

2015

Notice of Request for Proposals
City of Milwaukee Environmental Collaboration Office
Marquette University
Lanore Hahn, MPH candidate
Zilber School of Public Health

**[NEAR WEST SIDE FOOD ACCESS
PROJECT]**

Notice of Request for Proposals

Proposal Trade Area	The Near West Side
Proposal Closing Date & Time	February 2016
Business Type Requested	Full Service Medium Format Grocer
Capital Outlay Expected	TBD
Minimum years of relevant experience	5 + years of experience operating a grocery store in an urban environment
Incentives / Subsidies Available	NWSP Funding, BID Funding, City of Milwaukee Support for development
Pre-Proposal Forum Session	TBD

Table of Contents

- 1.1 Executive Summary
- 1.2 Project Partners
 - 1.2.1 Vision Mission & Goals
- 1.3 Statement of Purpose: Can a grocer be all things to all people?
- 1.4 Background & Public Health Significance
 - 1.4.1 Food Hardship
 - 1.4.2 Food Deserts and Milwaukee County
- 1.5 Understanding Food Access in Milwaukee County & the Reinvestment Fund
 - 1.5.1 Limited Supermarket Access Analysis
- 1.6 Defining the Trade Area
- 1.7 Trade Area Demographics: Population Density
 - 1.7.1 Race and Ethnicity
 - 1.7.2 Foreign Born Population
 - 1.7.3 Median Age & Households without children
 - 1.7.4 Median Income & Expenditures
- 1.8 Define the Need: Current Food Landscape
 - 1.8.1 Availability of Full Service Stores
 - 1.8.2 Car Ownership and LSA Status
- 1.9 Market Research: Demand and Grocery Retail Leakage
 - 1.9.1 Grocery Retail Leakage
 - 1.9.2 TRF Leakage Flow Chart
- 2.0 Outcome Standards: Define the Parameters and Industry Trends
- 2.1 Consumer Profiles
 - 2.1.1 Product Selection
 - 2.1.2 Aesthetics and Store Appeal
 - 2.1.3 Cleanliness & Perceived Quality
 - 2.1.4 Location & Ease of Access
 - 2.1.5 Perceived Safety
 - 2.1.6 Price & Perceived Value
 - 2.1.7 Commitment to the Surrounding Community
- 2.2 Deliverables
- 2.3 Incentives
- 2.4 Appendix
 - 2.4.1 Grocer Submission Form

1.1 Executive Summary

The city of Milwaukee is the largest city in the state of Wisconsin. Milwaukee is home to nearly 600,000 residents, thriving downtown business district, arts and entertainment districts, a growing focus on sustainability and a commitment to green infrastructure and protection of its waterways.

The Near West Side of Milwaukee, a community just west of the Milwaukee River and the busy entertainment district, is home to an estimated 23,369 residents, a nationally recognized private University, an emergent small business network, entertainment venues, award winning restaurants and historic housing, hotels and churches. The Near West Side Partners is an evolving effort spearheaded by surrounding anchor institutions including Marquette University, Harley-Davidson, MillerCoors, Potawatomi Business Development Corporation and Aurora Health Care with the expressed goal of transforming the neighborhood in the next five years into a thriving, healthy and safe urban environment.

Marquette University has a commitment to supporting and serving the neighborhood and boasts an 80% rate of service learning among its undergraduate population. Marquette's dedication can be seen in their working relationship with the Near West Side Partners, their continued participation in the Promoting Assets and Reducing Crime (PARC) initiative and a constant effort to embody their Jesuit mission and core value of service in the community.

Food Insecurity and limited food access disproportionately affect the Near West Side. This inequity in access is a priority of the Near West Side Partners as well as Marquette University. With the support of Marquette and the City of Milwaukee Environmental Collaboration Office, the Near West Side Partners is committed to finding solutions to limited food access that residents in this community face.

Marquette's Social Innovation Coordinator, Kelsey Otero, is dedicated to working with students and the community to uncover solutions that would meet the needs of students as well as the needs of the residents, the anchor institutions and important community stakeholders. A recent campus climate report completed for Marquette indicated that over 500 of the respondents were food insecure at some point during their time at the college. Marquette's investment in the project is aimed not only at servicing the community residents but also at providing a working solution for its students.

This study compiled secondary data including demographics, household income, household spending habits and dollar estimates of grocery retail leakage. This data was supported with interviews and quotes from community members, business owners, grocery store operators and industry experts. The aim of the project was to provide market research to Marquette and grocers and to define and describe the necessary characteristics that a grocery store will need to include in its format to be successful in the unique landscape of the Near West Side. The findings are used to make recommendations that will be useful to Marquette and any potential grocers in negotiating contracts and making decisions about location, store format, store aesthetics and product variety.

Grocers should make expressed commitment to providing the following:

1. Varied selection of quality fruits and vegetables.
2. Quality meat counter and fresh meat options
3. Full service deli with a variety of premade foods
4. Robust International foods selection
5. Store cleanliness and organization
6. Aesthetic appeal and concern for the visual appearance of the building, both inside and out.
7. A location that will service all residents of the community as well as Marquette students
8. A safe and welcoming environment for all residents
9. Community engagement programs and an expressed commitment to the neighborhood

The interviews provided detailed opinions and perceptions that are important for Marquette and grocers to consider when drafting solutions to the food access challenges faced by this community. The importance of location was a priority for residents and the students. Deep consideration about how to service both communities should be a priority. Marquette's continued support of the Near West Side Partners and its investments to strengthen the community could be hindered by a decision that is viewed by the neighborhood as one that is made to service only the needs of the students.

Broadly, interviews indicated that residents wanted a grocer who showed commitment and investment to the residents' health and wellbeing. All of the recommendations are made with this overarching goal in mind. An expressed concern for a store that will operate as a dedicated member of the community and as a working partner of the Near West Side initiatives for a safer community is a priority for residents and business owners alike.

This Request for Proposals (RFP) seeks an experienced grocery retailer to open a full service medium-format store in this unique and developing urban space. The Near West Side Partners and Marquette University have committed to working with a grocer to find an appropriate location and to identify incentives that could help a grocer service the residents and students of the Near West Side community.

1.2 Project Partners



“The creation of the Near West Side Partners is an exciting opportunity for our community as a whole. Our neighborhood has made good progress over the last few years, and the commitment of some of Milwaukee’s largest employers will help us move our part of Milwaukee to even greater heights.”

– Keith Stanley, Near West Side Partners CEO



The City of Milwaukee
Environmental
Collaboration Office

Erick Shambarger, Director of Environmental Sustainability and Alumnus of Marquette University has committed to supporting improvements of the Near West Side.



Harley-Davidson Motorcycles

Harley Davidson and Vice President Paul Jones have pledged their support of the Near West Side Partners Association. Harley Davidson is committed to the redevelopment of the neighborhood and employs just over 1,000 full time workers in the neighborhood.



Potawatomi Business
Development Corporation

Potawatomi Communications Director Stephanie Omdoll has committed to serving the Near West Side Partners Association mission and vision for the community. Potawatomi Business Development currently employs 23 fulltime staff in the neighborhood and has plans to increase staff in the coming years.



Marquette University

Marquette University President, Michael Lovell and Vice President of Public Affairs, Rana Altenburg are committed to making a positive impact on the Near West side. Marquette employees approximately 2,000 fulltime and 670 part time staff. Just over 11,700 students attending Marquette.



MillerCoors

Miller Coors has committed to community redevelopment and economic empowerment of the neighborhood. Miller currently employs just over 1300 full time workers.



Aurora Health Care

Vivan King, Vice President of Community Relations has committed to the Near West Side Partners mission and vision for the community. Aurora Saini is home to the University of Wisconsin Medical Schools Milwaukee Clinical Campus and employs over 16,700 full time and 15,800 part time staff.

1.2.1 Vision, Mission & Goals

Near West Side Partners



Vision

The Near West Side Partners envision a neighborhood that is a vibrant mix of commercial and residential space with the capacity to attract the diversity of visitors who come to Milwaukee’s downtown and business sectors to work, play and live.



Mission

To revitalize and sustain the Near West Side as a thriving business and residential corridor, through collaborative efforts to promote economic development, improved housing, unified neighborhood identity and greater safety for residents and businesses.



Goals

- Commercial Corridor Development
- Enhance residential neighborhoods
- Improved neighborhood identity and branding
- Improved neighborhood security

Grocery Store Initiative



Vision

The Grocery Store Initiative project envisions a neighborhood where every resident will have equitable access to fresh, healthy and affordable food.



Mission

The Grocery Store initiative’s mission is to determine what model of food retailer will be successful in the neighborhood. Through market research, the initiative aims to define parameters of a store and guide interested grocers towards a successful operation.



Goals

Gather proposals from interested grocers, compare models and determine the best fit for the community.

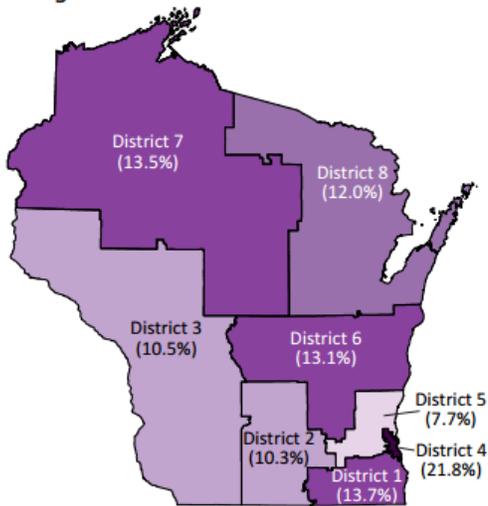
1.3 Statement of Purpose: Can a grocer be all things to all people?

Our health, happiness and vitality are determined by the structures of our environment as much as they are by our individual decisions. Access to fresh, healthy and affordable food is a structural determinant to our health, one that many of us take for granted. The Near West Side of Milwaukee struggles to gain the same access to food that other communities readily have. The inequity is often ignored by the grocery industry and the solutions to creating equitable access for all are not well defined.

This request for proposals seeks to define both the challenges and the possible solutions to creating healthy food access in the Near West Side. Community members, market researchers, business owners, anchor employee’s and students give their opinions and share their experiences to help us better understand how lack of access affects their daily lives and define what a grocer would need to prioritize to be economically fruitful.

1.4 Background and Public Health Significance: Food Hardship

FIGURE 1 Food Hardship in Wisconsin by Congressional District: 2011-2012



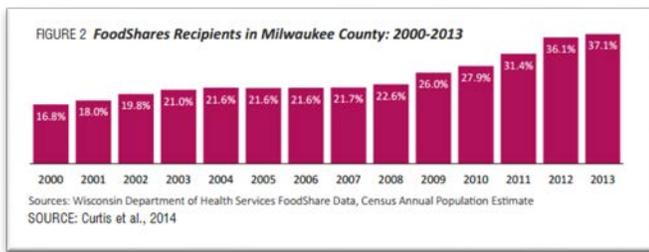
Source: Food Research and Action Center. Food Hardship in America, 2012. February 2013

Source: Curtis et al., 2014

Food Hardship is an indicator of food insecurity and can be interpreted as the rate of households who report not being able purchase enough food for their family (Curtis et al., 2014). Congressional District 4 includes the City of Milwaukee, West Allis, St. Francis, Cudahy & South Milwaukee.

Poverty is inextricably linked to food hardship. The ability of the household to purchase adequate food is determined by the household income. The ability of a household to purchase healthy food is a separate question and is determined by both income and access.

1.4.1 Background and Public Health Significance: Food Share Participation



Food Share is Wisconsin’s nutrition assistance program and helps families and individuals purchase food they otherwise could not afford to buy (DHS, 2015). Since 2000, Milwaukee’s Food Share recipient rates have gradually risen to an alarming 37%. Although food security is determined by a community’s access to jobs, prevailing wages and

access to supplemental nutrition programs, retail access to healthy, fresh and affordable food cannot be dismissed as a contributing factor (United States Department of Agriculture, 2015). Drive time to fresh food retailers, access to public transportation, car ownership rates, availability of healthy food, overabundance of processed foods and food prices are all factors that contribute to food insecurity. The USDA and the Food and Nutrition Service could not complete its mission without addressing retail access to healthy and affordable food.

The United States Department of Agriculture & the Food and Nutrition Service



Vision

“We are committed to ensuring access to healthy and safe food for those participating in our programs including expecting mothers; infants and children in child care and school; low-income families going to food banks; local farmers markets; and local supermarkets.”



Mission

“To end hunger and obesity through the administration of 15 federal nutrition assistance programs including WIC, Supplemental Nutrition Assistance Program (SNAP), and school meals.”



Goals

“Increasing access to nutritious and safe food for eligible people.”

“Helping to reduce the number of households with children that experience low food security.”

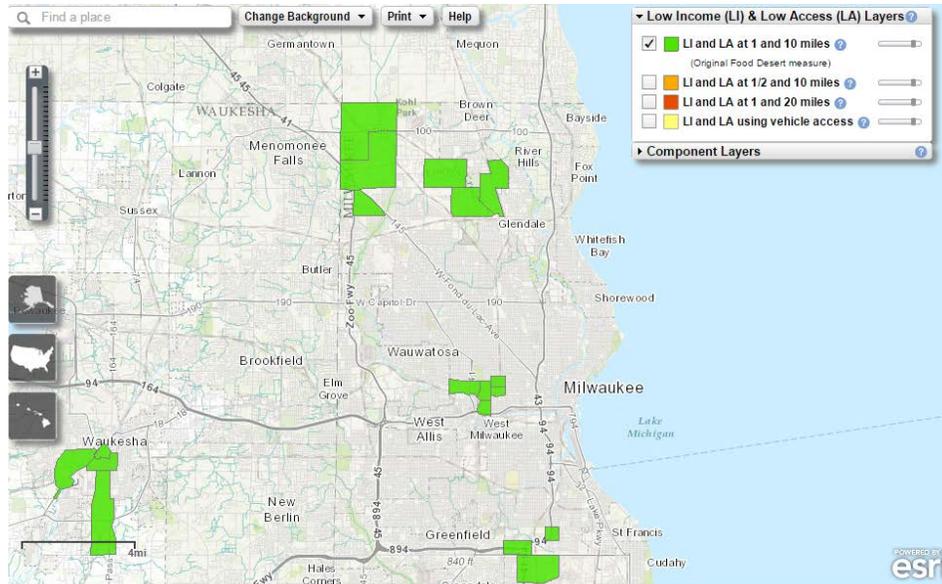
“Partnering with schools to implement national standards designed to improve the quality of food served and sold in schools.”

“Promoting healthful diets and active lifestyles among those participating in our programs.”

“Reducing improper payments in the largest nutrition assistance program, SNAP.”

1.4.2 Background and Public Health Significance: Defining Food Deserts in Milwaukee County

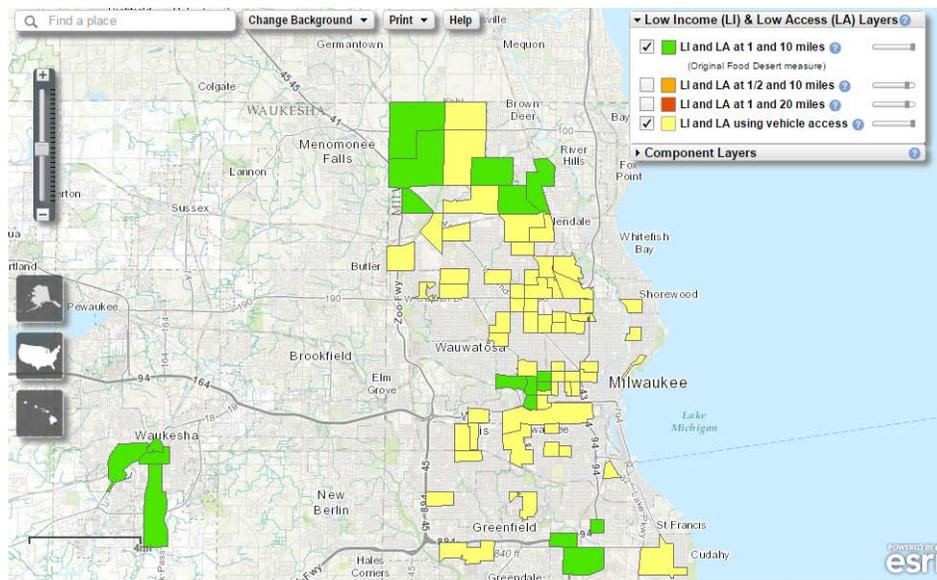
Food Deserts are classified by the USDA and are based on income as well as a community's access to food retailers.



SOURCE: USDA, 2015

Last updated: Wednesday, March 11, 2015

Milwaukee County includes 13 census tracts that are classified as food deserts. The original food desert classification does not take into account vehicle access. A household's ability to access grocery retailers is dependent upon their access to a vehicle. The magnitude of how food access affects the city is seen when this indicator is taken into account (United States Department of Agriculture, 2015).



Source: USDA, 2015

Last updated: Wednesday, March 11, 2015

1.5 Understanding Food Access in Milwaukee County: The Reinvestment Fund



The Reinvestment Fund (TRF) is a Community Development Financing Institution (CDFI) with a mission to revitalize distressed neighborhoods through the innovative use of capital and information. What began as a small community development organization in Philadelphia in 1985 now has over 1.5 billion dollars invested in nearly 3,000 community projects (TRF, 2015).

TRF finances projects for equitable food access, health care, education and housing, to build healthy communities in under-invested places. TRF also provides public policy expertise by helping clients create actionable solutions by sharing data and analysis via Policy Map (TRF, 2015).

Limited Super Market Access Analysis

TRF's Limited Supermarket Access (LSA) analysis provides information on the degree of equitable access to healthy food retail across the country, at the census block group level.

TRF offers analysis to:

- Quantify the magnitude of food access inequality in an LSA
- Identify potential trade areas for prospective stores
- Identify regions where competition in the supermarket industry would make it difficult for independent grocers to be successful
- Understand purchasing behaviors of residents who are a part of the LSA
- Analyze the anchor effect of a supermarket when it receives funding in a community
- Provide estimates of employment potential that supermarkets can offer communities if funded (TRF, 2015).

"TRF's Limited Supermarket Access (LSA) analysis is a tool to help investors and policymakers identify areas across the continental United States that have both inadequate access to healthy food and sufficient market demand for new or expanded food retail options (TRF, 2015)"

WHAT IS POLICYMAP?

Policy map is a fully web based Geographic Information System (GIS) that allows users to visually portray custom maps, tables, reports and market analytics. Individuals, organizations, institutions, policymakers and students can use Policy map to organize primary data and leverage it against the thousands of indicators available. The Reinvestment Fund (TRF) created policy map in partnership with an innovative technology company, 3D L. The result is a tool that informs decision-making and socially just policies (TRF, 2015).



1.5.1 Understanding Food Access in Milwaukee County: Limited Supermarket Analysis

Limited Super Market Access in Milwaukee County: 2014

LSA AREA	LSA Score	Number of Block Groups included	Aggregate Grocery Leakage Score	Estimated Population
LSA #1	61	20	\$ 23,030,000	23,101
LSA #2	54	19	\$ 11,349,000	15,594
LSA #3	52	10	\$ 20,192,000	14,418
LSA #4	51	11	\$ 18,301,000	10,259
LSA #5	53	5	\$ 8,997,000	5,480
LSA #6	59	3	\$ 6,026,000	5,362

Source: (The Reinvestment Fund. 2015)

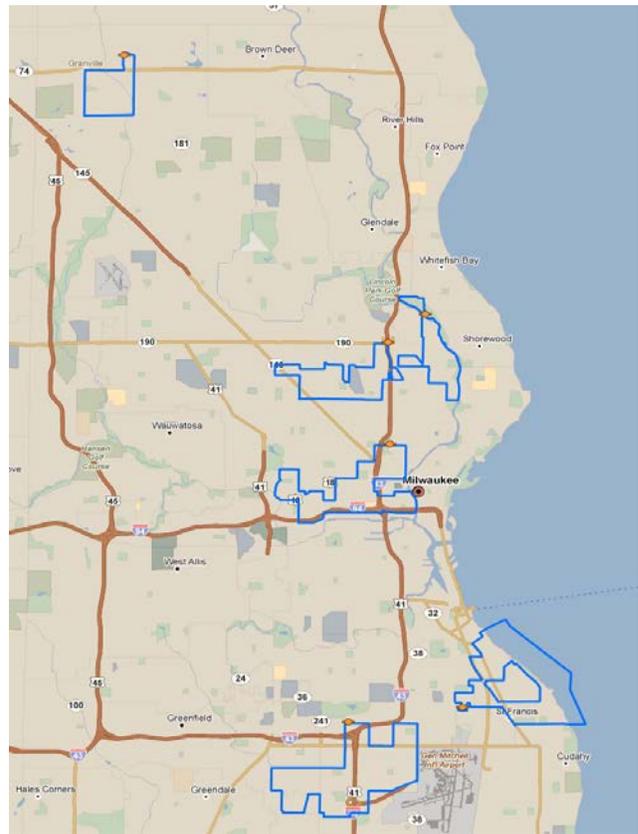
The Reinvestment Fund identified six Limited Supermarket Access (LSA) Area’s in Milwaukee County. Of the six that were identified limited access is the most inequitable in LSA Area #1. LSA Area #1 includes the most block groups of all the LSA’s in Milwaukee County. It spends the greatest amount on food outside of its block group boundaries and it has the greatest population of residents living inside its boundaries.



TRF Study of Limited Supermarket Access (LSA) Areas (2014) Milwaukee County

Sites

- TRF Study of Limited Supermarket Access (LSA) Areas (2014)
- Source: TRF



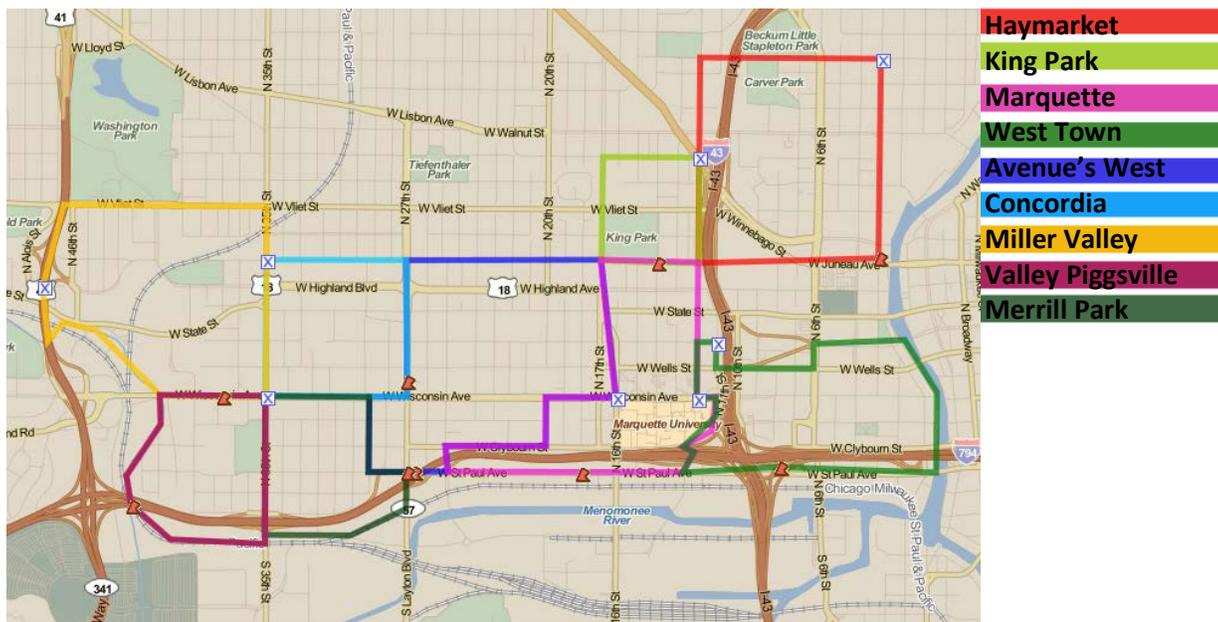
Milwaukee County LSA Area #1 is located in downtown Milwaukee, West of the Milwaukee River and north of I-94. The LSA is composed of 20 block groups, touches 9 Milwaukee neighborhoods and has an estimated population of 23,100 residents.

Source: (The Reinvestment Fund, 2015)

1.6 Defining the Trade Area: The Neighborhoods and Boundaries

For the purposes of this study, the boundaries of Milwaukee County LSA #1 and the boundaries currently delineated by the Near West Side Partners Association were taken into account and combined to create a trade area. The partnership compact formed by the Near West Side Partners Association has a strong commitment to revitalization and an expressed need for establishing a healthy food retailer that will service the residents as well as the Marquette campus.

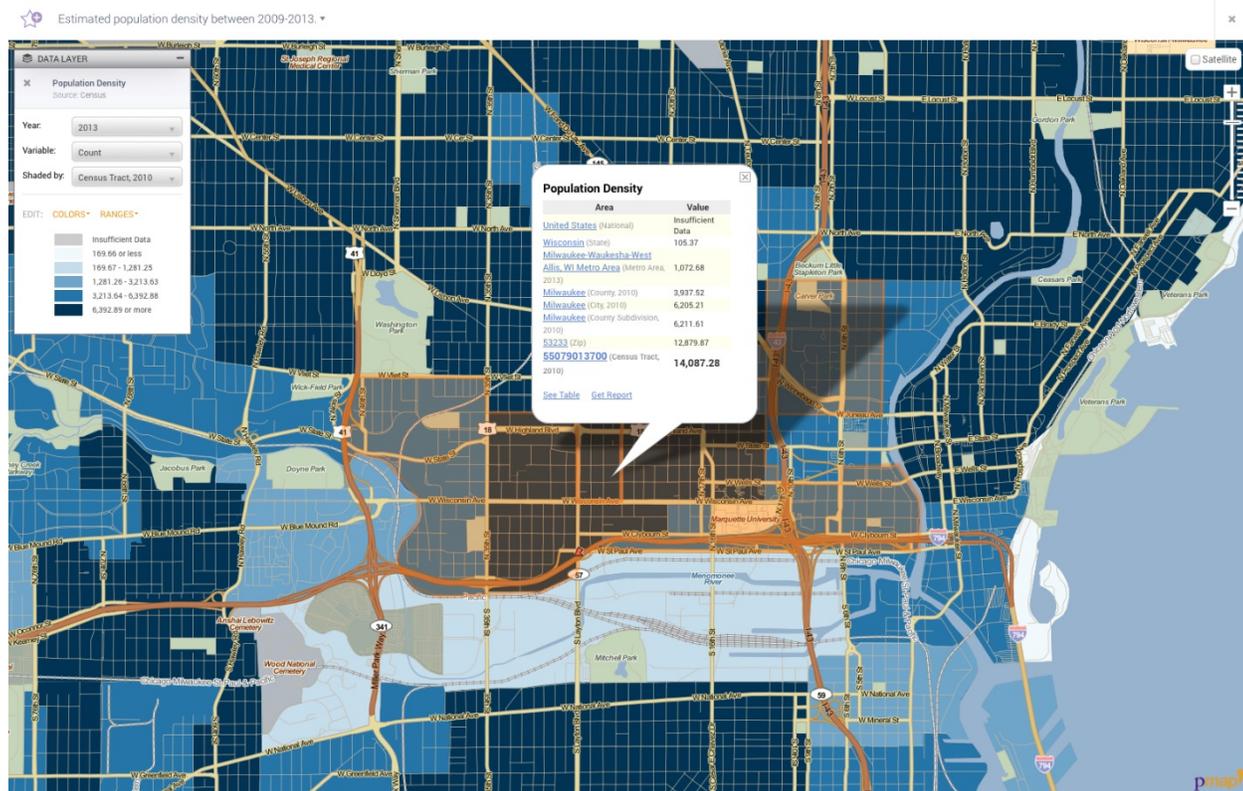
The trade area includes all census block groups included in the Limited Supermarket Access (LSA) area as well as the census block groups that extend beyond the LSA and are a part of the Near West Side Partners boundaries. The trade area includes six block groups that are not a part of the LSA area.



Source: Created using Policy Map (The Reinvestment Fund, 2015)

The trade area includes nine distinct neighborhoods, seven of which are represented by the Near West Side Partners Association. The neighborhoods all have unique characteristics, needs and assets that affect their ability to access fresh, healthy and affordable foods and their ability to support a full service food retailer.

1.7 Trade Area Demographics: Population Density



Source: Policy Map (The Reinvestment Fund, 2015)

The population density of the near west side is greater than the average estimated population density of the city of Milwaukee and greater than the average population density of one of the most densely populated cities in America. Los Angeles 2010 census data shows an average population density of nearly 7,000 residents per square mile (The United States Census Bureau, 2013). The average population density of the near west side is estimated at just over 14,000 residents per square mile (The Reinvestment Fund, 2015).

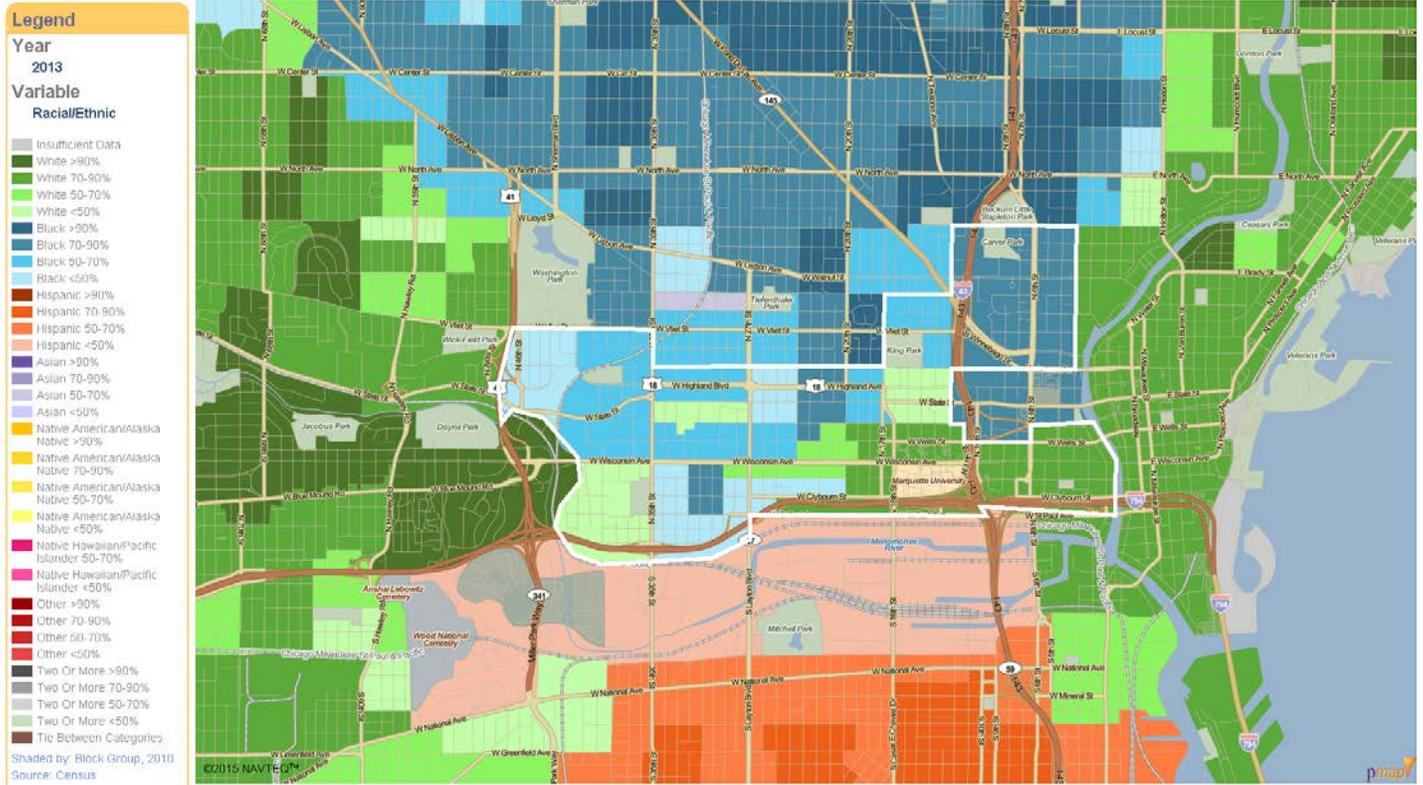
1.7.1 Trade Area Demographics: Race and Ethnicity



Predominant racial or ethnic group between 2009-2013.

Predominant racial or ethnic group between 2009-2013.

Predominant racial or ethnic group, by percentage of the population in the group. Data were obtained from the Census' American Community Survey 2009-2013 estimates. Geographies for which no data were provided or for which the population was less than 10 are represented as having "Insufficient Data."



Source: Policy Map (The Reinvestment Fund, 2015)

The Near West Side is an ethnically and racially diverse neighborhood that closely resembles the overall diversity of the greater Milwaukee area. Between 2000 and 2013 there were notable changes in the ethnicities that reside in the trade area.

- The non-Hispanic White population increased by 4.23%
- The African American population decreased by 10.74%
- The Asian population increased by 11.39%
- The Hispanic population increased by 21.51%

Source: (The Reinvestment Fund, 2015)

Census Data aggregated by:

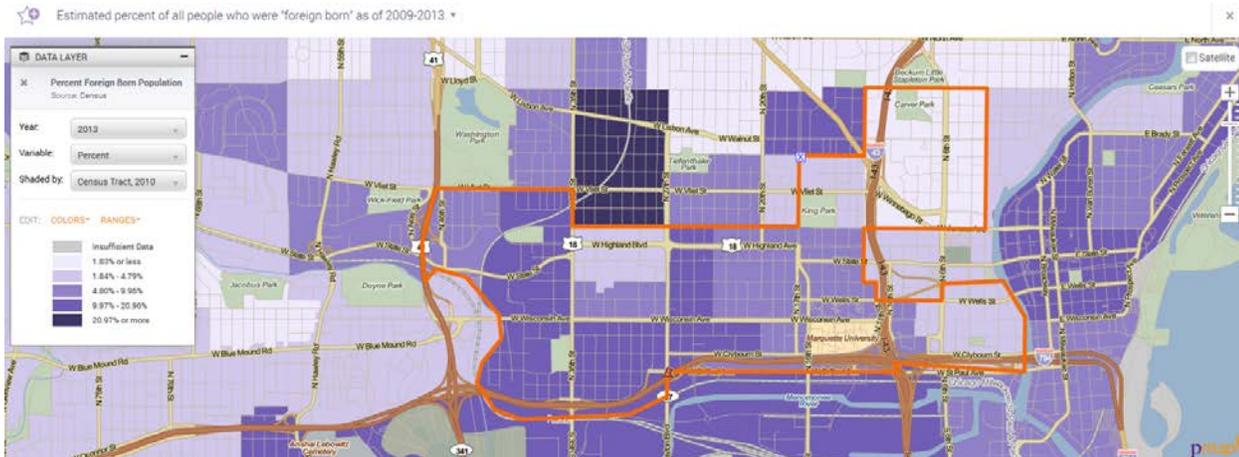
2000 Data Contains: 22 Census Block Groups

2010 Data Contains: 21 Census Block Groups

2013 Data Contains: 21 Census Block Groups

1.7.2 Trade Area Demographics: Foreign Born Population

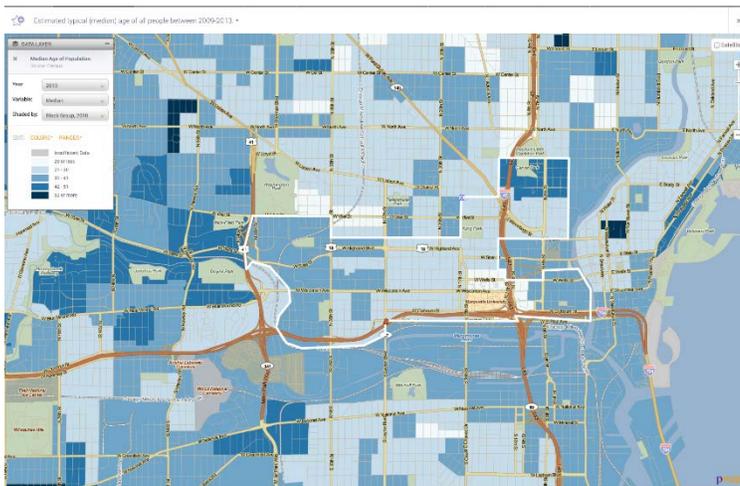
The trade area consists of an immigrant population that is measured by the U.S. census as those who are “foreign born”. It is estimated that between 2009 and 2013, 7.8% of all residents reported that they were born outside of the United States (The Reinvestment Fund, 2015).



Source: (The Reinvestment Fund, 2015)

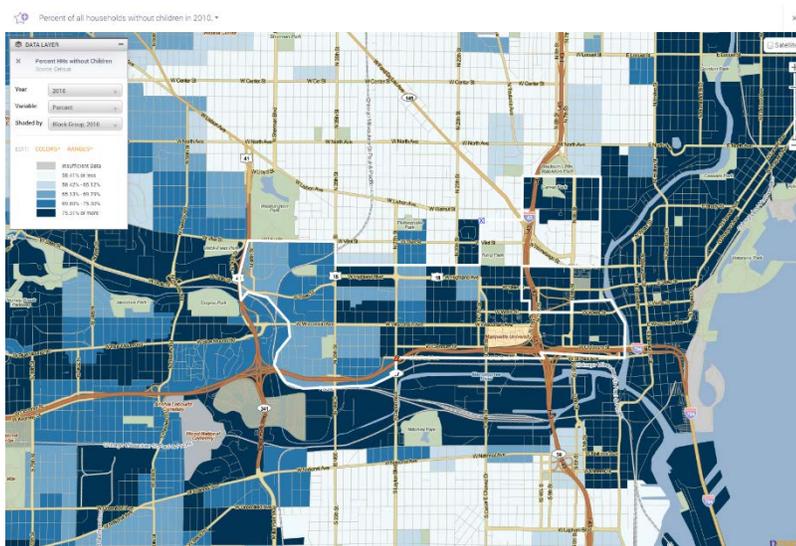
Cold Spring Park, the neighborhood just north of the Concordia border has an estimated 23.82% of foreign born residents. The census tracts inside the trade area boundaries with the highest percent of foreign born residents include two tracts just east of 27th street. These tracts make up the Avenue’s West neighborhood and report an estimated 17% and 15% foreign born population (The Reinvestment Fund, 2015) . In 2014 Marquette reported that 5.2% of students were non-residents of the United States (Marquette University, 2014).

1.7.3 Trade Area Demographics: Median Age & Households without children



Source: Policy Map (The Reinvestment Fund, 2015)

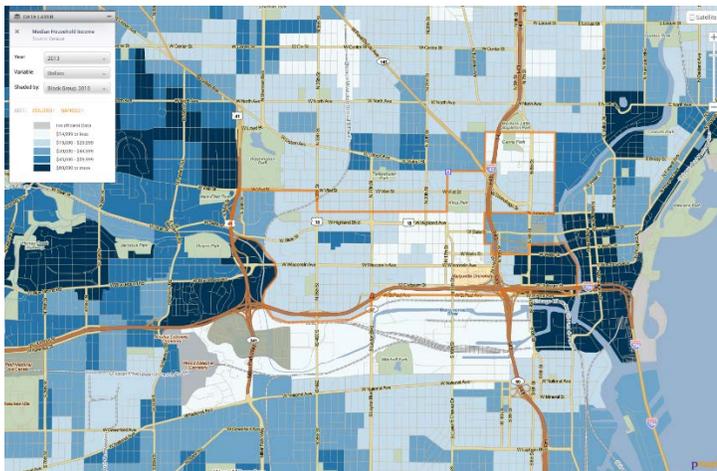
The average median age of the residents who live in the trade area is 28 years old. King Park neighborhood is unique in that the average median age is 50 years old. The census block groups that surround Marquette University have the youngest residents with an average median age of 20 years old.



Source: Policy Map (The Reinvestment Fund, 2015)

Seventeen of the twenty-six block groups in the trade area have an estimated 70% or greater proportion of households without children. The map shows that there are concentrations of households without children in the Merrill Park, Marquette & Avenue's West neighborhoods.

1.7.4 Trade Area Demographics: Median Household Income & Expenditures



Source: Policy Map (The Reinvestment Fund, 2015)

The average median income for the trade area is estimated using 2009 to 2013 Census data. The estimated average income per household is \$21,897. Notable exceptions include the Concordia Neighborhood with an average income per household of just over \$54,000 per year. (The Reinvestment Fund, 2015) However according to more recent data collected by the PARC initiative, the Concordia neighborhood average median income for 2014 was \$91,931. (Near West Side Partners PARC Initiative, 2014)

Household expenditure data was collected for each neighborhood by the Avenues West Neighborhood Association and is displayed below. Concordia spends the greatest amount on food per year while the neighborhoods surrounding campus spend the least on food per year.

Spending	Alcohol	Apparel	Dining Out	Education	Entertainment Recreation	Food	Health Care
Avenues West	\$599	\$1,536	\$3,207	\$1,591	\$2,997	\$4,796	\$3,841
Cold Spring Park	\$550	\$1,518	\$3,100	\$1,656	\$3,245	\$4,887	\$4,547
Concordia	\$937	\$2,447	\$5,134	\$2,771	\$5,320	\$7,640	\$6,968
Martin Drive	\$546	\$1,506	\$3,075	\$1,651	\$3,230	\$4,844	\$4,538
Merrill Park	\$317	\$864	\$1,801	\$879	\$1,847	\$2,912	\$2,714
Miller Valley	\$883	\$2,250	\$4,659	\$2,284	\$4,111	\$6,948	\$5,033
The Valley/Pigsville	\$258	\$743	\$1,516	\$676	\$1,415	\$2,469	\$1,856
Weighted Averages	\$586	\$1,542	\$3,206	\$1,638	\$3,154	\$4,883	\$4,194
City of Milwaukee	\$361	\$1,019	\$2,091	\$1,000	\$2,046	\$3,379	\$2,800
Milwaukee County	\$446	\$1,240	\$2,570	\$1,240	\$2,561	\$4,111	\$3,546

Spending	Household Goods	Household Services	Housing	Personal Care	Transportation	Travel	All Retail
Avenues West	\$637	\$1,673	\$20,558	\$745	\$9,479	\$1,795	\$21,678
Cold Spring Park	\$664	\$1,850	\$21,552	\$724	\$9,822	\$1,943	\$22,914
Concordia	\$1,062	\$3,068	\$34,517	\$1,255	\$15,240	\$3,481	\$36,650
Martin Drive	\$659	\$1,844	\$21,401	\$718	\$9,760	\$1,938	\$22,784
Merrill Park	\$399	\$1,029	\$12,374	\$436	\$5,671	\$1,070	\$13,305
Miller Valley	\$895	\$2,273	\$29,342	\$1,043	\$13,525	\$2,349	\$30,253
The Valley/Pigsville	\$322	\$745	\$10,096	\$348	\$4,770	\$739	\$10,664
Weighted Averages	\$659	\$1,779	\$21,236	\$755	\$9,672	\$1,914	\$22,480
City of Milwaukee	\$446	\$1,094	\$14,000	\$484	\$6,620	\$1,122	\$15,061
Milwaukee County	\$551	\$1,386	\$17,196	\$603	\$8,128	\$1,450	\$18,659

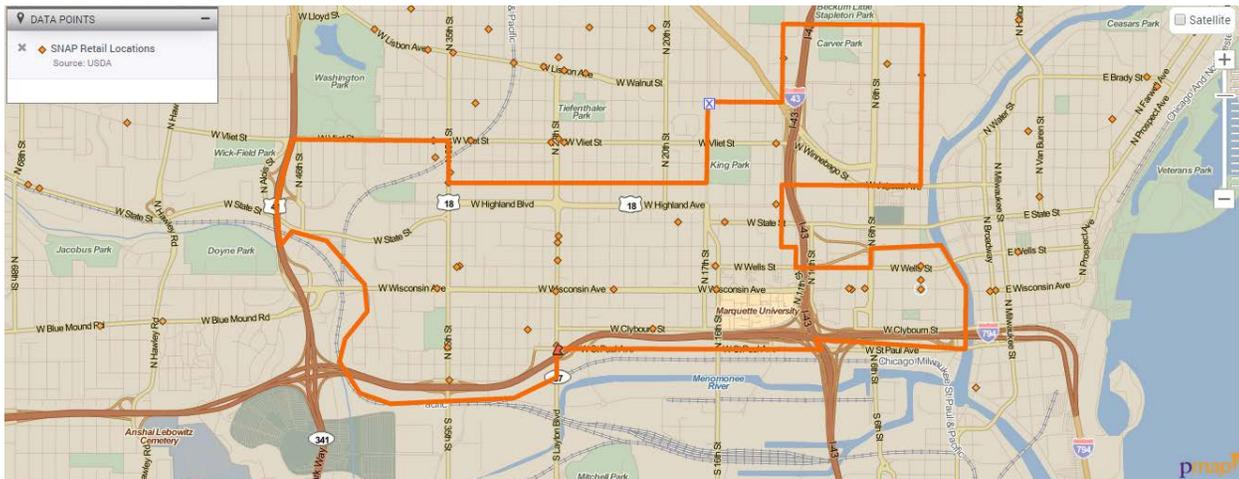
Source: Realtor Property Resource (RPR) linked to Bureau of Labor Statistics (BLS) Consumer Expenditure Survey (2014) retrieved 8/6/2015

Source: Near West Side Partners Promoting Assets & Reducing Crime Initiative (PARC), 2015

1.8 Define the Need: Current Food Landscape

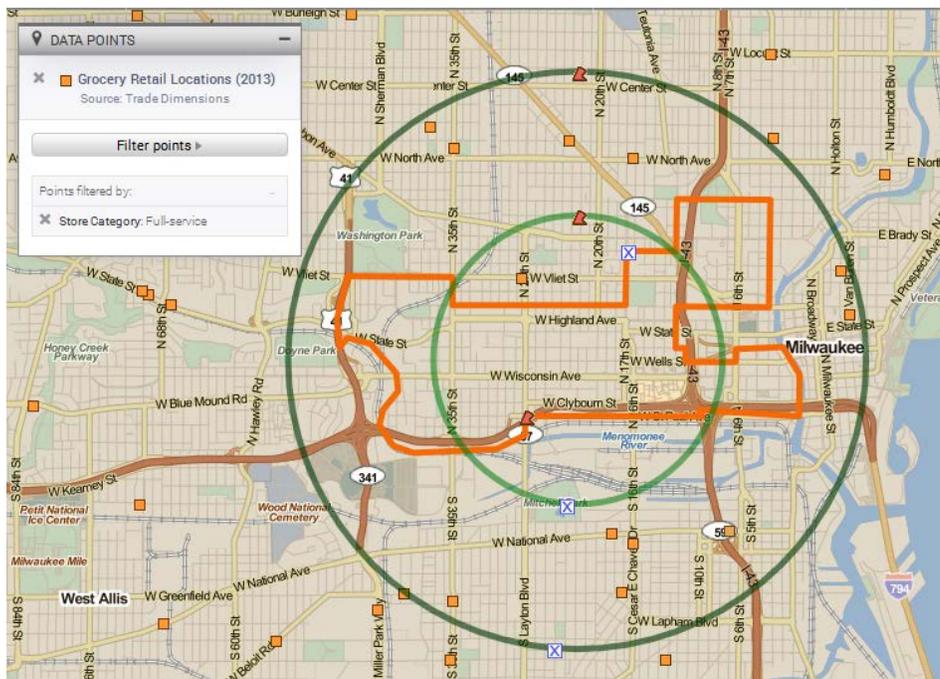
Assessing access to healthy food is a complex task. Many of the retailers that are inside of the trade area are corner stores, convenience stores and small limited assortment food retailers. Oftentimes the quality of food provided, the cost of fresh produce and the variety of goods are not comparable to a full service supermarket.

Source: (The Reinvestment Fund, 2015)



An assessment of the food landscape was completed in November of 2015 by a group of students at the University of Wisconsin Milwaukee Urban Planning department. The results show that although there are 35 locations in the trade area that accept the state Supplemental Nutrition Assistance Program (SNAP) benefits, only 19 of them provide access to fruits and vegetables. Of the 19 that stock produce, the variety of produce offered is minimal. On average, four types of vegetables and three types of fruits are available to consumers. The quality of the produce is often questionable and 12 of the 19 stores were reported as carrying produce that was either wilted, old or browned. Fresh, unprocessed meat is also in short supply. Of the 19 stores, only 5 carry unprocessed meat (Hahn, Zuniga, Bregant, Pobiecke, & Strausberger, 2015). Limitations to the data include no mention of the quality of the meat selections that were offered. The assessment also did not collect data on prices, cleanliness, atmosphere or perceived safety of the stores they visited.

1.8.1 Define the Need: Availability of full service stores

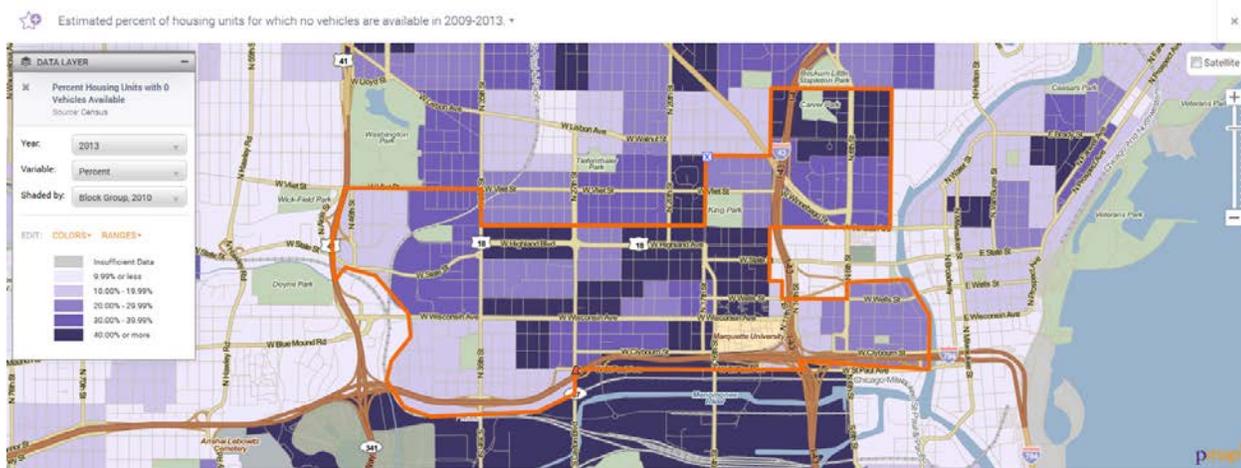


Car ownership rates for the trade area can help to reveal important information about how restricted residents are to the stores that are available in the immediate area. Six of the twenty-six block groups report that greater than 50% of households do not own a car. An average of 35% of households in the trade area report that no vehicles are available to them (The Reinvestment Fund, 2015).

The map above shows the location of full service grocery stores in relation to a one mile and two mile radius. The only full service store that is located in the one-mile radius was included in the assessment of SNAP/EBT locations and was shown not to be a true full-service store. The name of the store is C&S Supermarket. It is an Asian grocery with a very limited variety of produce, only offering one type of fresh fruit and nine types of fresh vegetables. The quality of the produce from this location was evaluated as the poorest category (Hahn, Zuniga, Bregant, Pobiecke, & Strausberger, 2015).

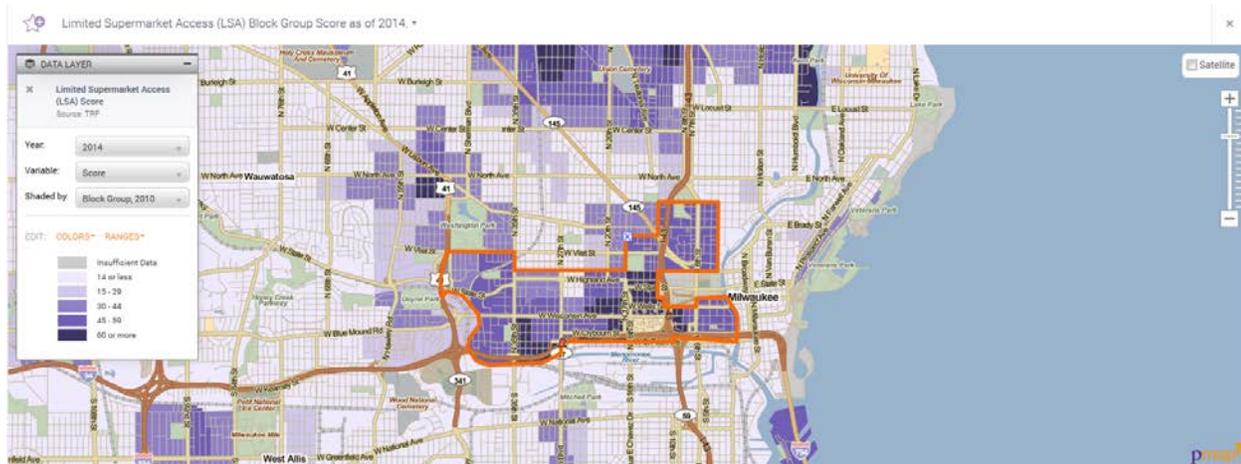
The availability of grocery stores in the two-mile radius is plentiful however, geographic barriers limit residents' ability to access these stores easily. The Pick-N-Save on North 35th street, Metro Market on Van Buren Ave. and El Rey on Caesar Chavez are all approximately two miles from a central location (22nd and Wells) in the trade area. Two miles is forty city blocks and takes on average 45 minutes one way on foot. By bicycle it is approximately 13 minutes one way. The time estimates do not take into account the difficulty of carrying groceries long distances or weather conditions that intensify the challenges of transporting groceries without a vehicle. Bus transportation to and from all of these stores is available. The bus ride from the Wisconsin and 22nd street stop to the Caesar Chavez and Mineral Street stop takes an average of 19 minutes one way. The logistics of planning, waiting and transporting groceries on the bus lines is time consuming and inconvenient if a consumer wants to stock up on supercenter deals.

1.8.2 Define the Need: Car Ownership and LSA status



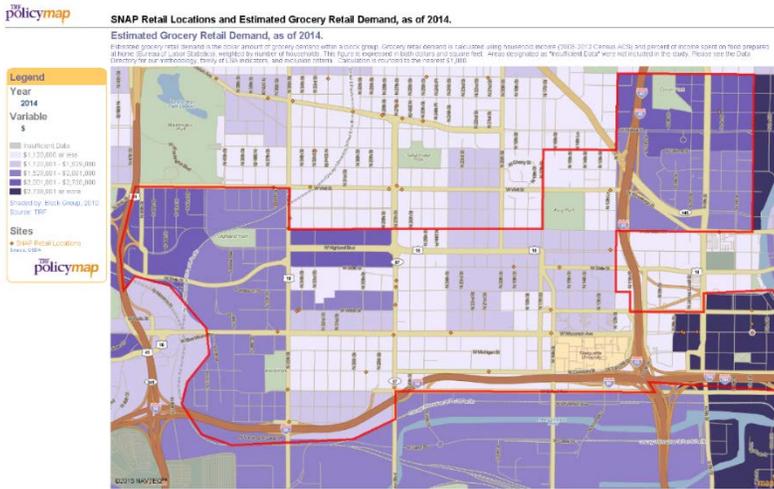
Source: (The Reinvestment Fund, 2015)

Low car ownership and limited access to fresh and healthy food are a significant challenge for the trade area. The block group directly north of Marquette as well as the block groups west of the campus have the lowest rates of car ownership. TRF defines a limited supermarket access area based on a benchmark distance to a full service store. The benchmark distance is determined by the distance that someone with an average median household income must travel to reach a full service store. LSA scores signify the magnitude of the inequity in access that limited access block groups face. The higher the LSA score the wider the inequity is for residents to access a full service grocer.



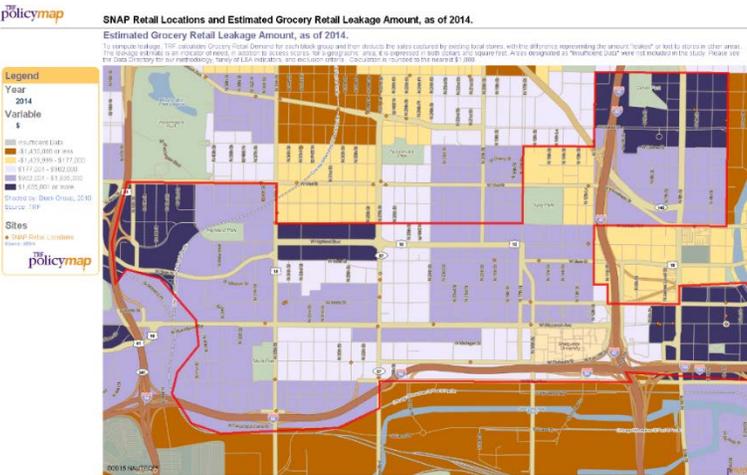
In comparison to the surrounding neighborhoods, the trade area experiences significantly higher LSA scores than its more advantaged counterparts.

1.9 Market Research: Demand & Grocery Retail Leakage



GROCERY RETAIL DEMAND

Grocery retail demand is calculated using household income (2008-2012 Census ACS) and percent of income spent on food prepared at home (Bureau of Labor Statistics), weighted by number of households (TRF, 2015).



GROCERY RETAIL LEAKAGE

Leakage is calculated by assessing Grocery Retail Demand for each block group. Demand is then deducted from the sales captured by existing local stores, with the difference representing the amount "leaked" or amount lost to stores in other areas. The leakage estimate is an indicator of need for a geographic area (TRF, 2015).

1.9.1 Market Research: Grocery Retail Leakage

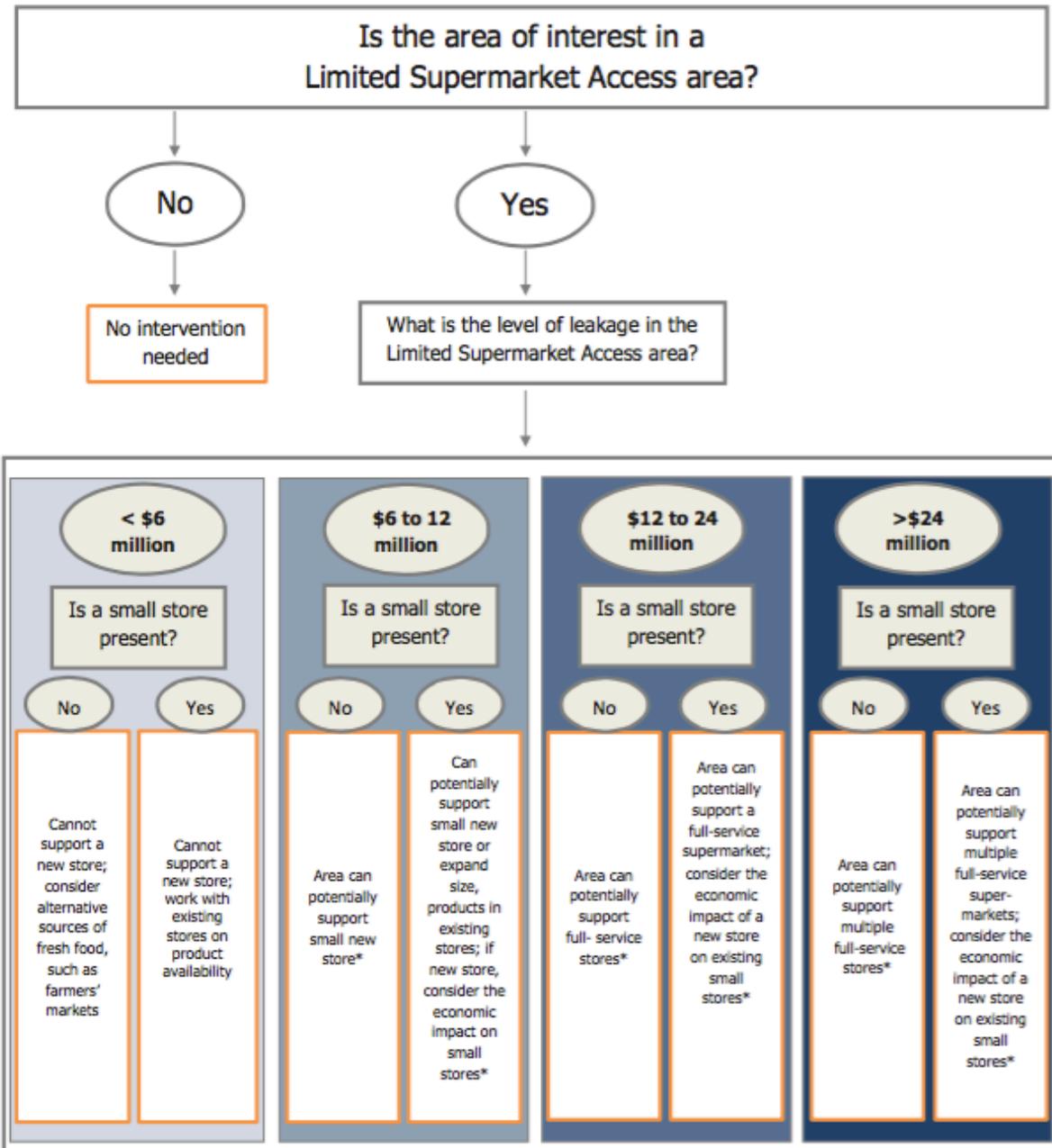
Geographic Area	Estimated Grocery Retail Leakage Amount, as of 2014	
Milwaukee County LSA #1	\$	23,029,000.00
Trade Area	\$	30,117,000.00

The Trade area shows a significant amount of Grocery retail leakage. TRF provides a breakdown of how to assess an LSA for its capacity to support a full service store. Based on the retail leakage amount and TRF recommendations, the trade area could support a full service grocery. Research analysts have pointed out that knowing where residents' currently shop is key to understanding how much of the leakage scores a new store will be able to capture. Without this information, the data cannot be relied upon to determine the sales per square foot that a full service grocer could expect to make.



1.9.2

The Reinvestment Fund
 Decision Tree for Grocery Retail Leakage: Ability of an LSA Area to Support Fresh Food Retail



Source: (TRF, 2015)

2.0 Outcome Standards: Defining the Parameters and Industry Trends

According to the CFO of Festival Foods, the retail grocery industry has undergone significant changes in the past 30 years (Stoa, 2015). Suburban sprawl, changes in social norms and trends in consumer demands have all affected store format, design and product variety. A grocer's ability to be profitable in an urban center is highly reliant on store format, brand appeal and ability to fit the demand of the neighborhood (Junjie Ma, 2015).

A research study from 2006 compares attributes that consumers feel are the most important characteristics when making decisions about what format of grocery store to shop in. The study provided grocery store chains with a valuable understanding of how performance is related to consumer driven format types.

A significant finding from the study showed that as household size decreased, supermarket patronage increased as opposed to shopping at supercenters, warehouse clubs or specialty stores. An interpretation of this data may be that as household size decreases, the shopper is more likely to frequent neighborhood markets than travel long distances to supercenters (Carpenter & Moore, 2006).

Block Group	Estimated average size of a household between 2009-2013.
550790123001, WI	1.81
550790124001, WI	2.14
550790133001, WI	2.41
550790134001, WI	1.66
550790134002, WI	3.35
550790134003, WI	4.24
550790135001, WI	1.86
550790135002, WI	2.4
550790136001, WI	1.67
550790136002, WI	3.31
550790137001, WI	3.11
550790137002, WI	2.13
550790141001, WI	2.24
550790146001, WI	2.28
550790146002, WI	1.22
550790147001, WI	2.61
550790147002, WI	2.47
550790148001, WI	1.97
550790148002, WI	2.05
550790149001, WI	1.54
550790149002, WI	2.05
550791860001, WI	1.56
550791862001, WI	2.78
550791863002, WI	1.67
550791864001, WI	1.32
550791864002, WI	1.42
TOTAL AVERAGE	2.2

The trade area has a large proportion of residents who live in small households. The estimated average household size between 2009 and 2013 is 2.2 persons (The Reinvestment Fund, 2015). This demographic characteristic is important for assessing how shopping behavior could be affected if a supermarket was available within the neighborhood boundaries. The limitations of the leakage data in relation to the unknown variables about where consumers are currently shopping can be refuted with evidence from this study. Smaller households will likely shop at a neighborhood market if one was made available to them (Carpenter & Moore, 2006).

Source: (The Reinvestment Fund, 2015)

2.0 Outcome Standards: Defining the Parameters and Industry Trends

The study also defined 15 store attributes that were drivers of consumers' format choice. The attributes that were included as dependent variables include (Carpenter & Moore, 2006):

- Price Competitiveness
- Courtesy of Personnel
- Cleanliness
- Product Selection
- Hours of operation
- Atmosphere
- Ease of Access
- Security
- Parking Facilities
- Crowding
- Presence of eating places
- Special Events
- Seats / Rest area
- Ease of Children

The study determined that the highest ranked store attributes among frequent shoppers of traditional supermarkets include (Carpenter & Moore, 2006):

- Cleanliness
- Product selection
- Price competitiveness
- Crowding
- Courtesy of personnel

Cleanliness was the most important store attribute regardless of store format. Not surprisingly, price competitiveness was considered important among supermarket shoppers as well as among supercenter shoppers however the importance of product selection should not be underestimated especially for retailers who operate traditional supermarket formats (Carpenter & Moore, 2006).

2.1 Consumer Profiles

Interviews with community members and representatives of partner organizations uncover the importance of store attributes in determining the best fit for the trade area. Overwhelmingly, all interviewees expressed that the store must first and foremost offer a wide selection of produce. The inaccessibility of quality fruits and vegetables was voiced as a primary need by residents, students, employees and business owners. Residents who participated in the Near West Side Partners community meeting held in March of 2015 mirrored this opinion. The need for healthy food, access to local produce and ethnic foods and availability of a quality meat selection were all voiced and agreed upon as priorities for the community.

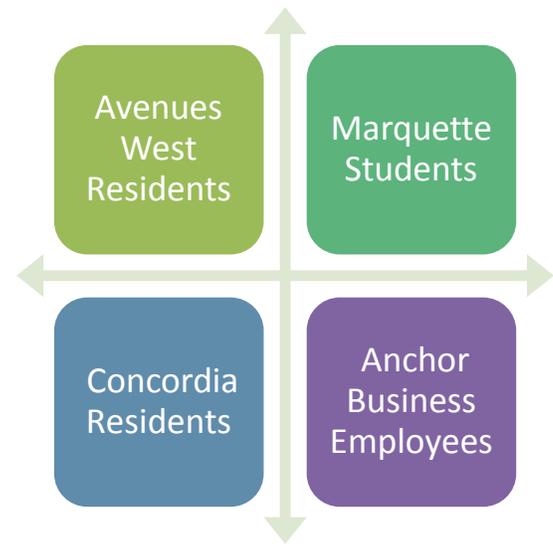
The importance of store attributes differs depending on the demographics of the consumer. Variation in grocery store models is a direct result of a store's ability to target specific demographics through product, placement, price and promotion. The variation in consumer demand is what drives market research studies and the decisions that chain stores make about where to locate. Location criteria are therefore different for each grocery store model. This criteria sets parameters for where stores will choose to locate and expansion is determined and structured based on specific consumer demographics, each unique to the model of the store.

Market research studies completed for the trade area have drawn negative attention from large chain grocery store operators. The lack of success that both Pick-N-Save stores closest to the trade area currently experience is further evidence for industry analysts to make broad generalizations about why a large full-service retailer would not find a successful market here. Studies are unfortunately not shared with the public and the information that they include and exclude is therefore unknown. Factual evidence for why the larger Pick-n-Save markets are failing to meet industry sales averages is also unknown. An experienced market analyst with knowledge of the history of the grocery business in Milwaukee interpreted the failure of these stores to a lack of understanding of the surrounding neighborhood's needs and an overall underperformance in keeping up with product selection (Livingston, 2015). There are undoubtedly many other extraneous variables that are contributing to the failure of these stores, however it is vital for a grocer to know and understand the unique characteristics of the community and the demand that each consumer demographic brings to the table. Due to the trouble of large format supermarkets in the area, this RFP seeks a medium-format, full service grocery option.

No matter what location a store ultimately chooses, there are always different communities with different needs, variable incomes and diverse demographics to take into consideration. This trade area is no exception and a grocer will need to consider the demands of all who live there when making informed decisions about store format, location, product selection and aesthetics.

2.1 Consumer Profiles

The Marquette campus includes over 11,000 students and a significant number of faculty and staff. The Concordia neighborhood has been evolving and changing over the last 10 years and the historic housing stock has attracted residents of high socioeconomic status. The Avenue's West neighborhood includes many single and two person households of modest to low socioeconomic status. The far west neighborhoods that are home to some of the anchor institutions have a lower population density but also nearly 25,000 employees who could be serviced by a local grocer. The challenge for a grocer is to understand the demands of each demographic and be sensitive to the needs of the surrounding community when making decisions about where to locate, what products to stock and what price point to meet.



Can one store be all things to all people in the trade area?

The innovation of the store and its ability to meet consumer demand for a wide produce selection, quality perishables, cleanliness, aesthetic appeal, competitive pricing and perception of value, perception of safety and a convenient location are priority attributes that community members identified in interviews. This matrix of necessities can be met if the grocer considers all possible options for format and takes into account the variation of need that the community has expressed.

Just as important as identifying what attributes to include, consumers also identified important factors and characteristics that currently deter them from frequenting neighborhood businesses. All of the community members who were interviewed and business owners from the neighborhood, excluding students, communicated that there is general distrust of corner store owners.

“SOME OF THESE BUSINESS OWNERS IN THE NEIGHBORHOODS THAT I’M FROM DON’T REALLY CARE ABOUT THE PEOPLE IN THE NEIGHBORHOODS. IN MY OPINION, THEY WANT TO SELL THEIR WARES AND THEN WHEN THEY LEAVE THEY DON’T LIVE HERE.”
(DAVIS, 2015)

Interviewees expressed that they feel as though the owners of these establishments are not committed to the community and do not have the residents’ health or wellbeing at heart. This insight is a valuable piece of information that speaks to the loyalty grocers could garner if they express a commitment to health and commitment to supporting the wellbeing of the neighborhood.

2.1 Consumer Profiles

Interviews served to define and further describe the characteristics that grocers use to decide upon a format that will fit with a neighborhoods' demographics. Themes identified from the interviews are included below. The characteristics are not in order of importance but simply outline themes that were communicated during each interview.

1. Product selection
2. Aesthetics and visual appeal
3. Cleanliness & perception of quality
4. Convenient location & ease of access
5. Safety and perceived safety
6. Price and perceived value
7. Commitment to the community

2.1.1 Product Selection:

Overwhelmingly, consumers from all demographics expressed a need for a wide variety of fresh fruits and vegetables. The absence of fresh produce was consistently, across all demographics, expressed as the most frustrating aspect of grocery shopping in this community.

A full service deli with a variety of prepared foods was another characteristic that all interviewees agreed was a necessity for a grocer to include. The owner of Quorum Architects highlighted the advantages that an operator would have if they included a large selection of pre-made foods that would appeal to the 25,000 employees who often want to grab lunch or pick up dinner on the way in and out of the neighborhood. The demographic of employees and the demographic of students were in agreement that having a large variety of prepared foods that included healthy options was highly important for their needs (Ayala, 2015) (Nemec, 2015) (Price, 2015).

“I THINK WE COULD STAND TO DO BETTER THAN AN ALDI’S THAT JUST HAS A LOT OF PROCESSED FOOD”
(QUORUM EMPLOYEE, 2015)

A selection of organic produce, health food items and healthy prepared food options were also communicated as needs. One of the Marquette students expressed that a stores ability to cater to students who were gluten free, vegan or under dietary restrictions was important (Ayala, 2015).

Another important attribute that was discussed by both Marquette students and residents of the community is the inclusion of culturally appropriate foods. Nya Taryor of United Methodist Church spoke about the diversity of residents and their need for fresh foods that they can cook with as well as foods that they would most likely have to shop at specialty stores for (Taryor, 2015). The changing demographics in the neighborhood, the proportion of foreign born residents and the 5% of Marquette’s student population who are from overseas are consumers with a demand for an international foods selection.

“STUDYING THE AREA AND BEING AROUND SOME OF THE PEOPLE I NOTICE THAT THEY ARE GOING TO NEED ETHNIC FOODS. THERE ARE A LOT OF PEOPLE OF ASIAN DESCENT, ARABIC OR ORIENT AND EASTERN AFRICANS FROM SOMALI. THEY ARE GOING TO NEED SOME OF THEIR BASE STAPLES OF FOOD.”
(Taryor, 2015)

“IT IS SO DIFFERENT EATING AT A DINING HALL COMPARED TO YOU KNOW; OH THIS IS WHAT MY MOM TAUGHT ME HOW TO MAKE AND I WANT TO BUY THESE INGREDIENTS BECAUSE I’M CRAVING THIS.” (Ayala, 2015)

David Bergman from Metropolitan Research and Economics stated that often times grocery store models will seek out concentrations of foreign born populations. Data from inventory reports and market research has shown that foreign born populations will consistently buy more produce and non-perishables while U.S. born populations will consistently buy more pre-packaged and processed foods (Bergman, 2015). The changing demographics of the Near West side, the increasing Hispanic population and the increasing Asian population are important characteristics for a store to take into consideration.

Other important characteristics in product variety that were consistently mentioned by interviewees included a full service meat department with a selection of unprocessed fresh meat and seafood and a full service bakery. Some interviewees also mentioned a desire for a café area with seating and coffee.

A grocer’s ability to carry non-food items was a concern for some of the residents. Hygiene products and paper products were viewed as being more expensive from retailers like Walgreens who currently service the neighborhood. Grocers who could include a selection of these products at a competitive price would be at an advantage in this market.

2.1.2 Aesthetics and Store Appeal:

A resident of Concordia described the desire for a store with branding that would appeal to a higher income demographic. In conversation with residents, “Trader Joe’s” and the neighborhood market “Sendiks” were often referred to and used to exemplify the type of atmosphere and trend appeal that consumers enjoyed and would like to see replicated in the Near West Side. The difference between the appeal of a store like Trader Joe’s and the appeal of a store like Aldi’s helps to characterize consumers’ perception of value and perception of quality in relation to store aesthetics.

“TRADER JOES GIVES ME A FEELING OF A DEAL. THAT THIS IS A MARKETPLACE AND I’M GOING TO GO TALK TO JOE AND WE ARE GOING TO GO DO SOME WORK TOGETHER! ALDI’S BRAND HAS BEEN STAGNANT IN MY MIND. THE OLD PLAIN STORE, I JUST SEE A BOX WITH CANNED GOODS AND FREEZER CASES.” (Davis, 2015)

A Cornell University research report that sought to determine how store attributes and food quality affected behavior in low income consumers determined that internal store environment was not only important for low income consumers but that aesthetics altered buying behavior as well. The study determined that lack of internal aesthetic appeal reduced shoppers purchasing. Findings from the study suggest that a store’s ambience can have a direct effect on the amount of produce that is sold. Attributes identified as unappealing include narrow aisles, poor climate control and “gimmicks” in merchandising. Consumers preferred the attractive displays of fruits and vegetables from large chain stores with variety in selection and a high standard of cleanliness (Webber, Sobal, & Dollahite, 2009).

“LOWER INCOME PEOPLE WANT TO GO TO SOMEPLACE NICE TOO. IT’S NOT THAT THEY WANT TO HAVE TO GO TO A RUNDOWN PLACE BUT THAT’S SOMETIMES ALL THEY HAVE A CHOICE TO. BUT, THEY DON’T WANT TO GO TO WHERE IT IS TOO NICE EITHER. WE’VE BUILT SOME LAUNDRIES WITH GRANITE AND FINE PANELING AND NEON AND THAT’S NOT WHAT FITS THAT COMMUNITY.” (Nauman, 2015).

Juli Kaufman, founder of Fix Development, has experience in design, marketing and strategies for sustainable development. An important strategy for her company is a focus on the physical characteristics of a building and the ability of those characteristics to benefit the landscape of a community.

Juli speaks about trends that are being seen in consumer demands and a shift in customer loyalty to “mom and pop stores that you will support before

consumers (you) will go to a McDonalds or a chain store.” (Kaufmann, 2015) Consumer trends and changes in social norms to “support local” depend in large part on the aesthetic appeal of a store environment. “Consumers gravitate toward simpler foods and beverages, often sustainable and local, and they respond to products and new store formats that make their lives easier (Petra, 2015).”

2.1.3 Cleanliness & Perceived Quality

Cleanliness is undoubtedly attached to aesthetics however it is also indicative of the perception of the product quality. Interviewees described their perceptions of neighborhood food retailers that are currently supplying the Near West side with meat, dairy, limited produce and canned goods. They

expressed concern for their health as a reason for not purchasing groceries at these locations. Residents worried that the stores carried expired foods that were unsafe for consumption and that operators did not always follow health codes for refrigeration and temperature control (Taryor, 2015) (Nemec, 2015).

Residents stated that many of the stores had a lack of upkeep externally, an inability to appear clean and organized internally and an overall unappealing atmosphere that made you feel as though the products there would not be safe or healthy for you (Nemec, 2015).

“SOME OF THOSE STORES MIGHT HAVE MEAT THAT MIGHT NOT BE REFRIGERATED PROPERLY ...() OR STAY OUT TOO LONG. YOU DON’T KNOW IF THESE CORNER STORES ARE DOING THINGS THAT ARE HEALTHY FOR THE PEOPLE THEY SERVE...() EVEN WITH THE PRODUCE, IF THEY DO HAVE APPLES AND ORANGES, HOW LONG HAVE THOSE ITEMS BEEN IN THEIR STORE...() I DON’T KNOW IF THESE STORES ARE BEING INSPECTED BY THE HEALTH DEPARTMENT”. (Taryor, 2015).

“THE FOLKS THAT HAVE TRANSPORTATION IN THE NEIGHBORHOOD THAT TYPICALLY GO TO WAUWAWTOSA, THEY ARE GOING TO NEED TO SEE A CLEAN STORE.” (Garcia, 2015)

There is also a general feeling of distrust from residents towards the corner store operators because there is a belief that the owners do not care about residents’ health or wellbeing (Garcia, 2015) (Taryor, 2015) (Davis, 2015) (Nemec, 2015).

A resident who lives blocks from the Pick-n-Save on 35th and North expressed that he chooses to do his grocery shopping elsewhere because the visual appearance of the meat selection makes him question the quality of the product (Davis, 2015). Cleanliness is essential for communicating quality and therefore commitment and care for the neighborhood and the residents who live there.

2.1.4 Location & Ease of Access

A significant challenge for a food retailer in this environment will be a suitable location that can service Avenue's West residents, students and area employees. Dan Nauman, a successful business owner of a laundry near the Marquette campus expressed his experience with engaging the community and creating a space where residents and Marquette students all feel welcome. He strongly believes that it is possible for a grocer to be all inclusive in its clientele and maintain a location closer to the Marquette campus and students.

Students expressed different concerns regarding how far west they were willing to travel. One student was comfortable traveling to 24th while another felt that 30th was a good cut off point. (Price, 2015) (Rogers, 2015) Another student expressed concern about the inconvenience of having to go off campus to get her groceries and preferred that it locate somewhere directly on campus where students congregate often and would find it expedient to get in and out of quickly. (Ayala, 2015)

"IT (LACK OF PARKING) KEEPS ME FROM GOING TO SOME OF THEIR (MARQUETTE'S) PLACES. AND MAYBE IT'S PERCEIVED PARKING... FOR OUTSIDERS."
(Nemec, 2015)

Parking near the Marquette campus is perceived to be difficult and therefore could be a significant barrier for Concordia residents, Avenues West Residents and the 25,000 employees who work in the area. Placing a store too close to the Marquette campus would inhibit residents of Concordia and employees from Miller and Harley from frequenting the store. (Nemec, 2015)

Nya Taryor of the United Methodist Church commented that if the store was too close to Marquette, it would not service community members. Nya remarked that there is a perception amongst residents that the Marquette campus is exclusive and does not welcome residents citing racial differences as a piece of the problem that excludes the community from Marquette's campus. (Taryor, 2015) This perception undoubtedly creates significant challenges for the neighborhood and for Marquette in their efforts to strengthen and enrich the lives of community members.

"THEY (COMMUNITY RESIDENTS) WILL HAVE TO GO THROUGH MARQUETTE AND THERE MIGHT BE A FEAR OF RACIAL PROFILING." (Taryor, 2015)

"WE TALK ABOUT THE MARQUETTE BUBBLE AND STUDENTS NOT WANTING TO REACH OUT TO THE COMMUNITY. I THINK THAT WOULD BE A REALLY BENEFICIAL ASPECT OF A GROCERY STORE THAT COULD REALLY HELP ALLEVIATE THE DIVIDE BETWEEN MARQUETTE AND THE COMMUNITY." (Rogers, 2015)

Students also expressed a concern about the perception of Marquette as an exclusive and unwelcoming institution. One of the students felt strongly that a grocery store could actually help to bridge the divide between the community residents and the students. He suggested that the grocer could develop a food donation program that could be staffed by Marquette student volunteers who would receive credit for their work as a part of a service learning experience. (Rogers, 2015) (Price, 2015)

2.1.5 Perceived Safety

The perception of crime in the neighborhood is a challenge that a grocer and Marquette will need to consider when determining a location. Much of the discussion regarding location is hinged on the perception of safety. The President of Marquette University announced a reduction in crime over the last year. The Near West Side Partners Association works with the Milwaukee Police Department and has developed a work group, Promoting Assets and Reducing Crime (PARC) committed to reducing crime and creating safety for the neighborhood.

“IF YOU ARE EMPLOYING PEOPLE IN THE COMMUNITY, AND THAT MIGHT BE THE KEY THING, EMPLOYING THE PEOPLE THAT LIVE THERE SO THEY WOULD KNOW WHO TO WATCH AND THE PEOPLE WILL SEE THEM ACTUALLY WORKING FOR THIS ESTABLISHED PLACE THEY MIGHT RESPECT IT A LITTLE BIT MORE BECAUSE IT IS SOMEONE THEY CAN CONNECT TO.” (Taryor, 2015)

Nya Taryor commented on the perception of safety in the neighborhood and the reality of safety and discussed how the store needed to have the ability to include the community in its ownership. He felt strongly that if the community could take ownership in the store and if the store was run by someone who knew the community members, there would be more incentive for residents to support the store and respect the shoppers there. (Taryor, 2015)

Dan Nauman of Great Lakes Laundry relayed his experiences and detailed what he learned when he opened his laundromat. He commented about the fears and perceptions that he initially had about crime and his misunderstandings about the community. He remarked about how his sensitivities changed as he began to learn about the intricacies of the neighborhood and the people there. His story is helpful to understand the difference between perceptions and the reality and how running a business in the neighborhood can be a successful and fulfilling venture. Dan serves as a committed community member and business owner on the Near West Side Partner’s Association collaborative team. He expressed his support of a grocer moving into the neighborhood and offered his expertise as a consultant to anyone interested in learning more about how to operate a successful business in the community. (Nauman, 2015)

“WHEN WE BUILT THE PLACE WE PUT IN ALARM SYSTEMS BECAUSE WE KNEW WE WERE IN AN URBAN ENVIRONMENT. THE PERCEPTION OF COLLECTING OUR MACHINES, BECAUSE WE DEAL IN CASH. WHEN WE BUILT IT, I BUILT IT WITH THE PERCEPTION THAT I NEEDED SECURITY AND IT NEEDED TO BE LOCKED WHEN I COLLECTED THE MACHINES. SO I WAS THERE AT 4:30 IN THE MORNING COLLECTING THE WASHER AND DYERS AND DOING THE MONEY COMPONENT OF THE BUSINESS. WELL AS YOU GET ACCUSTOMED TO THE NEIGHBORHOOD YOU FIND OUT IT’S NOT AS BAD AS YOU PERCEIVED IT TO BE. THERE ARE PEOPLE IN THERE AND THEY SEE AND YOU’VE GOT A BUCKET OF QUARTERS AND THEY SAY “OH LOOK AT ALL THAT MONEY” AND YOU BUY THEM A SODA OR A CANDY BAR OR A DOLLAR FOR DRYING AND YOU HELP THEM OUT A LITTLE BIT AND THEN THEY REALIZE THAT THIS IS JUST THE PROCESS OF RUNNING THIS BUSINESS.” (Nauman, 2015)

2.1.6 Price & Perceived Value

Having a perception of value and a competitive price point is a concern for the neighborhood because of the variable income levels but also because of the high rates of food insecurity. Interviewees expressed a need for a store to be able to market high end goods to Concordia Residents, employees of the anchor institutions and Marquette students who are from affluent families but also carry the basic items at a very low price point.

“I DON’T EAT A LOT OF STUFF IN THE CONVENIENCE STORES, LIKE A LOT OF CHIPS OR BOXED FOODS. I LIKE TO GET NUTRITIOUS OR SOMEWHAT NUTRITIOUS FOOD. AND IT’S ANNOYING TO HAVE TO PAY SO MUCH MONEY FOR THINGS I KNOW I CAN GET CHEAPER BUT JUST BECAUSE IT’S NOT AVAILABLE AND I CAN’T GET IT AROUND HERE. IT’S A STRUGGLE.” (PRICE, 2015)

Pete’s Produce on the Near Southside of Milwaukee is a model that has successfully created this mix in product and price. Rob Heotis, owner and operator of the store, commented on the store’s ability to feed those who are food insecure, employ residents of the neighborhood, market fresh and healthy food to the community, provide residents with access to a community garden space and appeal to higher income customers with a wide variety of quality perishables. (Heotis, 2015) This model of store has been successful at meeting the demands of a diverse neighborhood both in demographics and income but also diverse in its demands for quality and variety of goods.

2.1.7 Commitment to the Surrounding community

Interviewees talked openly about their distrust of corner store owners and discussed reasons for not patronizing these stores with an emphasis on lack of engagement store owners had within the community itself. A grocer who shows that they value residents’ health and wellbeing, participates in community events, partners with community organizations and employs residents from the community will be given preference over store models that do not include this as part of their model.

“THE WHOLE POINT IS THAT WE DON’T WANT TO MAKE THIS A GENTRIFIED NEIGHBORHOOD. WE WANT TO TAKE ALL THE MIX THAT’S THERE, AND I THINK IT IS STARTING TO HAPPEN WITH ALL THE COMMUNITY EVENTS AND THE NEIGHBOR TO NEIGHBOR INITIATIVES AND LANDLORD INITIATIVES, AND YES THERE ARE SOME BAD AREAS, BUT THERE IS A LOT OF GOOD POCKETS OF RESIDENTIAL.” (Nauman, 2015)

Community engagement is an underlying foundation of all other characteristics and components described. Interviewees cited a lack of aesthetic appeal, a lack of “up-keep” and cleanliness and corner store owners overall negligence of safety as characteristics that reinforced their beliefs about corner store owners disregard for residents health, safety and wellbeing (Taryor, 2015) (Davis, 2015) (Nemec, 2015) (Garcia, 2015). A store that takes actionable steps to truly work within the community and confidently involve the community in its planning and creation will undoubtedly garner more support than a store who does not prioritize this characteristic

2.2 Deliverables

1. Proposer Information
 - ✓ Proposer Identification
 - ✓ Business Information
 - ✓ Statement Of Financial Capability
 - ✓ Credit Worthiness
 - ✓ Financial/Business References

2. Proposal Outline
 - ✓ Operation Plan including timeline
 - ✓ Facility Plan & Rental Offer
 - ✓ Financial Needs / Resources Needed

3. Statement of Commitment
 - ✓ Mission, Vision and Goals of the business model
 - ✓ Description of how the format of the store will meet the stated outcome measures
 - ✓ Statement of commitment to the neighborhood
 - ✓ Detailed plan for inclusion of the community

2.3 Incentives and Support

Near West Side Partners

- Milwaukee County Economic Development Fund resources
- Business Improvement District funding and technical support (case-by-case)
- Near West Side Partners funding and technical support (case-by-case)

Marquette University

- Shuttle transportation to and from the store for students
- Marquette Cash will be accepted at the store
- Security will patrol the surrounding area and provide assistance with safety
- Possible partnerships for service learning opportunities

City of Milwaukee

- Assistance with land acquisition
- Assistance with licensure

2.4.1 Grocer Respondent Submission Form

Primary Contact Person: _____

Phone Number: () _____ - _____

Alternate Phone number: () _____ - _____

Website: _____

Email: _____

Name of Business: _____

State Incorporated in: _____

Name of Business as recorded in State's Department of Financial Institutions or comparable State agency (if different from above): _____

Primary Business Address: _____

Describe the background of your business that demonstrates financial capability to complete the project:

Credit Reference:

Name of Reference: _____

Business name or organization: _____

Contact of Reference (Phone or email): _____

Business Reference:

Name of Reference: _____

Business name or organization: _____

Contact of reference (Phone or email): _____

Describe your operation plan for opening a grocery store in the Near West Side including a timeline (use additional sheets if necessary):

Describe your ideal plan for a space and your offer for a lease agreement (price per sq. foot) :

Describe the support and funding you would need to make your plan a reality:

You have at least \$250,000 to invest in a this operation:

____ Yes ____ No

You have reviewed the outcome measures:

____ Yes ____ No

You have operational plans for addressing each outcome measure?

____ Yes ____ No

Describe the Mission, Vision and Goals for your operation:

Describe your plan for meeting the outcome measures identified:

Statement of commitment to the Near West Side:

Detail a plan for the inclusion of the community into your business model:

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