

Alameda Point Tower Market

Building 9 and Building 91

Vision: Tower Market, which includes buildings 9 and 91 at Alameda's former Naval Air Station, will be Northern California's first innovative, fully serviced large scale food manufacturing facility designed to support the growing demand of bay area's emerging local food entrepreneurs and small companies to share resources and collaboratively grow their retail and wholesale businesses.

Market Problem: In response to the consumer demand, the number of specialty food entrepreneurs in the Bay Area is growing rapidly. Bay Area food entrepreneurs face a variety of barriers to entry, including poor commercial kitchen choices, lack of production facilities with the necessary mechanical, electrical and plumbing infrastructure, a lack of working capital, and limited supply chain relationships to successfully scale their products for the growing specialty food market. The lack of availability of cost effective production facilities is one of the greatest impediments to growing the business so it can attract the capital and supply chain relationships necessary to grow. Poor rental kitchen choices and/or kitchen infrastructure opportunities and a lack of capital are cited in studies as the biggest impediment to growing a successful specialty food business in the San Francisco Bay Area. While there is robust growth in the number of specialty food entrepreneurs in the region, the lack of infrastructure and investment capital are powerful barriers to entry and growth.

Market Solution – Tower Market: Led by a well seasoned team of local Alameda Residents, Tower Market will house 10 to 15 licensed production and retail spaces on the ground floor ranging in size from 5,000 to 20,000 sq. ft., and a to-be-installed second floor in Building 9 will provide approximately 30 fully licensed commercial kitchen, production and classroom spaces for innovative and emerging food and beverage companies to work collaboratively in a unique space with shared resources and on-site access to everything a growing food-making business needs: flexible cold, dry and frozen storage; test kitchen; co-working space and expertise/business acceleration services provided by Whole Foods Market. It will be of sufficient scale to allow for delivery of quality, properly appointed space at market rents these companies can afford.

All the tenant prospects listed below have expressed serious interest in relocating or opening their facilities at Alameda Point Tower Market.

1. Prospective Tenants – Building 9

Biagio Artisan Meats – USDA certified commercial meat processor: Local meat distribution company with more than 40 years of food experience, operated by Michael & Suzanne Panza and Family. Biagio sources its products from small artisan ranchers and farmers. All animals are born and raised in California. These products come only from ranchers and farmers that meet Biagio's criteria of sustainability, humaneness toward animals and consistent quality. Serving over 70 high profile Bay Area customers and markets like A16 SF & Rockridge, AQ, Artisan Bistro, Birite Markets, Bix, Boxing Room, Chalkboard, Comstock, Coqueta, Farmshop, Fog City,

Frances, Lafayette Park Hotel, Madrona Manor, Marina Meats, Michael Mina, Outerlands, Prospect, Saison, Spoonbar, SPQR, TBD, Tra Vigne, Va de Vi, Wente Vineyards and many others.

Biagio also intends to develop classroom space and a full FDA kitchen (very expensive) in its space that will be available to other tenants of the project.

JC Cellars – Urban Winery & Tasting Room: Jeff Cohn, a resident of Alameda, is a reknown winemaker with an immense passion for creating wines with a true sense of place, a passion that runs deep in his soul. They are an urban winery because they have a zeal for fruit that is grown in the best micro-climates from all over California, Alameda is great place to make wine, and is a huge part of what they are as a family and a winery.

Ceres Community Project, Food Shift and Alameda Point Collaborative Culinary Kitchen & Classroom: A recently formed partnership with APC and Marin's Ceres Community Project initiated by Harv Singh will bring Ceres education and kids culinary training program to Alameda Point! A true beacon of creating community through food, the Ceres Community Project brings teens into the kitchen to learn about healthy foods and cooking skills while providing organic meals to individuals and families battling cancer and other serious illnesses. Ceres seeks to build bridges by nourishing those who are ill with wholesome food while empowering young people, creating community ties, and strengthening the local food economy. Through this unique partnership with Ceres, APC kids gain culinary and nutrition skills and learn about their capacity to contribute to the world around them. Tower Market will be Ceres new East Bay home to replicate their successful Marin model with partnership from APC.

Food Shift - food waste, unemployment, health: Food Shift works collaboratively with communities, businesses and governments to develop long-term sustainable solutions to reduce food waste and build more resilient communities. Working directly with local farmers and produce wholesale companies, Food Shift collect fruits and vegetables that are unsalable due to cosmetic issues or lack of commercial demand. All donated and purchased food will be transformed into healthy meals, snacks, and food products by volunteers, students, and staff at Ceres Community Project. In addition, Food Shift's for profit social enterprise program will develop value-added products from recovered foods. Preserve Sonoma, another prospective building 9 tenant will develop the products.

PRESERVE Sonoma – small-batch food preservation company and artisanal co-packer: PRESERVE Sonoma is a specialty food producer creating unique, delicious products inspired by regional foods. From custom co-packing services to private labels, PRESERVE Sonoma is all about sourcing the local harvest to make the products you want. If you're a farmer, grower, or winery with quality produce to spare, they will create and package small batch value-added products. If you're a food entrepreneur with a great idea, they can help you bring your vision to market.

Baia Pasta – Italian pasta makers: For 8 years, Renato was the Director of Slow Food International, an organization that promotes local, sustainable, and fair food worldwide. Upon moving to CA, Renato helped found Slow Food USA and organized its San Francisco events, where he met and eventually partnered with Dario. Together they are now converting the Slow Food theory into practice. Baia Pasta was born when Renato learned that most of the wheat used by Italian pasta makers is grown in the US, and it was nearly impossible to find quality dry pasta made here.

Starter Bakery – emerging bakery company: Owner Brian Wood has spent the last 15 years honing his baking skills across the globe. He has been a chocolatier in Seattle, developed the pastry program at the San Francisco Baking Institute (SFBI) and also taught at the school, wrote and managed the production of the indispensable text book *Baking and Pastry: A Professional Approach*, developed products at an R&D lab for a bakery with national distribution, and consulted at some of the top bakeries in the country.

Bay Area Emerging Food Makers: small food makers 1,000-2000 sq. ft.

Currently in talks with bay area's next generation of artisan food makers who need more room and dedicated spaces to expand operations. These businesses will be housed on the 2nd floor of Building 9:

1. Muffin Revolution
2. Nuthouse Granola
3. Alicia's Tamales
4. MamaTong Soups
5. The Living Apothecary
6. Certified Gluten Free Co-packer
7. Sosu Sauces

Whole Foods Market Food Incubator/Accelerator Program: Tower Market 2nd floor will include a food incubator/ accelerator program in partnership with Whole Foods Market. The accelerator will provide critical access to capital, market and professional resources to help scale next generation artisanal food companies nationally, with Whole Foods Market serving as an entry and launching point. Food Craft Institute and Renaissance Entrepreneurship Center will be partners to provide education curriculum.

Food Craft Institute : FCI is a professional development, non-profit educational institution that combines classroom and hands-on education to teach traditional food-making techniques and the entrepreneurial skills needed to build viable businesses.

They offer structured, hands-on courses taught by a combination of expert food makers, owners of successful food businesses as well as marketing and business consultants. Teaching manual skills and a deep understanding of primary ingredients, our practitioners guide students in techniques that date back centuries, while our classroom instructors strive to fill information gaps for early stage entrepreneurs and help launch new artisan food businesses poised for success.

2. Prospective Tenants 91

The vision for Building 91 is to target grain based businesses and generate retail sales by being open to the public for tastings, tours and community events.

California Craft Maltings: California's first artisan malting facility

The anchor tenant of building 91 is California Craft Maltings, LLC (CCM) founded by Alameda resident, Ron Silberstein. CCM will be California's first artisan, malting facility to sell locally grown barley malt to craft breweries. Craft brewery customers will include Faction Brewing, Alameda Island Brewing, St. George Spirits, ThirstyBear Brewing Co., Magnolia Brewing, Drakes Brewing, 21st Amendment, Anchor and many other bay area breweries and distilleries.

Malt is the main ingredient in beer. Although there are over 3,000 breweries in the U.S. and over 500 in California alone, there are only a handful of people in the United States making locally sourced, craft malt. Virtually every craft brewer purchases its malt from the same handful multi-national maltsters.

CCM will contract organically grown grains from local farmers and use a unique barley variety bred for the Sacramento Valley area by a barley breeder-scientist at UC Davis. CCM will have a tasting room that will serve all the different commercial beers made from its malt. It will sell malt on site and deliver malt to local breweries. The CCM partners are Ron Silberstein (ThirstyBear Brewing Co.), Dave McLean (Magnolia Brewing Co.) and Curtis Davenport an experienced barley farmer and maltster. CCM is 100% financed by Live Oak Bank.

The Granary – Bay area's first urban flour mill – whole grain, stone milling
The Granary will be home to bay area's first urban flour mill that will work with local wheat growers, bakers, pasta makers, restaurant chefs and retailers like Whole Foods Market, Bi-Rite Grocery to produce 100% whole grain, stone milled flour. That means grinding the wheat or grain with the whole berry intact – no tempering, or soaking, the grains prior to milling in order to separate the germ and bran from the endosperm. The process preserves nutrients, flavor and integrity – the most important elements.

Roast Coffee: RoastCo is an artisanal, small batch specialty coffee roaster offering both single origin and blended coffees from farms around the world. Founder and Master Roaster Alex Roberts has been roasting coffee since 1996, with the belief that while there are always new styles to incorporate into coffee preparation, the basic craft of developing the unique flavors within green coffee remains the same.

3. Community Food Festivals, Conferences

Tower Market will also be open to public for tours and visits. Food entrepreneurs will be able to sell directly to the public. The space will also host community events, cooking classes, food trucks/ markets, urban homesteading workshops, and conferences.

Eat Real Festival: The premier educational program of Food Craft Institute, The Eat Real Festival is an annual celebration of good food with a focus on food craft, street food, artisan beers, local wines and fresh and delicious food choices—all featuring sustainable local ingredients. By using fresh and local ingredients, Eat Real shows how easy it is to support a regional food system by bringing farmers, food producers and eaters together. Now in its sixth year, Eat Real has generated more than \$2 million in sales revenues for participating vendors, and garnered extensive media coverage. Over 500,000 people have attended our events since 2009. We're currently in talks about moving Food Craft Institute and Eat Real Festival to Alameda Point.

Annual Grain Gathering Conference: The annual conference brings together professional and home bakers, maltsters, brewers, distillers, millers, farmers, wheat breeders, chefs, food writers, wood-oven builders, and people who come to enjoy “summer camp for bread lovers”. Over 40 workshops, panel discussions and demonstrations explore a range of topics which may include the best of whole grain baking, brewing beer, baking in a wood fired oven or a tandoor oven, building an earth oven, starting a whole grain bakery, the science of bread, and comparing flavors in a variety of wheat and other grains. A series of professional workshops create an opportunity for peers to share experiences, skills, and new ideas. Four to six workshops and presentations run simultaneously to accommodate the wide diversity of grain-related interests.

4. Partners

Harvinder Singh : Harvinder Singh, local Alameda resident and accomplished local food expert has on-boarded over 700 local suppliers and loaned over \$2 million to 30 local producers for Whole Foods Market since 2006. Harv works for Whole Foods Market as their first regional local food forager, cultivating local supplier relationships and helping to create next generation brands and emerging product categories. Harv also manages Whole Foods Market Local Producer Loan Program and has helped grow many small local companies to national status including Three Twins Ice Cream, Rustic Bakery, St Beniot Yogurt, Wild Brine, Farmhouse Culture, Alexandre Kids Eggs, Love & Hummus. His successful work has been featured in Wall Street Journal, SF Business Times, ABC Nightline and host of regional publications.

Joe Ernst : Alameda resident Joe Ernst is a founder of srmErnst and has over 20-years of real estate experience in development, investment, asset management and finance. Ernst is probably best known in Alameda for managing the development of The Waterfront at Harbor Bay Business Park, a 100-acre development featuring Peet's Coffee & Tea's LEED gold-certified roastery, bakeries for Semifreddies and Donsuemor, and the first net zero electric corporate campus for VF Outdoor, which achieved LEED platinum status and was San Francisco Business Times development deal of the year in 2012.