-foot facility that has undergone various extensive renovations to reduce energy consumption by at least 30%. The Center offers shared office space to organizations working in sustainability and provides community event space to host regular educational and collaborative events and tours.



SPECIALIZED EQUIPMENT

- 16 Fully equipped conference rooms
- Meditation Space
- Outdoor Patio
- Free Yoga
- High-speed internet
- Event space
- Discounted nonprofit rates
- Exclusive community events
- On-site café
- Dog friendly
- Wellness rooms for nursing mothers
- Lockers and showers
- Community mailing list
- Discounted EV charging



STRUCTURE

The Alliance Center is made up of a majority women-led team with a majority women-led board, all of whom have various involvements, experiences, and expertise in environmental sustainability.

FUNDING

Multiple funding partners, including the Denver Foundation's program-related investment (PRI), have helped fund various phases of the Alliance Center building's renovations (e.g., HVAC system repair and LEED renovations).



ACCESSIBILITY /INCLUSIVITY

The Alliance Center emphasizes creating an inclusive environment that brings together diverse groups to work on systemic problems.



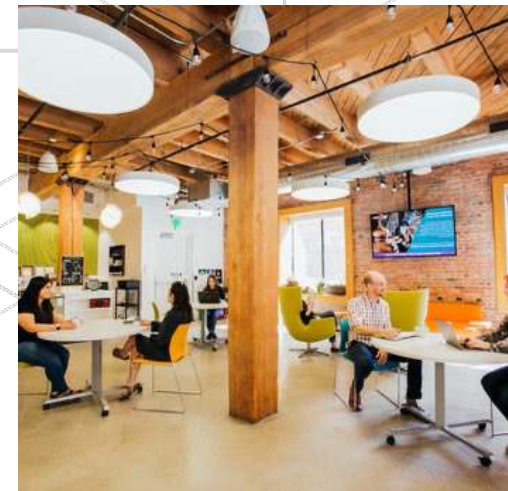
UNIQUE FEATURES

- With 7 LEED certifications and the WELL health safety rating, The Center is a national leader in high-performance buildings.
- The Center's use of green leases, which include clauses and operational procedures that advance efficient and carbon-neutral buildings.
- Access to join The Coalition for a Regenerative Future.



IMPACT

The Center's coworking space supports more than 160 organizations each year through tenancy and events. The supporting Coalition has grown to over 400 members, representing more than 29,000 Colorado jobs and \$7.3 billion in revenue. The Coalition has influenced 66 state laws and directed \$1.1 billion in state funding toward regenerative funding.



CASE STUDY VII // CATAPULT GREATER PITTSBURGH

LOCATION // Pittsburgh, Pennsylvania WEBSITE // catapultpittsburgh.org/programs



Lessons for our Project:

- Forming partnerships with other community organizations could help expand the resources and offerings of the hub.
- Pairing small business support with other resources and opportunities can promote more equitable outcomes for participants with many barriers.



ABOUT

Catapult Greater Pittsburgh supports systemically disenfranchised communities in achieving economic justice. In addition to other community programs, Catapult offers a "Startup to Storefront" program, a culinary incubation program, a gallery retail incubation program, and a youth entrepreneur program, all for minority entrepreneurs.



GOALS

Pursue economic justice by supporting minority entrepreneurs through various incubation programs in conjunction with other resources.

TARGET CLIENTELE

Minority entrepreneurs in the Greater Pittsburgh area



PRIMARY PROGRAMS

- 12-month retail business incubation program
- Gallery Retail Incubation Program
- Food incubator program
- Financial Counseling
- 6-month "kid-preneurship" incubation program for ages 14-17
- Peer-to Peer Support



SPACE DESCRIPTION

Catapult Pittsburgh has an office space where they hold classes, groups, and events. For more specific space needs, they partner with other Pittsburgh businesses, including a commercial kitchen, food packaging facility and three gallery retail locations where entrepreneurs can showcase their products in a high visibility areas.



SPECIALIZED EQUIPMENT

The Catapult space does not have any specialized equipment because they partner with other organizations to provide participants access to these tools



STRUCTURE

Catapult Greater Pittsburgh began as a chapter of the national organization Circles USA but launched as their own independent nonprofit organization in 2021.

FUNDING

Grants and donations; \$600,000 in revenue in 2020, \$2.3 million in 2021 and \$1.3 million in 2022. Donors include the Urban Redevelopment Authority of Pittsburgh, the Heinz Foundation, the Pittsburgh Foundation, and the PNC Foundation.



ACCESSIBILITY /INCLUSIVITY

- Catapult's mission is to pursue economic justice for systematically disenfranchised communities in Pittsburgh, primarily through entrepreneurship and homeownership support.
- Programs are designed to support and remove barriers for participants, who are primarily Black and Latino populations living below the poverty line.



UNIQUE FEATURES

- Catapult provides several tailored entrepreneurship programs in conjunction with first-time home buyer programs, financial counseling, and other resources to holistically support participants.
- Catapult partners with many other organizations throughout the community to maximize expertise and resources.

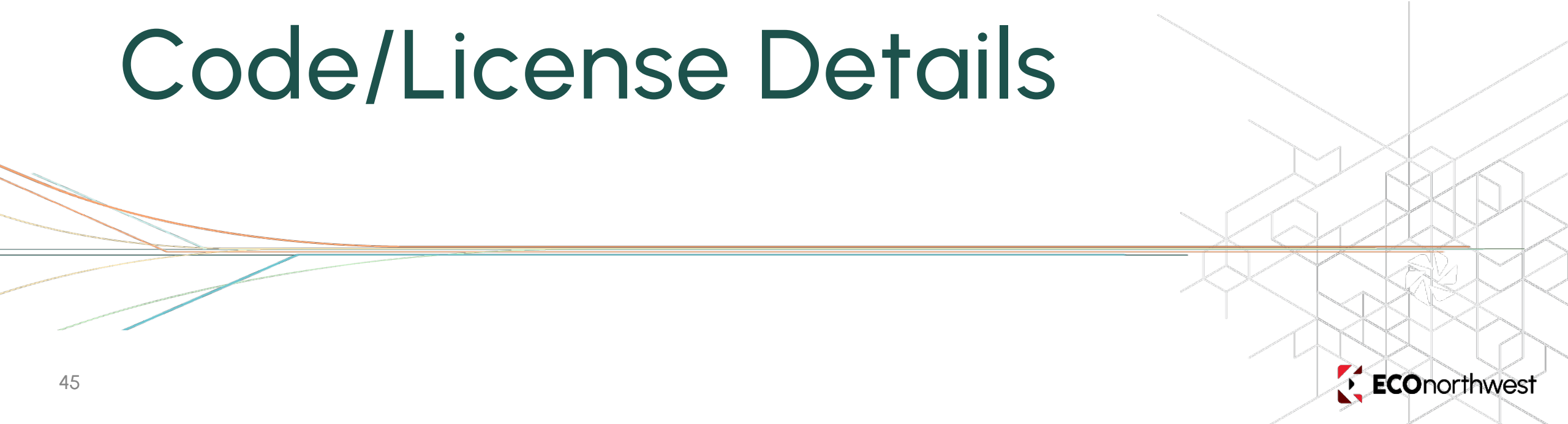


IMPACT

Offers disenfranchised communities the opportunities and resources to build wealth through entrepreneurship; so far, there have been 24 graduates of the "Start Up to Storefront" program and 16 graduates of the culinary program.



Code/License Details



A "commissary" kitchen is a permitted commercial food establishment that provides a preparation site and storage facilities for mobile food vendors like food trucks and caterers.

Any catering business in King County must operate out of an approved commissary kitchen and cannot legally prepare food from an unpermitted site.

Potential commissary sites include existing commercial kitchens, licensed restaurants with available space, rental kitchens, churches, schools, or community kitchens. The property owner must provide signed approval.

At minimum, a commercial kitchen commissary must contain:

- A 3-compartment sink for ware-washing
- A mop sink for dumping dirty water
- A dedicated handwash sink
- An indirectly drained food prep sink if produce washing will occur

Sufficient refrigeration and freezer storage space must be available for catering supply inventory.

The facility must offer adequate space for tasks like equipment cleaning, food preparation assembly, and organization of catering supplies.

Scale drawings must be submitted showing all kitchen equipment and delineating storage areas assigned for catering use.

All employees working in the kitchen, including catering assistants, must complete a WA state accredited food handler training course.

Any staff member serving or selling alcohol requires the Mandatory Alcohol Server Training (MAST).

Regular kitchen maintenance, cleaning procedures, and integrated pest control are required.

[Information sourced from the Washington State Retail Food Code (WAC 246-215) and King County Board of Health Code Title 5]

Licenses & Permits for a Commercial Kitchen

Opening and operating a commercial kitchen involves obtaining permits and licenses from various state and local agencies. At minimum, legal compliance requires approval from:

- WA State Dept. of Agriculture (food safety)
- King County Health Department (retail food codes)
- City of Redmond (business license & construction permits)

Additionally, certain circumstances may necessitate further permitting from other entities (serving alcohol, playing music, signage, etc).

The following slide contains a detailed checklist of the licenses and permits that are legally required vs. those that may be required depending on your specific kitchen operations.

Commercial Kitchen Permits/Licenses

- ❑ King County Health Permit - Required to operate any food service establishment
- ❑ Washington State Dept. of Agricultural Food Processors License - Needed for commercial food processing/storage
- ❑ Health Dept. Food Service Plan Review - If doing any kitchen remodeling
- ❑ Trade Permits - As needed for plumbing, electrical, etc.
- ❑ Seattle Fire Dept. Permit - If there are hazardous materials, propane tanks, etc.
- ❑ Liquor License - If selling/serving alcohol
- ❑ Music License - For playing copyrighted music
- ❑ Dumpster Permit - If having a dumpster
- ❑ Tables and Chairs Permit - For outdoor seating encroaching into public right-of-way
 - ❑ Sidewalk Café Permit - Same as above

Additional Permits and Licenses

- ❑ State of Washington Business License - Not needed if obtaining required food service permit
- ❑ City of Seattle Business License - Not needed if obtaining required food service permit
- ❑ Sign or Awning Permit - If installing exterior business signage or awnings
 - ❑ Street Use Permit - For outdoor cafe seating or structures encroaching into public right of way
- ❑ Certificate of Approval From Seattle Dept. of Neighborhoods - For approving exterior aesthetics
- ❑ Reseller Permit - If selling prepackaged food/goods in addition to food service
- ❑ Pool Table License - Only needed if offering a pool table for customer use
- ❑ Public Entertainment License - For operation of live entertainment (music, comedy, etc)
- ❑ Public Dance License - Only needed if establishment offers public dancing