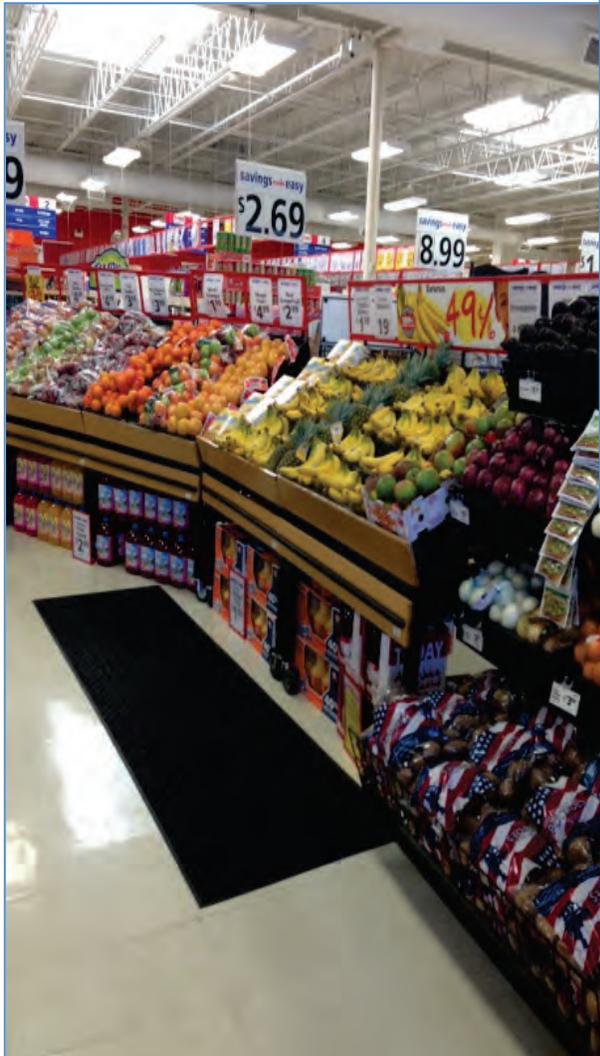




2013

South Madison Food Enterprise



Dane County Office of
Economic and
Workforce Development

This project was made possible through a HUD Sustainable Communities Regional Planning Grant.

South Madison Food Enterprise

Acknowledgements

Project Management Team Advisors

Tim Bubon, Principal, Badger Rock Middle School (invited)

Jenni Dye, County Supervisor, Dane County Board of Supervisors

Greg Frahm, Business Development and Commercial Brokerage, The Alexander Company

Mike Miller, South Madison Neighborhood Resource Team, City of Madison Planning Department

Robert Pierce, Manager, Growing Power Madison; Owner, South Madison Farmer's Market

Rick Rose, Director, Madison Town Hall

Andrew Jackson, Neighborhood Resident, Southdale Neighborhood

Sheila Stubbs, County Supervisor, Dane County Board of Supervisors

Brad Wojciechowski, Neighborhood Resident, Indian Springs Neighborhood

Mark Woulf, Alcohol Policy Coordinator, City of Madison Mayor's Office

Mike Zimmerman, Director of Economic Development, City of Fitchburg

Food Industry Team Advisors

Finn Berge, Owner, Barriques

Marcia Caton Campbell, Executive Director Center for Resilient Cities; Board member, Growing Power

Anya Firszt, General Manager, Willy Street Coop

Carmell Jackson, Owner, Melly Mell's

Greg Lawless, Senior Outreach Specialist, UW Extension for Community and Economic Development

Lindsey Lee, Owner, Cargo Coffee/Ground Zero

Dustin Lundt, Food and Nutrition Production Facility, Madison Metropolitan School District

Gregory Martin, Co-Owner Lena's Food Market

Jeff Maurer, CEO, Fresh Market

Steve McKenzie, Owner, Jenifer Street Market

Monty Schiro, President, Food Fight Restaurant Group

Lorin Toepper, Executive Director Economic and Workforce Development, Madison College

Randy Winkler, General Manager, Regent Street Coop

Rick Terrien, CEO, Wisconsin Innovation Kitchen

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South Madison Food Enterprise

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South Madison Food Enterprise

Executive Summary

Background

Led by Dane County, and working in cooperation with project and community partners, the overall purpose of the South Madison Food Enterprise (SMFE) project is to: 1) address the lack of access to fresh, healthy food in an underserved community in Dane County, 2) help develop partnerships that will form links between the region's agricultural producers and end users; and, 3) create new job opportunities for area residents.

The specific goal of SMFE project is to identify an appropriate food enterprise for South Madison and an interested owner/operator. South Madison is a food desert, which is an area, rural or urban, that does not have adequate access to fresh, healthy, and affordable food.

Community

The area of focus (henceforth referred to as the project area) is bordered by the Beltline Highway and Park Street. It includes the Southdale and Indian Springs neighborhoods, and is located within the Town of Madison and the City of Madison. The primary community center on Rimrock Road houses the Center for Resilient Cities, Growing Power and Badger Rock Middle School. Badger Rock is a new charter school that offers an urban agricultural curriculum, has a fish farm, and cultivates produce on several acres of school grounds. (See Figure 2, next page, for the map of the project area.)

The Alexander Company has served the project area's commercial businesses by developing the Novation Campus. The Campus is a mixed-use commercial/residential district that includes businesses such as ITT Technical Institute, Physician's Plus Insurance, Zimbrick BMW and Mercedes-Benz, Zimbrick European, Meriter Business Center, and Summit Credit Union.

The available food in the community can be found at Badger Bowl, a restaurant/bowling alley, Milio's Sandwiches, a sub sandwich chain restaurant and a convenience store that recently opened at a new gas station. The nearest grocery store is approximately ten to twenty minutes by car.



1 Badger Rock Middle School

South Madison Food Enterprise

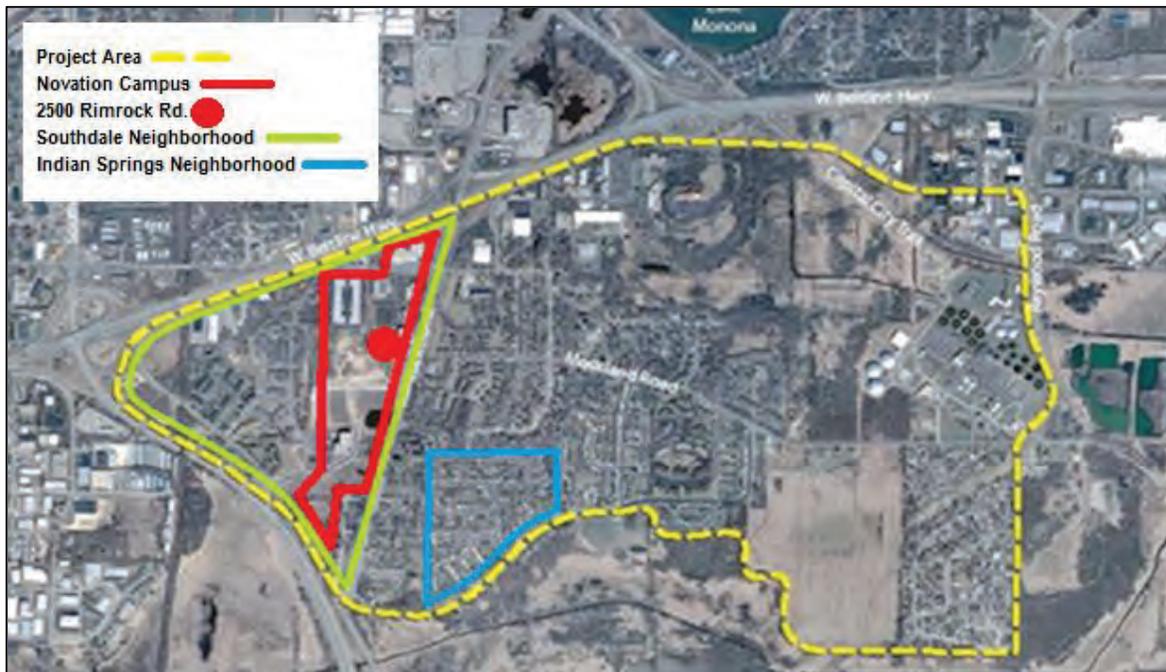
Demographics

Of approximately 5,500 residents, a majority of residents are Caucasian, and approximately thirty percent are Hispanic, African American and Asian. Thirty percent have a high school degree or equivalent and almost thirty percent of the residents have a bachelor's degree or higher.

See the following page for a brief summary of the project area demographics:

- **Demographics**
 - 5,564 residents
 - 1,257 families
 - Median age – 32.1
 - Median household income – \$38,443
- **Race/Ethnicity**
 - Caucasian – 75%
 - Hispanic – 17%
 - African American – 15%
 - Asian – 8%
- **Educational Attainment**
 - Less than a high school diploma – 14%
 - High school diplomas or equivalent – 30%
 - Some college or associate's degree – 29%
 - Bachelor's degree – 20%
 - Graduate or professional degree – 7%

(The project area demographics were taken from census tract 15.02. The census tract includes land that is not included in the project area. The project area includes some of the densest residential land uses within the census tract. Therefore, the demographic data was minimally affected by the inclusion of additional land.)



2 Map of Project Area

South Madison Food Enterprise

Methodology

The SMFE project utilized a number of strategies to develop an inclusive process and effective deliverables. The core project team engaged community residents and stakeholders, as well as experts from both the food industry and the development community, to help determine the most viable food enterprise option for residents and employees in the project area.

The strategy also involved other efforts including:

- Evaluation of existing store models
- Research on financing alternatives
- Preliminary market analysis
- Draft concept design

Community Partners

- Project Management Team Advisors
 - SMFE was guided by a Project Team which included representatives from the Dane County Board of Supervisors, the City of Madison, the City of Fitchburg, and residents from both the Southdale and Indian Springs Neighborhoods that provided key guidance on outreach and program implementation.
- Food Industry Team Advisors
 - The project convened a Food Industry Team comprised of leaders from the food industry, including owners and operators of grocery stores, restaurants, caterers, and from the business development and food system development fields. The Food Industry Team was engaged to help identify issues and opportunities for the proposed site, and to recommend food entity concepts that could successfully serve the needs of the project area.
- Community Members
 - The broader community was engaged through surveys and at two community suppers. Surveys gave neighborhood residents and employees an opportunity to share their perspectives regarding the accessibility of food resources and preferences for a food entity. Community suppers provided interactive opportunities for community members to learn about the SMFE project and its progress, and to provide feedback to the core project team and staff.

South Madison Food Enterprise

Project Funding

The project is funded by a HUD Sustainable Communities Regional Planning Grant (SCRPG) received by the Capital Area Regional Plan Commission. As part of the SCRPG grant, Dane County was awarded \$75,000 to develop a market feasible project concept and identify an owner/operator for a neighborhood-based food entity in an underserved community in South Madison. In addition to being a food desert, the project area is identified as a distressed community and received Neighborhood Revitalization Strategy Area (NRSA) designation by HUD.

Proposed Site

The building project is designated for a prime corner on Rimrock Road and Novation Parkway. The building project concept is for a 13,000 square foot mixed-use project with retail on the first floor and three stories of residential above. (See Figure 3 for the schematic design concept.)



3 Schematic Design Concept

South Madison Food Enterprise

Key Findings, Analysis and Recommendations

Survey Results

Surveys were sent to residents and employees in the project area. The purpose of the survey was to understand the existing issues with food access, and determine the needs and preferences for a future food entity. A total of 201 residents and 340 employees responded to the survey. Both surveys showed strong support for a grocery store and/or combination grocery/grab and go prepared food.

Key Resident Survey Results

Eighty-six percent of resident respondents indicated a preference for a full service grocery store. Seventy-five percent indicated a willingness to support a food cooperative and believe access to fresh, quality produce is very important.

Key Employee Survey Results

Seventy-four percent of employee respondents indicated a preference for a restaurant, and seventy-one percent indicated a preference for a café. Only fifty-five percent of employees indicated a willingness to support a food cooperative, compared to seventy-five percent of residents.

Residential access to nearest grocery store

<i>Walking</i>	<i>Car</i>	<i>Bus</i>
<i>N/A</i>	<i>10-20 minutes</i>	<i>1 hour</i>

Preferences for Food Sources

Resident Preferences

Food Entity	Likely or Very Likely to Frequent
Grocery Store	86%
Combination grocery store/small café	67%
Café with grocery items	45%
Restaurant	56%

South Madison Food Enterprise

Employee Preferences

Food Entity	Likely or Very Likely to Frequent
Restaurant	74%
Café	71%
Grocery store with grab and go items	59%
Full service grocery store	59%

Potential Food Enterprise Models

A total of nine potential models were researched, ranging from full service grocery stores to smaller corner stores, to specialty restaurant/retail stores. The inclusion of a number of the key elements from these models—location and presentation of fresh produce, creating a sense of community, and a range of offerings targeted to both residents and employees—would help create a successful food entity for those surveyed in the project area.

Food Enterprise Financing

There are a wide range of funding opportunities for the project, including local and federal sources that can be utilized. The most promising sources of funding include:

- Dane County's revolving loan programs
- IFF's Healthy Food Access Fund
- New Market Tax Credits and Tax Increment Financing
- \$30,000 SCRPG grant funds remaining for business implementation

Preliminary Market Analysis

A preliminary market analysis was conducted for the feasibility of locating one of the food enterprise models the study reviewed – a traditional grocery store. The study confirmed that the low number of residential rooftops makes the project area unattractive to traditional grocery chain retailers.

Alternative Options

Members of the Food Industry Team identified alternative options to a traditional chain grocery. One option would be to create a cluster of smaller food enterprises such as a corner grocery, restaurant and a café in one location. The other option discussed was to identify a destination retailer. A known grocer or food retailer would be a destination for the greater community at large or the region, given the ready access to major transportation corridors and the employment base at the Novation Campus and surrounding area.

South Madison Food Enterprise

Owner/operators

The SMFE planning process successfully identified five potential tenants. These tenants include a restaurant, mid-sized grocery, food processing facility office space and potential retail component, a grab-and-go retail store with freshly made sandwiches and meals, and a coffee house.

Recommended Next Steps

Next steps will include continued outreach to potential owner/operators, expanding communication with community partners, coordination of potential funding sources, and issuing a Request for Information (RFI). The RFI will award remaining grant funds to the selected owner/operator/s for tasks associated with opening their operation such as a business plan, predevelopment design costs, architectural plans, or interior/exterior design assistance.

South Madison Food Enterprise Project Report

Project Background

The U.S. Department of Housing and Urban Development (HUD) awarded the Capital Area Regional Plan Commission a \$2 million, three-year, Sustainable Community Regional Planning Grant (SCRPG). The SCRPG is intended to support underserved populations and establish planning efforts that integrate housing, land use, economic and workforce development, transportation, and infrastructure investments.

As part of the SCRPG grant, Dane County was awarded \$75,000 to develop a market feasible project concept and identify an owner/operator for a neighborhood-based food entity in an underserved community in South Madison. The project area is identified as a distressed community and received Neighborhood Revitalization Strategy Area (NRSA) designation by HUD, and is also a food desert. A food desert is an area, rural or urban, that does not have access to fresh, healthy, and affordable food. The project encompasses the neighborhoods surrounding Rimrock Road south of the beltline, including the Southdale Neighborhood and Indian Springs.

The food entity will be located on the Novation Campus, currently under development by The Alexander Company. The proposed site is located at 2500 Rimrock Road and will eventually serve as the gateway to the campus. As of now, the Novation Campus lacks an adequate food entity to support the residents and employees who live and work nearby.

Project Goals

The primary goals of the South Madison Food Enterprise (SMFE) Project are to address the lack of access to fresh, affordable food in an underserved community, create partnerships that will form direct links between the region's vital agricultural producers and the end users in need of healthy food choices, and develop new job opportunities. Specifically, the project goals include the following:

1. Work collaboratively with the community and key project partners including the South Madison Farmer's Market, The Alexander Company and food industry leaders to identify and develop a food enterprise business concept to meet the needs of neighborhood residents, and Novation Campus employees.
2. Identify a potential owner/operator for the food enterprise.
3. Determine how best to leverage remaining grant funds for implementation.

Project Partners & Core Project Team

The SMFE project was led by Dane County and developed through a public-private partnership that included:

1. **Dane County, Office of Economic and Workforce Development**, provided funding to support the SMFE Project, and was the project lead. Olivia Parry, Senior Economic Development Specialist, served as the Project Director and provided project direction, oversight and report writing.

South Madison Food Enterprise

2. **The South Madison Farmer's Market**, with multiple locations throughout the Southside, has been committed to bringing healthy, fresh food to low income communities for over a decade. Robert Pierce, owner of the South Madison Farmer's Market and a coordinator for Growing Power, served as a consultant on the SMFE Project, and facilitated community outreach and the management of the two Community Outreach Coordinators.
3. **The Alexander Company**, owner of the Novation Campus, a former brownfield site, worked as a project partner and is committed to developing a mixed-use project at the entrance to the campus that would include a food entity to serve the project area residents and employees. The Alexander Company is providing staff support, as well as site and design services valued at \$10,000. Gregory Frahm, Commercial Brokerage, and Matt Meier, VP of Real Estate Development, served as the Alexander Team.
4. **Urban Assets, LLC**, was hired by Dane County to develop and manage the project. Melissa Huggins, Principal at Urban Assets, has expertise in project concept development, community engagement, and partnership building. Lolita Davis and Shellie Pierce, both residents of the neighborhood, were hired as Community Outreach Coordinators to ensure thorough and effective community participation in the project throughout the project process.

Project Area

The Southdale and Indian Springs' neighborhoods and surrounding residential area are located in both the Town of Madison and the City of Madison, and have diverse populations of residents and housing types. The project area encompasses land south of the Beltline and on either side of Rimrock Road.

Although major thoroughfares, the Beltline and Rimrock Road, intersect and border the project area and carry high volumes of traffic, the project area currently lacks adequate access to fresh, affordable food to serve the resident and employee populations.

The Novation Campus is located in the northeast corner of the Southdale Neighborhood and has served the project area's emerging business population through providing commercial as well as residential building space. Until recently, the area lacked a strong commercial presence and was primarily residential. While a gas station/convenience store recently opened that includes a Milio's Sandwich Shop, the community does not have access to fresh, affordable, healthy food. (See Figure 3, next page, for a map of the project area.)

South Madison Food Enterprise



4 Map of Project Area

Project Area Demographics

The current population of the project area is 5,564, and makes up two percent of the total population of the City of Madison. The percentage of households in the project area (42 percent) is approximately the same percentage as households in the City of Madison (43 percent). The project area has a slightly higher percentage of families (22.5 percent) than the City of Madison (20 percent).

The project area's average household size (2.38) is also slightly larger than the City of Madison's (2.17) as well as its percentage of owner-occupied houses (51 percent) compared to of the City of Madison (49 percent). The project area has an older population, with a median age of 32.1, while the City of Madison has a median age of 30.5. The project area's median income (\$38,442) is lower than the City of Madison's (\$53,363), both of which are significantly lower than the median income of Dane County (\$80,900).

South Madison Food Enterprise

Project Area Demographic Summary¹

Population	5,564
Households	2,341
Families	1,257
Average Household Size	2.38
Owner-Occupied Houses	1,183 (51%)
Renter-Occupied Houses	1,158 (49%)
Median Age	32.1
Median Income	\$38,443

City of Madison Demographic Summary

Population	236,889
Households	102,516
Families	47,824
Average Household Size	2.17
Owner-Occupied Houses	49,086 (49%)
Renter-Occupied Houses	50,753 (50%)
Median Age	30.5
Median Income	\$53,363

¹ The project area demographics were taken from census tract 15.02. The census tract includes land that is not included in the project area. The project area includes some of the densest residential land uses within the census tract. Therefore, the demographic data was minimally affected by the inclusion of additional land.

South Madison Food Enterprise

Demographic Drivers

Additionally, there are several demographic and market drivers that will influence the type and success of a future food entity. The Novation Campus (including the Department of Revenue Building) currently has an employee population of 1,200. With the new businesses opening – one, a new 28,000 square foot Sky Zone sports recreational facility for children and families, and the other a new bio-tech research company, one to two-hundred new jobs will be added. The ITT Technical College has over 200 students who attend classes daily. Badger Rock Middle School currently has a student population of ninety-six, which will increase to 150 students within the next two years. At build out, The Alexander Company projects the Novation Campus employee population to reach 4,000.

Rimrock Road has an average annual traffic count ² of 24,000, the Beltline has an average annual traffic count of 105,000, and the exit from the Beltline onto Rimrock Road has an average annual traffic count of 12,500. The Alliant Energy Center, less than one mile away, hosts one million event attendees annually. In addition, master planning has begun for re-development of the 140 acre Alliant Energy Center campus. All current and anticipated population projections support the need for a food entity and provide assurance that residents, employees, and commuters will patronize a food entity.

Project Methodology

The SMFE core project team worked to ensure an open, collaborative project process that engaged a diverse group of community stakeholders and local expertise. Neighborhood residents, employees, local advisors and public officials were engaged in all aspects of the SMFE project to help guide the decision making process. The project process included:

1. Project Management Team Advisors
2. Food Industry Team Advisors
3. Draft concept design
4. Community engagement and input
5. Evaluation of existing store models
6. Research on financing alternatives
Preliminary market analysis

1. Project Management Team Advisors

The SMFE Project Management Team (PMT), was comprised of local government officials, neighborhood residents, and members of important stakeholder organizations. The role of the PMT was to help guide the planning and implementation process including research, surveys, and community outreach. They included the following members:

² Annual average per Wisconsin DOT 2012 counts

South Madison Food Enterprise

1. Tim Bubon, Principal, Badger Rock Middle School (invited)
2. Jenni Dye, County Supervisor, Dane County Board of Supervisors
3. Greg Frahm, Business Development and Commercial Brokerage, The Alexander Company
4. Mike Miller, South Madison Neighborhood Resource Team, City of Madison Planning Department
5. Olivia Parry, Senior Economic Development Specialist, Dane County Office of Economic and Workforce Development
6. Robert Pierce, Manager, Growing Power Madison; Manager/Owner, South Madison Farmer's Market
7. Rick Rose, Director, Madison Town Hall
8. Andrew Jackson, Neighborhood Resident, Southdale Neighborhood
9. Sheila Stubbs, County Supervisor, Dane County Board of Supervisors
10. Brad Wojciechowski, Neighborhood Resident, Indian Springs Neighborhood
11. Mark Woulf, Alcohol Policy Coordinator, City of Madison Mayor's Office
12. Mike Zimmerman, Director of Economic Development, City of Fitchburg

Project Team meeting minutes are located in Appendix A

2. Food Industry Team Advisors

The project convened a Food Industry Team (FIT), to aggregate knowledge, insight, and the expertise of local food industry leaders, and to guide the concept development process. Group members' experiences included the management/ownership of food cooperatives, full service grocery stores, restaurants, and cafes. Additional members have experience with educational institutions and food industry research. FIT provided a high level of expertise and insight that guided the research decision making processes, and helped identify potential owner/operators.

FIT members included the following:

1. Finn Berge, Owner, Barriques
1. Marcia Caton Campbell, Executive Director, Center for Resilient Cities, Board Member, Growing Power
2. Anya Firszt, General Manager, Willy Street Coop
3. Carmell Jackson, Owner, Melly Mell's
4. Greg Lawless, Senior Outreach Specialist, UW Extension for Community and Economic Development
5. Lindsey Lee, Owner, Cargo Coffee/Ground Zero
6. Dustin Lundt, Food and Nutrition Production Facility, Madison Metropolitan School District
7. Gregory Martin, Co-owner, Lena's Food Market
8. Jeff Maurer, CEO, Fresh Market
9. Steve McKenzie, Owner, Jenifer Street Market
10. Monty Schiro, President, Food Fight Restaurant Group

South Madison Food Enterprise

11. Lorin Toepper, Executive Director, Economic and Workforce Development, Madison College
12. Randy Winkler, General Manager, Regent Street Coop
13. Rick Terrien, CEO, Wisconsin Innovation Kitchen

Minutes from the FIT meetings are located in Appendix A.

3. Draft Concept Design

The Alexander Company designed a mixed-use commercial/residential building for the proposed site. The design is a four story, 13,000 square foot building with commercial space on the first floor and residential space on floors two through four. Residential parking will be below grade, leaving space for customer parking above grade. The site plan (See Figure 4 below), indicates the location of the proposed project at the gateway of the Novation Campus on the corner of Rimrock Road and Novation Parkway. This location is a key commercial site. (See Figure 5, below, for a rendering of the schematic design concept.)



5 Site Plan for Mixed-Use Commercial/Residential Building



6 Schematic Design Concept

South Madison Food Enterprise



Community supper, May 2013
Supper attendees viewed and discussed project updates.

4. Community Engagement

To ensure the project process was comprehensive and inclusive, a number of steps were taken to gather community input. The community input process was designed to encourage neighborhood residents, business owners, and all interested members of the public to share their ideas for what the South Madison Food Enterprise could, and should, become.

The community input process included:

- Two Community Outreach Coordinators, both residents in the project area
- Resident and employee surveys
- Two community meetings conducted in collaboration with Growing Power's monthly suppers

Community Outreach Coordinators

Dane County hired two South Madison residents to serve as Community Outreach Coordinators. The Community Outreach Coordinators were responsible for canvassing the project area, inviting residents to the Community Suppers, and distributing and collecting paper and online surveys.

Surveys

The project area neighborhood residents and Novation Campus employees were surveyed separately. The purpose of the surveys was to gather information on residents' and employees' current grocery shopping habits, their grocery shopping preferences, and their preferences regarding a future food entity.

Community Suppers

The South Madison Farmer's Market hosts monthly community suppers at Badger Rock Middle School on Rimrock Road. The community suppers were opportunities to provide residents and employees information on the SMFE project and to gather input from community members.

Two postcard invitations to the suppers were sent to the community. The first supper was to introduce the SMFE project, and the second was to share what information the project team had learned through outreach, community surveys and meetings.

South Madison Food Enterprise

Both of the community suppers involved cooking together, using local foods where possible, and sitting down to a home cooked meal. A lot of informal conversation between the project team and community members, as well as a presentation from the SMFE Core Team occurred at both suppers. They were well attended with over fifty community members. Overall, there was tremendous interest and enthusiasm for locating a food enterprise in the community.



Community Supper, February 2013
Alexander Real Estate Services presented on the 2500 Rimrock Road design concept.

5. Evaluate Existing Models

The model store comparison matrix was developed to compare and contrast characteristics of the desirable store models, and to the project area demographics and population preferences. The matrix was used to help project leaders and advisors assess what may, and may not work, for a food entity in the project area.

6. Research Financing Alternatives

Financing alternatives were broken into four categories – local, state, federal, and private. The financing alternatives matrix was used to assess the various types of funding available for grocery store development in food deserts.

7. Preliminary Market Analysis

A preliminary market analysis was conducted to determine the economic viability for a traditional grocery chain store on the Novation Campus.

Survey Research Results

Overview

Resident and employee surveys were developed and conducted over a three month period from March through May, 2013, to assess resident and employee experiences regarding their current food resources and what they would like to see in a future food entity.

A total of 201 residential surveys and 340 employee surveys were completed online or through paper surveys. Two Community Outreach Coordinators canvassed the project area distributing paper surveys to residents with limited internet access or capabilities. They also used mobile technology to collect and input responses. The employee surveys went out to twenty-five businesses and were accessed entirely online.

The number of responses was significant and reveals a high level of interest and need for increased access to food in the South Madison project area.

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Resident Survey Results

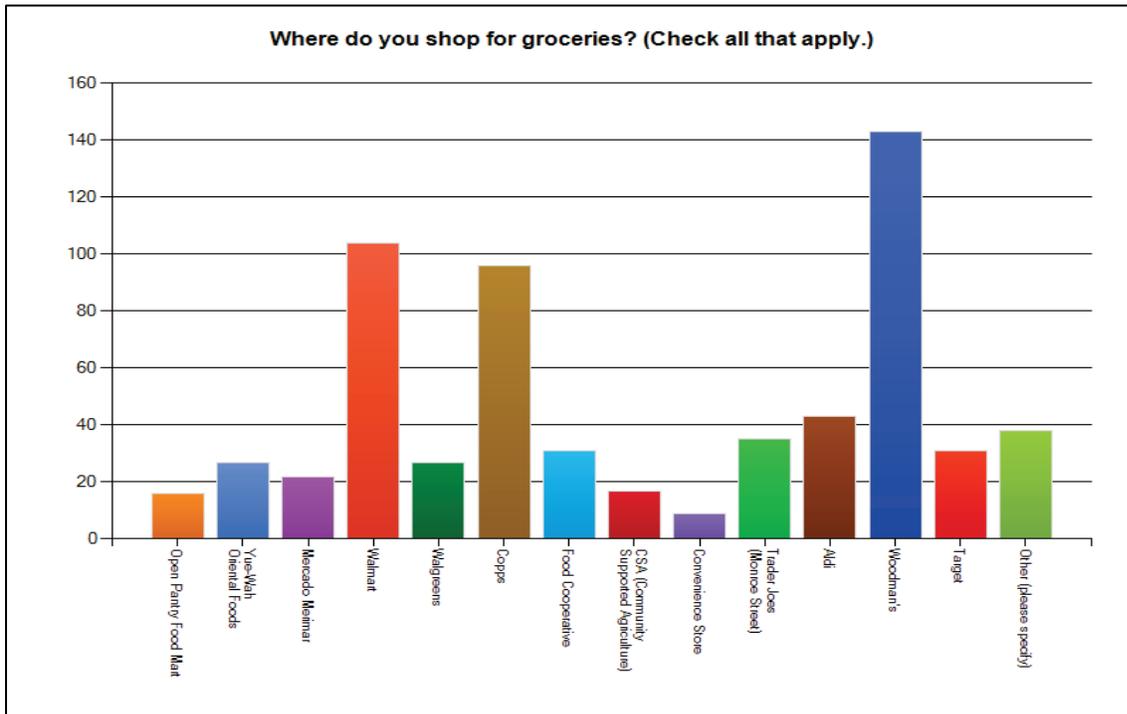
Resident survey results indicate the majority of residents want a full-service grocery store in the project area. Support for a restaurant or a café with grocery items was significantly lower than support for a full-service grocer or a combination grocery store/small café. Furthermore, results indicate the majority of residents are driving when they go grocery shopping with most going to Woodman's followed by Walmart and Copps. Because the only food choices available to the neighborhood are a bowling alley and a sandwich shop, car owning residents drive ten to twenty minutes for their groceries.

Resident Existing Food Conditions

Where Residents Grocery Shop

- 71 percent of residents shop for groceries at Woodman's
- 52 percent shop at Walmart

Woodman's and Walmart provide a variety of foods at low prices, adequately meeting the needs of many residents. However, these stores typically lack adequate supplies of locally grown foods, which eighty-six percent of resident respondents stated as important or very important.



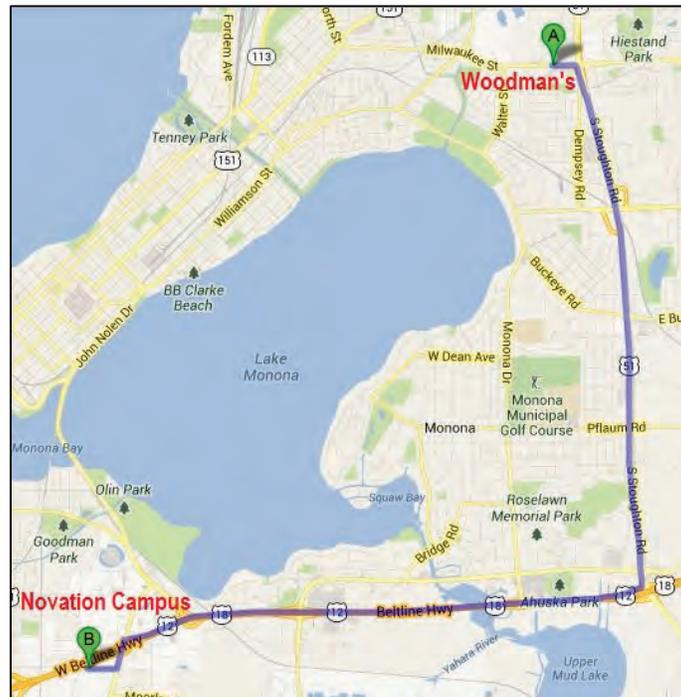
6 Resident Grocery Store Locations

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Transportation to Grocery Stores

- 75 percent of residents use a car as their primary mode of transportation when grocery shopping
- 20 percent of residents use public transit when grocery shopping
- 45 percent of residents stated it takes 10-20 minutes to reach their grocery store

Twenty-three percent of resident respondents stated that it takes over twenty minutes to reach their grocery store. The statistics highlight two of the major issues facing the neighborhood, eighty-two percent of resident respondents believe having a grocery store within walking distance is important or very important. Seventy-three percent of residents believe there is no fresh produce, dairy products, dry goods, or meat available within walking distance.³



7 The Distance between Novation Campus and Woodman's

For residents whose primary mode of transportation is public transit, seventy-eight percent of those residents shop primarily at Woodman's. Seventy-eight percent of residents who use public transportation said it takes twenty or more minutes to get to a grocery store. Bringing grocery bags on the bus can present challenges for some residents, such as those with young children and the elderly.

³ Since the survey was completed, a gas station convenience store opened on the Novation Campus. The former gas station convenience store, closed in 2012, was estimated to be the highest grossing Open Pantry in WI, which may further illustrate the need for additional sources of food in the project area.

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Woodman's on Milwaukee Street is 7.8 miles from the Novation Campus and is approximately an hour commute by bus. There are four bus routes that take residents to and from the Novation Campus to Woodman's. Depending on the time of the day, two to three of the route options will require one transfer to and from Woodman's. Each of the four bus routes will pick up from the Novation Campus and Woodman's every hour most hours of the day, but will pick up as frequently as fifteen – forty-five minutes during peak afternoon hours. Taking public transit to and from Woodman's on Milwaukee Street may mean a long and challenging grocery shopping process for residents of South Madison.

Resident Preferences for Food Sources

The survey found that eighty-six percent of resident respondents would frequent a grocery store most often when given the choices of a full service grocery store, a combination grocery store/small café, a café with grocery items, or a restaurant.

- 46 percent of residents who would frequent a grocery store stated they would frequent it two to three times per week.

These statistics indicate that a grocery store is the most popular food entity option among neighborhood residents.

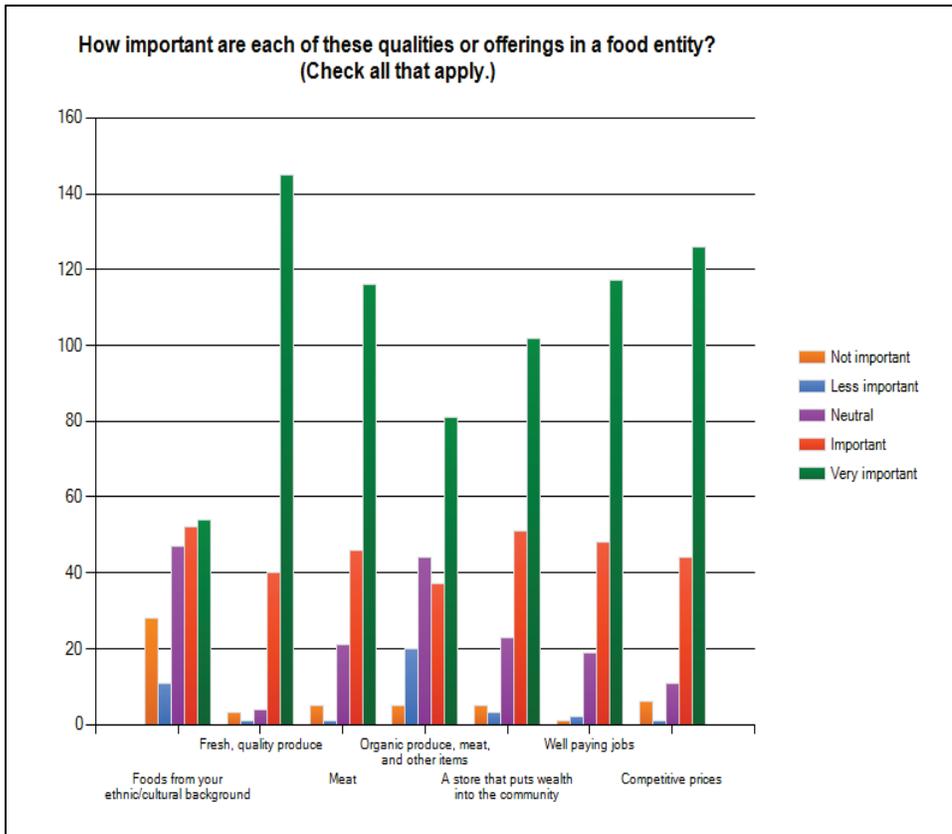
Entity	Likely or Very Likely to Frequent	2-3 Times per Week
Grocery store	86%	46%
Combination grocery store/small café	67%	60%
Café with grocery items	45%	49%
Restaurant	56%	33%

Food Store Quality Preferences

Seventy-five percent of resident respondents believe fresh, quality produce is very important, and, seventy-two percent of resident respondents would be willing to support a food cooperative.

Despite preference for fresh, quality produce and support for co-ops, sixty-seven percent of resident respondents also value competitive prices.

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8 Resident Value for Food Entity Offerings

Employee Survey Results

Employee survey results indicate the majority of employees want a restaurant or café in the project area. Results indicate the vast majority of employees are driving when they go out to lunch to Monona, followed by South Fish Hatchery Road and Park Street. General support for locally grown food or a food cooperative is low in comparison to resident support. Overall, survey results indicate employees are less willing to grocery shop in the project area and are more likely to patronize a restaurant or café where they can obtain prepared food.

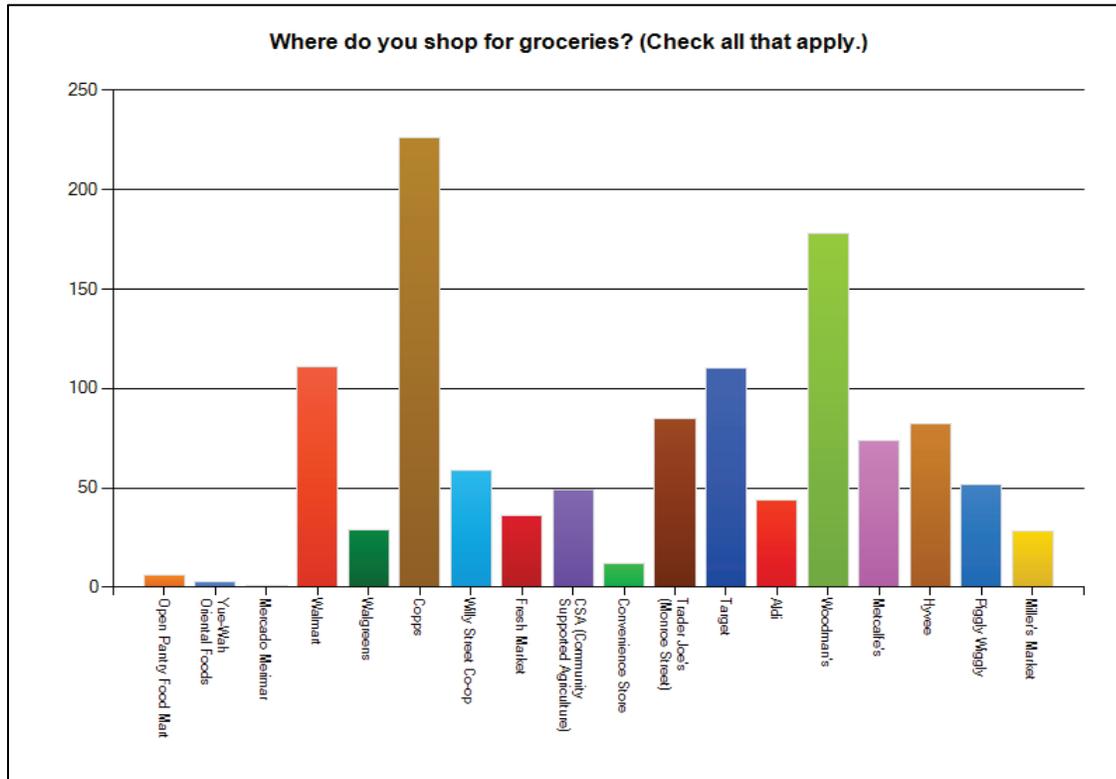
Employee Existing Food Conditions

Where do you shop for groceries?

Similar to resident survey results, the majority of employees currently shop at big box food entities.

- 67 percent of employee respondents shop for groceries at Copps
- 52 percent of employee respondents shop for groceries at Woodman's.

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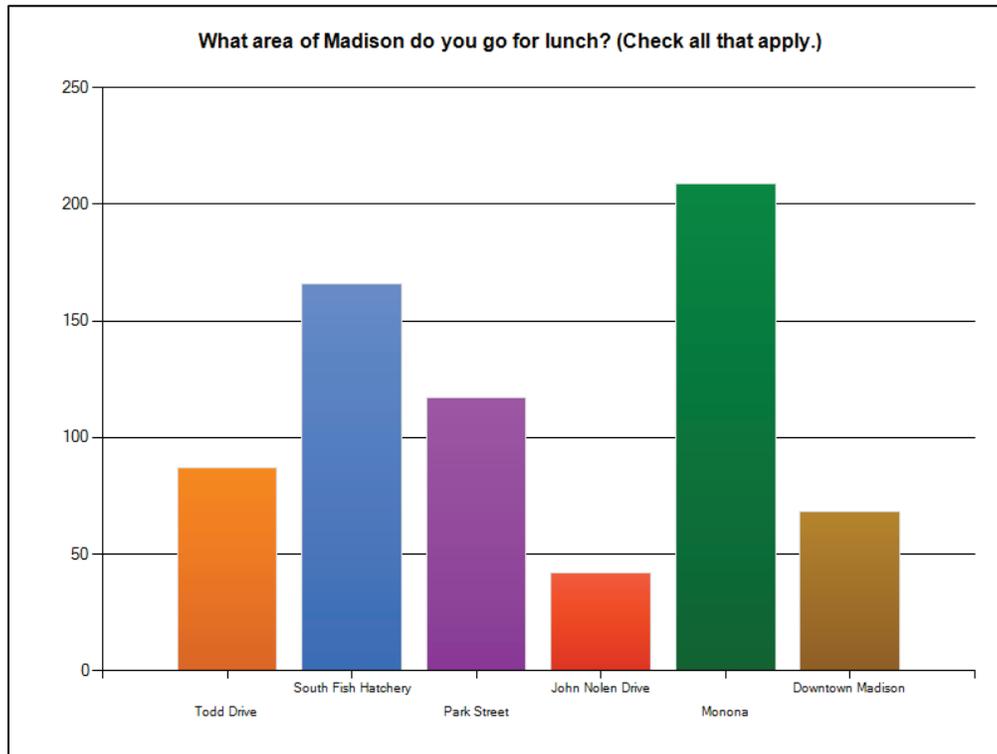
9 Employee Grocery Store Locations

Where do you go for lunch?

The responses suggest the majority of employee respondents would support a food entity serving lunch on the Novation Campus since they are willing to commute for their meal.

- 59 percent of employee respondents eat out for lunch one to two times per week
- 72 percent of employee respondents who eat out commute to Monona
- 99 percent of employees drive to their lunch destinations

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10 Employee Lunch Locations

Employee Food Preferences

Seventy-four percent of employee respondents would frequent a restaurant most often when given the choices of a full service grocery store, a combination grocery store/small café, a café with grocery items, or a restaurant.

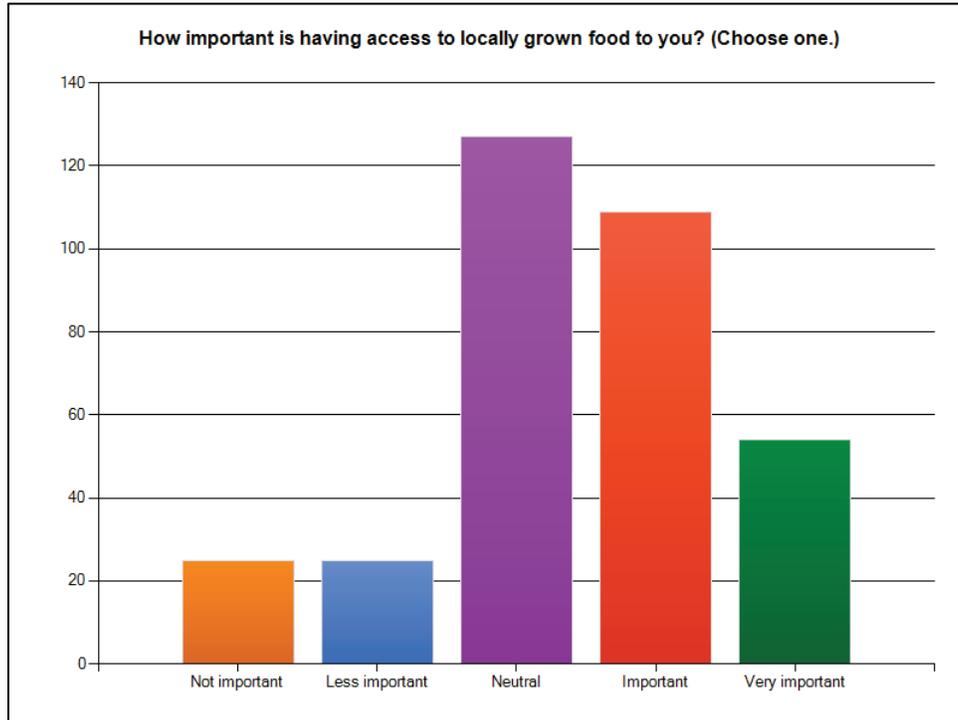
Sixty-three percent of employees who would frequent a restaurant said they would frequent a restaurant two to three times per week.

Entity	Likely or Very Likely to Frequent	2-3 Times per Week
Restaurant	74%	63%
Café	71%	56%
Grocery store with grab and go items	59%	61%
Full service grocery store	59%	50%

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- **Locally Grown Food Preference**

Forty-eight percent of employee respondents believe having access to locally grown food is important or very important.



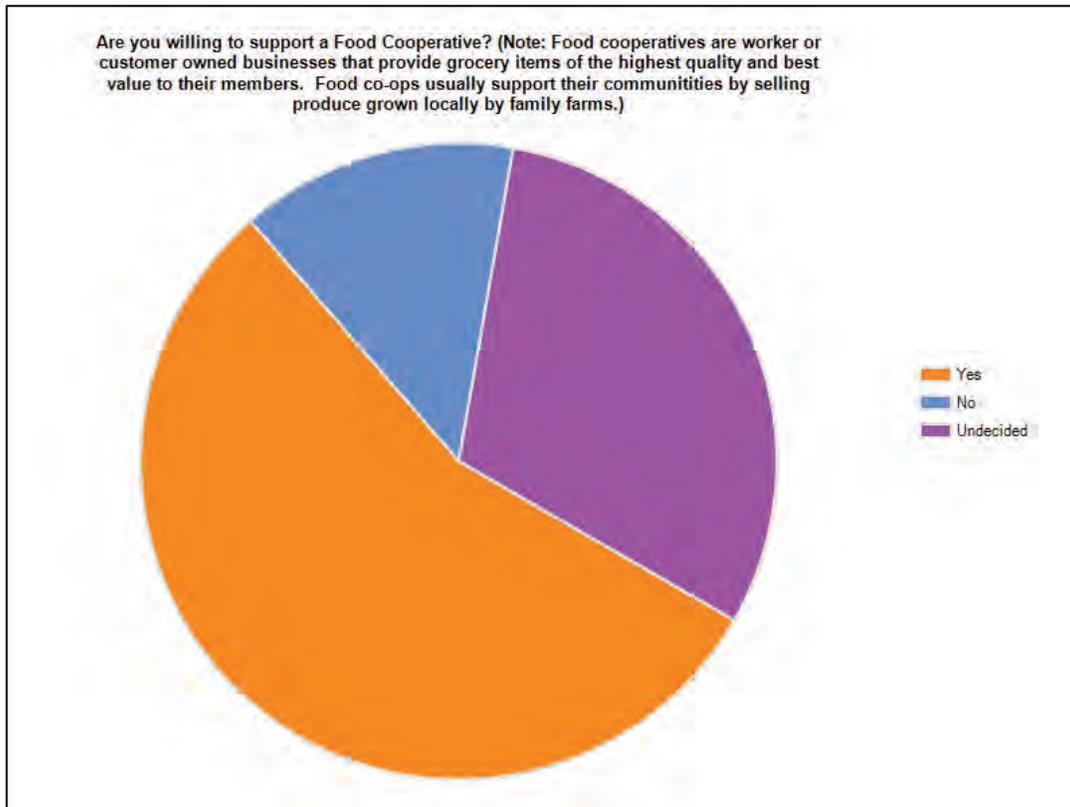
11 Employee Value of Locally Grown Food

- **Food Cooperative Preference**

Fifty-five percent of employee respondents stated they would be willing to support a food cooperative. These statistics are low in comparison to resident percentages. Eighty-six percent of residents believe having access to locally grown food is important or very important and seventy-two percent of residents are willing to support a food cooperative.

It may be inferred that people who live in the project area are more interested in local foods or supporting a co-op because it is their place of residence, not their place of employment.

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12 Employee Food Cooperative Support

See Appendix B for complete survey results.

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Model Stores

The core project team conducted site visits and interviews with owners and/or staff of seven model stores identified by the Food Industry and Project Management Teams. Site visits provided opportunities to speak face-to-face with store managers and owners, document store



conditions and aesthetics, and to assess the overall concept of each store and its surrounding neighborhood conditions. A total of nine model stores were evaluated on characteristics including 1) the history of its establishment, 2) target market, 3) product and service mix, 4) character and demographics of the surrounding neighborhood, 5) market feasibility, 6) ownership structure, and 7) size and design. The model stores included full service grocery stores, mid-sized grocery stores, a food processing plant, and a bodega or corner store.

Lena's Market, Milwaukee, WI
Full Service Grocery Store

1. Lena's Market, 4030 N. Teutonia Ave., Milwaukee, WI 53209
2. Save-A-Lot Market, 10700 S. Halstead St., Chicago, IL 60628
3. Green Olive Food Market, 423 7th Ave., Brooklyn, NY 11215
4. Pinkus McBride Market, 301 N. Hamilton St., Madison, WI 53703
5. Bushel & Peck's, 328 State Street, Beloit, WI 53511
6. Eatly, 200 5th Ave., New York City, NY 10010
7. eatZi's, 3403 Oak Lawn Ave., Dallas, TX 75219
8. Growing Power, 2719 N. Dr. MLK Dr., Milwaukee WI 53212
9. Wisconsin Innovation Kitchen, 851 Dodge St., Mineral Point, WI 53565



13 Map of Model Stores

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Model store attributes researched:

- Total square footage
- Number of employees
- Years in operation
- Hours of operation
- Proximity to other stores
- Types of products and services
- Type of ownership
- Trade area
- Top selling item/service
- Highest margin selling item/service
- Condition of store
- Ambiance
- Level of service
- Surrounding area
- Known for/reputation

Each store's surrounding neighborhood demographics were included for analysis. The demographic attributes analyzed included the following:

- Race
- Total population in census tract
- Number of households
- Number of families
- Average household size
- Percentage of owner-occupied houses
- Percentage of renter-occupied houses
- Median age
- Median income

Results



Eataly, Manhattan, NY
Specialized store – combination grocery, café, restaurant

The demographics of each store's trade areas⁴ were compared to the demographics of the project area to assess which attributes and which model might successfully serve the project area population. For example, the median income of the surrounding areas of the Save-A-Lot Market in Chicago (\$42,925) and Pinkus McBride Market in Madison (\$30,604) are closest to the median income of the project area (\$38,443). The median incomes of the surrounding areas of Eataly in Manhattan (\$138,750), Green Olive Food Market in Brooklyn (\$94,146), and eatZi's in Dallas (\$72,404) are significantly higher than that of the project area. However, the median age of the surrounding areas of Eataly (31.2), Green

⁴ The trade area can be distinguished from the project area. The trade area is the geographic area within which a business enterprise draws most of its business. The project area (see Map 3, page 11) is the area designated as a food desert.

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Olive Food Market (33), and Lena's Market in Milwaukee (33), are closest to the median age of the project area (32.1). Lena's Market has numerous full service grocery stores in Milwaukee which serve populations that have lower median incomes than in the South Madison project area, and are primarily African American.

Through these comparisons, it can be inferred that each of the nine model stores possess features that could serve a portion of the project area population. For example, the surrounding area's median income of the Save-A-Lot Market is close to that of the project area. Therefore, developing a grocery store with similar products and price points could meet the economic needs of the project area residents.

Because the project area population is diverse (within the community and between the resident and employee populations), developing a food entity concept that incorporates other features from the model stores should also be considered. For example, the percentage of families in the surrounding areas of Lena's Market and the Green Olive Market closely match the percentage of families in the project area. Both of these food entities supply a range of items that serve everyday purposes including fresh produce, dry goods, prepared food/food to-go, and household items. Adopting a mix of product offerings from Lena's Market and the Green Olive Market could successfully serve basic food and household needs of the project area's families *and* employees.

Because the median incomes of the surrounding areas of Green Olive Market (\$94,146) and Lena's Market (\$24,660) are significantly different than that of the project area, product pricing should be carefully considered to target the diverse customer mix of the project area. Additionally, integrating an open market model with grab and go items and seating areas, similar to that Eataly or eatZi's, may better serve the project area's business population.

Conversations with the Food Industry Team also included adopting a less conventional style of store similar to Bushel & Peck's where local farms and artisan foods in a farmer market type setting with a community space, are the main feature; Wisconsin Innovation Kitchen where locally sourced and processed foods are sold; or, Growing Power where local and prepared foods for retail sales are the focus, that could potentially attract people from around the region to the Novation Campus, and build on the community and region's agricultural focus. In addition to Badger Rock school's urban agricultural curriculum, active farmland is located within a mile of the proposed project site, the Dane County Fair, the world's largest dairy expo and the Midwest Horse Fair, are annual events within one mile of the project site.

Based on the research conducted for the model store comparison, a food entity concept that incorporates a full-service grocery store, café, and grab and go items would best serve the project area population. This concept would satisfy employee and residential preferences by providing opportunities to shop for grocery needs, a seating area to dine, and food items that could be eaten in store or off site without preparation. As well, a food entity with local name recognition could draw commuters from the Beltline and Rimrock Road and residents from surrounding neighborhoods. Overall, a food enterprise with healthy food and a variety of options

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including pre-prepared, local, and more competitive pricing would satisfy the needs and preferences of project area residents and employees.

See Appendix C for Existing Models Research Matrix.

Financing Alternatives

Financing alternatives were broken into four categories – local, state, federal, and private. A total of twenty-seven potential funding sources were researched according to the amount of loan or grant money available, eligible activities under the program, eligible applicants, terms, and application deadlines. Of the twenty-seven funding sources, twelve have been chosen as having the highest potential for use towards the development of a future food entity.

The funding sources with high potential are as follow:

Source	Amount Available	Eligible Activities	Eligible Applicant
Local Funding Sources			
1.Dane County Commercial Revitalization Revolving Loan Fund (CRLF)	\$25,000 minimum	Infill development and commercial redevelopment	For-profit businesses outside the City of Madison.
2.Dane County Economic Development Revolving Loan Fund (ED-RLF)	\$25,000 minimum	Business, Economic Development	For-profit businesses outside the City of Madison.
3.Dane County Development Corporation	loans up to \$50,000	Lends for working capital, inventory, equipment, leasehold improvements as well as real estate	Location of business in Dane County; Business must achieve community benefit that might include job growth, opportunities for disadvantaged owners and employees, or undertaking improvement in lower income rural areas; Business must have a relationship with one of the 16 shareholder banks of DCDC.
State Funding Sources			
4. Dept. of Agriculture, Trade, and Consumer Protection Early Planning Grant	\$3,000	Business plan development	WI individuals and for-profit small businesses

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Source	Amount Available	Eligible Activities	Eligible Applicant												
5. WI Dept. of Agriculture, Trade, and Consumer Protection – Buy Local, Buy WI (BLBW) Grant Program	Up to \$50,000	Operation expenses, including expenses for salaries and wages, contract and consulting services, travel, supplies and public information; real estate and equipment rental or leasing; the purchase of equipment whose full value is ordinarily depreciable within one year; reasonable depreciation expense incurred for capital equipment during the grant contact term.	Individuals, groups, businesses, and organizations involved in WI agriculture, WI food processing, WI food distribution, WI food warehouse, WI retail food establishments, or WI agricultural tourism. Projects should benefit the local food industry and/or the public rather than a single organization, institution, individual or commercial product. Proposed projects should be driven by or supported by local food producers.												
6. WHEDA Small Business Guarantee (WSBG)	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Principal</th> <th style="text-align: left;">Max %</th> <th style="text-align: left;">Max Guarantee</th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">\$250,000</td> <td style="text-align: right;">50%</td> <td style="text-align: right;">\$125,000</td> </tr> <tr> <td style="text-align: right;">\$1,500,000</td> <td style="text-align: right;">50%</td> <td style="text-align: right;">\$750,000</td> </tr> <tr> <td style="text-align: right;">\$2,000,000</td> <td style="text-align: right;">37.5%</td> <td style="text-align: right;">\$750,000</td> </tr> </tbody> </table>	Principal	Max %	Max Guarantee	\$250,000	50%	\$125,000	\$1,500,000	50%	\$750,000	\$2,000,000	37.5%	\$750,000	Purchase or improve land and buildings including mixed-use properties; fund leasehold improvements; purchase or improve machinery and equipment; purchase inventory; fund permanent and revolving working capital; finance floor plan; lines of credit; finance soft costs not to exceed 5% of eligible project costs; refinance existing debt that does not exceed 75% of the WHEDA guaranteed loan; WHEDA closing fee (this portion will not be guaranteed)	Expansion or acquisition of an existing small business. An expansion may involve a new line of business that complements the existing business. Existing business must be in operation for at least 12 months.
Principal	Max %	Max Guarantee													
\$250,000	50%	\$125,000													
\$1,500,000	50%	\$750,000													
\$2,000,000	37.5%	\$750,000													
7. WHEDA Linked Deposit Loan Subsidy	\$10,000-\$99,000	Interest rate subsidy on lender financing to start up or expand a business. Loan proceeds can be used for the purchase or improvement of land, buildings, machinery and equipment.	At least 50% owned by a woman or ethnic minority group member; employs 25 or fewer FTE employees at time of application; business along with affiliates, subsidiaries, and parent company, has gross annual sales of \$500,000 or less; is able to demonstrate a financial need for the subsidy; will create or retain jobs.												

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Source	Amount Available	Eligible Activities	Eligible Applicant
Federal Funding Sources			
8.SBA 7(a) Loan Program		Long-term working capital to pay operational expenses, accounts payable and /or to purchase inventory; short-term working capital needs; revolving funds; to purchase equipment, machinery, furniture, fixtures, supplies or materials; to purchase real estate; to construct a new building or renovate an existing building; to establish a new business or assist in the acquisition, operation or expansion of an existing business; to refinance existing business debt, under certain conditions.	Businesses that operate for profit, must be small, as defined by SBA, be engaged in business in U.S., have reasonable invested equity, use alternative financial resources, be able to demonstrate a need for the loan proceeds, use the funds for a sound business purpose, and not be delinquent on any existing debt obligations to the U.S. government.
Private Funding Sources			
9.Wisconsin Women's Business Initiative Corporation	typically \$25,000; loans up to \$100,000	Machinery, equipment, furniture, fixtures, leasehold improvements, inventory, supplies and working capital.	WI entrepreneurs
10.IFF Healthy Food Access Fund	loans from \$10,000 to \$1.5 million	Equipment purchasing, real estate acquisition, renovation and construction, complete facility repairs, maintenance, energy efficiency upgrades. IFF's Healthy Food Access Fund finances full-service grocery stores in neighborhoods where there is documented low access to fresh foods. Affordable, flexible financing is available to retailers and wholesalers locating stores in high-need areas, specifically those with a plan to build community awareness and emphasize health and nutrition.	WI nonprofits, does finance private grocery store owners and coops
11.Forward Community Investments (FCI)	lends up to \$600,000	Provides loans that are affordable and flexible for nonprofits. The affordability and flexibility of the loans is determined by FCI's pool of investors.	Lends primarily to non-profits and co-ops; will potentially lend to for-profit businesses after July 1st.
12.Accion USA	loans from \$500 to \$50,000	Established business loan: up to \$50,000 for established businesses that have had 6 months of revenue. Transition loan: up to \$30,000 for the purchase of an existing business or a change in business location. Emerging business loan: up to \$30,000 for emerging businesses with 6 or more months in operation, but are not yet profitable. Sprout loan: up to \$5,000 for start-ups of 6 months.	Provide small business loans that serve minority populations.

14 Funding Sources with Highest Potential

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In addition to the sources listed above, The Alexander Company has a New Market Tax Credit allocation, and the proposed development site is located in a Tax Incremental Financing District. Restrictions on these financing programs makes it advantageous to be under construction in Spring 2014. Commitment will be expected by first quarter of 2014.

Although eleven federal financing sources were researched, included in the Agricultural Appropriations Bill, the majority are considered “stranded programs” as a result of Federal budget issues. 2013 applications are unavailable for seven of the federal programs the SMFE project would qualify for at this point. As a result, only one of the federal sources is believed to have high potential for 2013 – the SBA 7(a) Loan Program.

See Appendix D for Financing Alternatives Matrix.

Preliminary Market Analysis

David Livingston of DJL Research was hired to perform a preliminary market analysis for the project area. The market analysis involved computer gravity modeling and demographic analysis to help predict what sales volume could be expected if a new grocery store, based on a traditional grocery chain model, were open on the Novation Campus. The analysis also estimated the impact the new store would have on local competitors. The assumptions, issues, findings, and conclusions of the gravity model are provided.

Assumptions

- Early 2014 opening, 2.0% yearly inflation and 0.8% annual population increase.
- Store will have a Power rating of 60. This assumes a below average level of operations and a penalty for lack of name recognition.
- Sales projections are based on a sales area of 7,000 square feet. The total area will be 10,000 square feet. All competitors are evaluated using sales area which is normally about 70% of the total area square footage. A supermarket needs to be at least about 10,000 square feet to be considered a supermarket competitor that can provide basic offerings.
- Ten percent of store sales will come from beyond the primary trade area.
- The new store will be provided with adequate ingress/egress, visibility, and parking.

Issues

- Name recognition is the most important factor in the gravity model and is more important than store size. The use of an actual store, with name recognition, would change the outcome of the market study.
- Woodmen’s skews the average size of grocery stores in Madison.
- There is significant traffic flow in the project area. However, this is not a factor in traditional chain grocery store market analysis. The model is based on capturing business from competitors.

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Findings

- While there are no major competitors within a mile of the proposed site, Madison is an extremely competitive market containing Woodman's, Walmart, Whole Foods, Super Target, Copps, Trader Joe's, Aldi, Hy-Vee, Willy Street Co-op, and Metcalfe's. Of these chains, some of their highest volume stores in Wisconsin are in Madison.
- Demographically, this area is low income with nearly 66% of the household having incomes below \$50,000 per year. The trade area is about 50% white and about 58% of the households are renters. Most traditional chain retail grocers would consider these demographics as being undesirable.
- This is a very price competitive market with Woodman's, Walmart, Aldi, and Super Target leading the way.
- Leakage (sales at convenience, specialty, and other stores selling supermarket merchandise located within the primary trade area) is above average (37.4%) due to lack of markets within one mile radius and the presence of Woodman's in the trade area.
- This trade area is small and geographically restricted; mostly due to the placement of nearby surrounding supermarkets and certain travel restrictions such as streams, lakes, and industrial parks.
- The low projection of only about \$30,000 per week would generally not be considered viable for opening a supermarket.

Conclusions

The market analysis findings suggest it would not be in the best interests of a large chain grocer to open a store on the proposed site. Large chain grocers like Woodman's and Copps have saturated the Madison market and would most likely prevent people from outside of the project area from patronizing a store in the project area. Findings indicate a smaller food enterprise with local name recognition could be more successful at the proposed site. However, the market analysis does not provide conclusive evidence that any type or size of grocer would be successful if located within the project area.

Members of the Food Industry Team identified alternative options to a traditional chain grocery store. One option was to create a cluster of smaller food enterprises such as a corner grocery, restaurant and a café in one location. Another option was to identify a destination retailer. A known grocer or food retailer that would be a destination for the greater community at large or the region, given the ready access to major transportation corridors and the employment base at the Novation Campus and surrounding area.

See Appendix E for the Preliminary Market Analysis Report.

Potential Owner/Operators

Upon completion of the research and analysis for the SMFE project, the core project team has received interest from five potential tenants for the Novation Campus site. Alexander has submitted a formal proposal to a mid-size grocery store.

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The potential tenants include:

1. Restaurant
2. Mid-size grocery
3. Food processing facility's office space and potential retail component
4. A grab and go retail store with freshly made sandwiches and meals
5. Coffee house

Should the grocery store choose not to locate on the Novation Campus, the core project team will actively pursue a combination of the other potential tenants to fill at least fifty percent of the 13,000 square foot retail space. A possible scenario would be for the tenants to have some shared facilities (indoor and outdoor dining) in order to create synergies and a greater sense of place and community.

Recommended Next Steps

Upon completion of the South Madison Food Enterprise Study, an award for \$30,000 in grant funding for business implementation will be announced. This funding can be used for planning purposes, including a business plan, exterior and interior design, and further community engagement. Specific steps will be dependent, however, on the final decision made by the grocery store. In general, the recommended next steps include:

1. Continued outreach to potential tenants
2. Issue request for information (RFI) for an owner/operator
3. Review proposals, make the award
4. Continued communication with community partners, including Badger Rock School, Center for Resilient Cities, and Growing Power
5. Outreach to ensure community involvement and awareness about the new food enterprise opportunities and development as progress is made.

The Request for Information (RFI) will target already identified and prospective food entities interested in locating on the proposed project site. Select core project team members and advisors will review all RFI proposals, and make a determination on how best to leverage the remaining grant funds and facilitate the development of the food enterprise or enterprises.

Appendices

Appendix A – Meeting Minutes

SMFE Project Management Team Advisory Committee Meeting Minutes

Date/Time: 4:30 PM, Wednesday, February 13th, 2013

Attendees: Gregory Frahm, Robert Pierce, Shelia Stubbs, Jenni Dye, Andrew Jackson, Mike Miller, Mike Zimmerman, Rick Rose, Brad Wojciechowski, Lolita Davis, Olivia Parry, Shellie Pierce

Staff: Melissa Huggins, Emma Schumann

Items Assigned: **Orange**

Introductions

Project Overview

- Melissa presented project scope, role of the committees, study area, and demographics
- Olivia provided context for the project, emphasizing need to think creatively and collaboratively
- Adding members to PM team
- **Shelia will call Albert Stranger; will call Sherry, Chair of SMPC, to discuss**
- **Mike Miller to reach out to Latino Chamber of Commerce for participation Industry Advisory Group**
- **Melissa to send Mike M. names of Latino grocery store owners who were invited.**
- **Olivia to reach out to Zach Brandon for Madison Chamber participation in Industry Advisory Group**
- Greg Frahm from Alexander Company presented the Building size 13,000 sq. ft.
- Mike Miller asks about pharmacy potential; building too small
- 45 apartment units
- Parking on site
- 69 parking spaces above ground
- Underground parking dedicated to apartments
- Building will be set close to street; glass windows on first floor
- 20,000 cars pass through Rimrock per day - need to attract these commuters
- Knob Hill development could be attracted food enterprise
- Apartments will be market rate
- Alexander considering partnering with company interested in affordable housing
- Shelia questions Alexander's other developments within neighborhood
- Alexander trying to develop more office/professional buildings within the area on their own
- Mike Miller worried area could become over saturated with businesses, lose competitive edge
- Greg explains, "36/74 acres are developed. 5,000 professionals will be in the area. The 'pie' will get bigger over time. There will be diversity in businesses due to the traffic that passes through."
- Transportation near and through development

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Open Discussion – Things to Consider

- Food Enterprise preferences among PMT members
- Andrew Jackson prefers farmer's market
- Example, Fresh Market on University
- A.J. currently shops at Woodman's for their lower prices
- Not interested in seeing a corporate grocery store or apartments
- Brad suggests community center/market with kitchen in building
- Suggests cooking classes, symposia on fresh food
- Wants local, healthy, possibly organic food within walkable distance
- Store could host farmers to meet and educate the community
- Development needs to be pedestrian/bike-friendly; must have fluid paths of movement throughout site
- Future – rail line south of site will be activated within the next 10-12 months for freight purposes
- Want to consider potential transportation options due to rail activity; Fitchburg in conversations with DOT about potential rail car transportation throughout the metro
- Shelia suggests making area a "commuter site"
- Brad mentions 1 hour bus trip from Rimrock to downtown
- No bus shelters in neighborhood, City of Madison issue
- Issue for single mothers

Comments from discussion

- Can we make corridor/commuter site?
- Affordable housing
- Ice cream shop
- Dry cleaners
- Farmer's market
- Fresh vegetable market
- Kitchen with cooking and healthy living classes
- Pharmacy or anchor tenant
- Potential for passenger rail in conversation with DOT
- Shuttle residents to games/downtown
- 3 runs per week, 20-30 cars
- Use Rimrock Rd. as transportation corridor
- Rail to uptown neighborhood
- Hotel
- Fitness Center
- Need for mixed-use
- Think of deliveries, no trucks unloading on Rimrock or Novation campus
- Madison college potential tenants, consider culinary classes
- Breakfast place potential

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Review Survey Questions

- Olivia suggests different name, "Let's Eat! – South Madison Food Survey"
- Shellie and Lolita door-to-door
- Olivia stresses, start with people's self-interest up front, "If you could have any food enterprise, what would it be?" Need to stress what people want specifically
- Add more open-ended questions to survey
- Mail survey link out prior to community supper; have survey at supper; Shellie and Lolita go door-to-door after supper
- Mike Miller will contact Latino Chamber, get in touch with Latino grocery store owners; can use Tomas, a bakery owner, as an advocate for Latino residents to take survey
Shellie will translate survey into Spanish
Postcard, Supervisor Sheila Stubbs suggested adding a postcard mailing to announce the project, for greater inclusion in the community suppers, and overall feedback.
- Olivia will get zip codes on Thursday, Feb. 14th from GIS specialist
- Shellie and Quinn will make flier by Friday, Feb. 15th; include link to survey, invitation to community supper
- Title of postcard, "Let's eat together!"
- Shelia will call Well's printing, figure out logistics
- Quinn or Shellie will email final postcard to Olivia
- Olivia will send final postcard to Shelia
- Shelia mails postcard through Well's by Friday, Feb. 15th

Review Model Matrix

- Due to time constraints, the matrix was not reviewed

February 28th public meeting

- Post card will invite neighborhood to the Growing Power Community Supper. Project Team members were encouraged to attend.

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SMFE Project Management Team Advisory Committee Meeting Minutes

Date/Time: 4:30 PM, Wednesday, April 10th, 2013

Attendees: Greg Frahm, Robert Pierce, Rick Rose, Sheila Stubbs, Brad Wojciechowski, Lolita Davis, Shellie Pierce, Mike Zimmerman (representative, Joyce Frey)

Not in Attendance: Jenni Dye, Tim Bubon, Mike Miller, Andrew Jackson, Mark Woulf

Staff: Melissa Huggins, Emma Schumann

Items Assigned: **Orange**

Introductions

Project Overview

- Melissa explains project is exploring four potential tenants—restaurant, food cooperative, very small specialized produce store, food processing facility looking for office space & potential retail component
- Discussions with potential tenants are very preliminary at this point.

Open Discussion—Things to Consider

- Discussion of possible business and investment opportunities
- iPad for surveying neighborhood
- Shellie: iPad, people didn't want to use it, easier for us to use and enter information
- Lolita: paper surveys allowed more interpersonal interaction
- Shellie: people were welcoming, happy to fill out survey for most part; iPad was sometimes intimidating, people didn't know what information was being taken
- Both Shellie and Lolita enjoyed paper format
- Used iPad for survey data entry, project communication, and helped with efficiency when canvassing
- Time frame of survey: early March to April
- Laurie at Joining Forces for Families was wonderful
- Sheila asks about Walgreens, CVS potential; Greg explains those types of stores will be tough to accommodate in our area.
- Shellie explains personal conflict with Walgreens—Robert cannot sell Farmer's market produce near Walgreens stores
- Melissa explains Walgreens, CVS metrics in terms of number of rooftops. There are likely not enough rooftops in the neighborhood yet to accommodate those types of stores.
- We are looking for businesses that will serve the community and attract people from outside the community
- Sheila doesn't want to see residents pay too much for basic necessities, doesn't want to see something like a gas station take advantage of residents. There will be families that will want to move here. She wants to make sure the new enterprise will provide basic necessities.
- Melissa explains the new convenience store should benefit from new enterprise and vice versa.
- Sheila asks to learn more about Eataly

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- Melissa: Eataly is extremely popular, but located in white collar areas. We could translate the same idea, same kind of energy into new store that works for our site.
- Sheila asks what we will do with data for the question, “Where do you shop for groceries?”
- Melissa: we are trying to get a profile for people’s patterns, which may or may not influence where we will go.
- Understanding where people shop helps us get a sense of what type of shoppers they are.
- Melissa will send survey out to Project Team
- Brad suggests we look into Gloriosos on Brady St. in Milwaukee—similar concept to Eataly. Approximately 20,000 sq. ft. with grab and go items, produce.
- Urban Assets needs to rerun one survey question as Woodman’s did not appear on chart. Needed to expand options

Comments from Discussion

- There were no comments from the neighborhood perspective on the survey results or model store results.

Review of Model Store Comparison

- High level overview of stores visited or found online
- Number of ways we looked at this—general overview of store (location, size, etc.), economics of store, sense of top selling items, area demographics (Census districts vary from city to city, depend on density of area), and observations (ambiance, neighborhood, etc.)
- First store, Lena’s Market in Milwaukee, WI
 - 5 different stores within miles of each other, neighborhood based store, largest store 55,000 sq. ft., smallest 10,000 sq. ft.
 - Full service grocery store, food to go is essential for their success
 - Owner’s model: buy Roundy’s and Kohl’s old stores and reuse them
 - Has partnership with Piggly Wiggly as their distributor
 - Location surveyed is close to competitors, within 1 block area
 - Serves low income families
 - Known for their meats, African American community eats more meats than Anglo-American or Asian Americans
 - If customer spends \$75 or more, Lena’s will drive them home
 - Greg and Melissa had a long conversation with Greg Martin, Lena’s COO; Lena’s is very interested in Madison area
- Second store, Green Olive Food Market, Brooklyn, NY
 - Bodega, corner store
 - Caught Melissa’s eye due to its aesthetics—in better condition than most corner stores in NYC
 - Small, full service grocery, neighborhood store
 - Competitors blocks away
 - Primarily a renter neighborhood
 - Store was extremely efficient, compact
- Third store, Pinkus McBride Market, Madison, WI

South Madison Food Enterprise

- Basic items, not a full grocery store
- Neighborhood destination, made up of primarily college/graduate students
- Neighborhood has a very low owner occupancy
- Fourth store, Bushel & Peck's, Beloit, WI
 - Opened in 2007
 - Captured in a sense what we are trying to do—provide health food, create sense of community
 - 6,000 sq. ft.
 - Local produce is processed or frozen; people in the community have on their calendars when specific produce items will be processed and available—helps retain interest
 - Owner, Jackie, believes smart phones have brought people to store off highway
 - Bagel store across the street was resistant when they opened; as a result, the bagel store's business has tripled
 - Bushel & Peck's has found a way to serve the needs of Beloit, a very low income community
 - Bushel & Peck's creates gathering space for community events
 - Has theater in back, does movie and meal night
 - Helps educate community on why fresh food costs more
 - Has found that people of all incomes come in and believe fresh produce is their luxury purchase
 - Worked hard to be a store that serves the needs of the entire community
 - Bushel & Peck's is growing rapidly—now has a presence at Dane County Farmer's Market, Green Farmer's Market in Chicago
 - Similar to Innovation Kitchen, process local foods and sell them under a new label
 - Melissa wishes we could take Bushel & Peck's into our lot, believes it is an ideal model
 - Has spurred a revitalization of downtown Beloit, has a brand new streetscape, a dozen new commercial shops; has become a highly popular area.
- Fifth store, Growing Power in Milwaukee, WI
 - Store had been open 6 months at time of site visit
 - Still in the process of figuring out what type of store it will be
 - 2,000 sq. ft., “really cool space”
 - High end organic goods, food to go, café, local produce
 - Café is their moneymaker
 - 4 blocks from other stores
 - Young neighborhood, lower median income
 - Melissa believes it is something to watch, Growing Power is considering putting second store in Badger Rock School
- Sixth store, Wisconsin Innovation Kitchen, Mineral Point, WI
 - Primarily a processing facility, processes local produce
 - Mineral Point has higher median income, higher level of owner occupancy, higher median age
 - Makes connections with growers, over 200 recipes pre-approved by state
 - Growers bring produce to the Innovation Kitchen, they will make into a product under a personalized label

South Madison Food Enterprise

- Kevin, one of their local spokespersons, grows tomatoes. Half of which, he cannot sell due to blemishes. He takes his unsellable tomatoes to Innovation Kitchen to be packaged into new sellable tomato product
- Innovation Kitchen also helps growers market; meets with local grocers and sells growers' labeled product to them
- Seventh store, Eataly, NYC
 - Idea is to have booths with fresh produce, bread, etc. to take home. Otherwise, you can buy and eat food there.
 - Located in a primarily commercial district in Manhattan
- Eighth store, eatZi's, Dallas, TX
 - Store serves surrounding neighborhood
 - Smaller store, 10,000 sq. ft.
 - Tried to expand into other cities, Houston, Chicago, Atlanta, Rockville, all closed in 2006, 2007

Review of Survey Results

- Shellie and Lolita have been canvassing the neighborhood
- Resident survey was active for 6 weeks
- 201 resident surveys (12 of which are Spanish), 340 employee surveys
- Resident surveys
 - Where do you currently shop?—highest response was for “all other responses,” **NOTE: table was incorrect. Highest response was Woodman's. Slide has been corrected in presentation.**
 - Open ended question—Farmer's Market most frequent, followed by Costco, Coops, Churches, food pantries
 - 74% of respondents drive to the store
 - Over 70% say no food is within walking distance
 - If residents could have anything, majority replied grocery store, many said, “anything”
 - 86% of respondents would frequent a grocery store, 67% would frequent combination grocery store/small café, 45% café with grocery items, 56% restaurant
 - Fresh, quality produce, quality foods, and price were most important qualities a new store could have, followed by well-paying jobs and meat
 - 82% answered it was important or very important to have grocery store within walking distance
 - 86% answered it was important or very important to have local food within walking distance
 - 72% answered it was willing to support a food cooperative
 - Demographics of people who answered survey
 - 58% of respondents are renters
 - 25% household income under \$10,000
 - 50% household income \$10,000-\$49,999
 - **Sheila asks what the survey area was, Melissa will send her the map of the study area**
- Employee Survey
 - Copp's and Woodman's were most popular places to shop

South Madison Food Enterprise

- Open ended questions—Costco, Whole Foods most popular; Bill's Market in Oregon also popular, lots of Oregon residents at Novation Campus
- 59% of employees eat 1-2 times per week, go to Monona the most, followed by Fish Hatchery
- 99% drive when going out for lunch
- Looking for café, grocery, place to have lunch
- 74% of respondents would frequent a restaurant, 63% of these respondents would frequent 2-3 times per week
- 48% think access to locally grown food is important, a lower percentage than residents
- 55% are willing to support a coop, good news for Willy St.
- Not much interest in gourmet food, 37% were neutral

May 30th Community Supper

- Robert asks if there is anything we need to do for the next community supper. Should we target certain people?
- February Community supper—34 people signed in, but approximately 70 people showed up.
- Rick will put advertisement for community supper on fire department sign again
- Melissa thinks our setup for the last community supper works—we may have a table with information to share on the project.
- Robert thinks we can have table inside, food outside, capture people before they eat.

Early June Project Management Team Advisory Committee Meeting

- We will try to get a date out sooner rather than later so we can get good attendance
- We have reviewed preliminary market study, financing and grant opportunities for new building and have started to identify potential investors.

South Madison Food Enterprise

SMFE Food Industry Team Advisory Committee Meeting Minutes

Date/Time: 4:30 PM, Thursday, February 21st, 2013

Attendees: Jonny Hunter, Dustin Lundt, Monty Schiro, Lindsey Lee, Steve McKenzie, Greg Lawless, Anya Firszt, Finn Berge, Matt Meier, Jeff Maurer, Greg Frahm, Olivia Parry, Randy Winkler

Staff: Melissa Huggins, Emma Schumann, Robert Pierce

Items Assigned: **Orange**

Introductions

Project Overview

- Project is an opportunity for group members to help develop concept that would work on Novation campus and serve the needs of the community. The county has additional grant money available as well as other funding.
- Goals of project: work with Southside community and partners to develop food enterprise concept; identify potential owner/operator; leverage remaining grant funds. Outcomes of feasibility study: Concept, find people to run food enterprise, create financing package, partnership building
- A resident and employee survey will be conducted.
- Area demographics -- young population, family presence, some seriously low income residents, but median income is at \$38,000, high levels of traffic - 1,000 + employees on site at Meriter, Zimbrick, Physician's Plus, Alexander, ITT Tech, etc.
- At build out Greg says 4000 employees
 - Parents of kids at Badger Rock
 - ITT Tech has several hundred students pouring into school every day
- Overview of Novation Campus
 - Novation campus 70 acres of land, last undeveloped site off Beltline
 - Planning for mixed use, higher education, housing
 - Novation campus surrounded by significant infrastructure, Dept. of revenue, coliseum, Aliant center
 - Significant population base along corridor, Meriter Hospital
 - Novation part of larger development plan that includes Northwest corner of Southdale triangle, a TIF district
 - Companies feel they have to have an east or west side location. But, this location gives businesses opportunity to serve entire metropolitan area
 - Alexander now completing infrastructure through campus—parallel parking, 3 traffic control lights
 - Food enterprise site located at entry to proposed commercial district
 - Current Novation campus: 7 buildings, 380,000 sq. ft., \$60 MM, 1,300 FTE jobs to date
 - Future Novation campus: 22 buildings, 1,200,000 sq. ft., \$180 MM investment, 4,000 FTE jobs anticipated
 - Alexander has renovated 3 residential buildings
 - New street infrastructure in place
 - Convenience store being built now, retail suite on other side now leased

South Madison Food Enterprise

- Negotiating for a hotel-90 bed Hawthorn Suites, senior housing
- Proposed building
 - 16,000 sq. ft. footprint, 4 stories, surface parking to serve retail space on 1st floor, underground parking to serve 2-4th floors
 - Building would be highly visible from Rimrock Rd.
 - About 42 units on floors 2-4, potentially a rooftop deck
 - Alexander attempting to identify decent signage
 - Potential for 1 large user to 6-7 small users on ground floor
 - Building can be divided into up to 7 small spaces
 - No retail uses on site right now, has been a goal of Alexander's, has become apparent through neighborhood input that they would support retail, notably food retailers
 - Alexander considering combination of grocery store, caterers, café

Open Discussion – Things to Consider

- Steve McKenzie questions potential for senior housing in relation to store site. According to Matt, senior residency would be approximately 2,000 feet from food enterprise site
 - Senior residency would be 150 senior living units plus support staff. Steve believes they would be the people who would want to walk to the store. But, 2,000 foot distance on cold days would prevent them from walking to the store.
- Anya and Steve agree that people who are not traveling to Woodman's or big box store like to frequent a store every day; it is a community focal point where people can run into neighbors, create community.
- Monty asks what has kept Alexander from building an apartment on campus -
Matt explains they may; Alexander designed the previously considered apartment building with a particular financing program in mind that no longer exists. Alexander is interested in building apartment complex in new building with retail amenities; believes the mixed-use will help lease retail and apt. space
- Could be grocery store, bodega, restaurant, café
- Randy Winkler suggests deli, needs to have indoor and outdoor seating
 - Randy says indoor seating is used much more in urban setting
 - Anya mentions indoor seating as a potential draw; owners want to make gathering space, but also want to move people through building as quickly as possible
- Greg mentions need to deal with race and actually solve the issues surrounding racial inequality. Detroit is hiring 1 person to be community outreach in similar market studies; spending 1/5 of money on that position; need to connect to black community; could this succeed without minorities?
- 72% of neighborhood is white with approximately 10% African American and 12% Latino
- Growing Power has a strong presence in neighborhood
- Monty asks if this is similar to a neighborhood we know – Schenk Atwood was considered a bad place to do business 20 – 30 years ago. Yet, both Steve and Monty took chance and started their now successful businesses. Monty stresses need for critical mass – hotel, apartment building
- Steve stresses need for housing, going to be the most important factor in success; has to be the easiest to finance currently, notably multi-unit rental

South Madison Food Enterprise

- Steve envisions a small store opening as a corner front, but needs to have space to grow; could change many of the demographics, percentage of ownership; more people would own houses here with grocery store in area; house prices shot up around Willy St. coop, Jenifer St. market
- Steve says there is a need for a community space, such as a grocery store
- Start with small grocery store, concentrating on perishables; develops less of a need for big box; small business can evolve, but, need to provide adequate space to expand
- Monty believes a restaurant needs critical mass, afraid of this area, not dense enough; likes the architecture, the concept, though.
- Steve says neighborhood identity will follow once businesses open up and identify with patrons, residents; need to create reason for people to come down here
- Steve explains senior citizen housing would bring relatives to area. These visiting family members can meet at coffee house, restaurant; “was down seeing mom, dad, easy to meet at the coffee shop, restaurant”
- Anya agrees with Monty, worried about lack of rooftops; do we put grocery store first or houses first? Grocery first would be hard to sell to Willy St. Coop board
- Middleton Willy Coop a success due to more rooftops. Also, some former members who relocated from Willy Street due to high cost of housing.
- Monty opened Hubbard 10 years ago and it lost money. Eventually grew into community, now maybe his most successful restaurant.
- Olivia explains the neighborhood is sitting on the edge of agricultural land; a unique combination of agriculture community, blended with urban area and urban agriculture at school; no place else in Madison with charter school committed to urban agriculture and growing food, unique combination of agricultural, urban, industrial, commercial
- Steve mentions how he has seen Randy Alexander transform areas of Madison into successful developments, notably railroad depot
- Monty says restaurants have failed at depot; Matt mentions retail space has been 100% successful
 - Monty afraid site will never be a restaurant site
 - Matt mentions similarities between depot and Novation campus. Depot was previously considered bad neighborhood, now considered good neighborhood
 - Matt explains Alexander has built twice as much at Novation campus than at rail depot already
 - Steve mentions our site as an even better neighborhood than depot neighborhood was pre-redevelopment
- Steve believes housing developed first, then restaurant/grocery success would follow
- Matt explains the c-store that was here was a dump, but it was the number one grossing open pantry in entire state; indicator of the demand
- Finn explains Barriques' locations as of recent have been in visible locations, eye catching buildings; for coffee shops, visibility is big; didn't know what they were poking at on W. Washington, but it was a wasteland; demographics on the corner of that location similar to this neighborhood; Finn was leery of no parking, not being on State St., but became an oasis within a desert
- Jonny stresses need to draw people from other neighborhoods to site; need something that no one else is doing that would get people excited from all areas of Madison; should be a destination
- Low price point; business that could influence other businesses; has hard time imagining that in this neighborhood; stresses need of something that is not yet in Madison, need to create a landmark of sense

South Madison Food Enterprise

- Randy stresses need for senior citizen home. When people visit senior family members, they need somewhere to stay. He lives near Sentry store in assisted living; knows a lot of people look for familiar stores in easy to navigate and walkable neighborhoods; older people do not want to go into huge stores, afraid they will get lost; they need smaller store with staff that will help them
- Monty stresses critical mass
- Jeff agrees, needs more rooftops, no matter what size
- Steve explains starting small means corner produce market
- **Look into Sendik's stores in Milwaukee**
- Steve explains the City of Madison still owns grocery store to go along with elderly housing, subsidized with low rent; Capital City Foods got tremendous financing due to senior housing connection
- Monty mentions how most people go off to Woodman's or big boxes for value; wonders if people in this neighborhood who are used to big values would go for smaller, higher priced stores
- Greg says space could emphasize lunches more so than grocery, since people go to Badger Bowl to eat frequently
- Monty says small grocery probably won't have kitchen with chef. Is there a need for that type of store?
- Jeff has prep kitchen, 15,000 sq. ft. Preps hundreds of meals a day, sends meals out to customers
- Outpost in Milwaukee has created wellness center; Outpost provides food, wellness center serves community
- **Research USDA healthy food initiative**
- Finn explains that at rush hour, parking spots are gone on streets like Regent
- Greg asks Robert what type of grocery store could succeed
 - Robert says need for something small, something that could bring fresh produce, staples; at noon, people would come for lunches, lots of employees
- Monty asks Robert about success of his market
 - Robert says sometimes it is great, depending on who they're targeting, usually in food deserts; hard to get people in those areas to buy, have poor eating habits, would rather go through c-store, get chips, soda, etc.
 - Robert has market every day except Thursdays, 1 day a week in Southdale neighborhood; very few residents are patrons, mainly employees, people that are driving through neighborhood
- Monty says that is the fear, you come out here to serve neighborhood, what if they don't bite?
- Monty asks how this location of Robert's market compares to other locations
 - Robert believes this market and market on west side have more potential than rest of his markets. Other markets serve more residents because they are 15 years old; less community outreach in this neighborhood concerning food education
- Barriques in Middleton is successful due to its proximity to postal office rather than traffic on University Ave.; community side of business drives them
- Finn believes the community in Novation campus has potential; mixed-use, senior living, apartments, office, great mix. But, don't want to be 5 years before hand; drive by traffic wouldn't be enough, on the wrong side of the street for coffee shop; future of project, density is all within Novation campus, then you are on the "right side;" you can't be the first building on campus while waiting for site to develop

South Madison Food Enterprise

- Barriques used to have great synergy with Ken Copps', could buy dinner and produce, then buy wine at Barriques; people could get out of car, move around neighborhood; not such a good synergy with Trader Joes where people can load up on 3 buck Chuck ;
- Monty asks what types of patrons would visit site
- Melissa says surveys will tell
- Matt says Badger Bowl fills up for lunch
- Steve says project should start small, then grow with neighborhood
- Bellingham model brought business all day-come for lunch, bring home dinner after eating lunch in store
- Jeff's success is all density; students buy all of their produce at Fresh Market
- Jeff is looking at buildings facing certain directions so produce can be in front of store
- Our site is facing Northeast, perfect for produce at front
- Jeff explains employees in area shop for lunch at Fresh Market, not necessarily for groceries; employees want to shop closer to home, not closer to where they work
- Melissa explains there are 24,000 people driving past site per day; acknowledges people would want to be closer to home to grocery shop

Comments from discussion

- Eataly in NYC, 20-25,000 sq. ft.
- Sendik's in Milwaukee, owned by Balistreri family
- eatZi's in Dallas, a triangle store, about 10,000 sq. ft.
- Capitol Court foods
- Zingerman's
- Truck farming at Madison City Market
- Bellingham, WA Public Market
- Senior housing proximity to food source and community; creates gathering space
- Consider local food
- Store should have deli with outdoor seating
- Need for street presence, visibility for coffee shop
- In store seating popular in urban areas, but challenging to move people through store
- Does Alexander have the capacity to take on a unique project?
- Tremendous flexibility to allow expansion
- Start as small store with fresh produce –build as local community, people will come back
- Need flexibility to grow
- Restaurant needs critical mass, not enough currently
- Can we tap into Epic crowd?
- Need to build a new community identity and brand
- Mixture deli with grocery store
- Commuters need a reason to stop

South Madison Food Enterprise

- Need to be on correct side of road; grocery – west side to catch people driving home; east side for coffee shop to catch people going to work.
- Neighborhood like Southdale? Schenk Atwood in 1970s and 1980s
- Need for food service –grab and go
- Need housing, hotel?
- Need retail demand
- Neighborhood is growing; increasing values
- Kohl's grocery was once corner store, evolved

Review Survey Questions

- We did not review survey questions due to lack of time.

Review Model Matrix

- Melissa goes over matrix, asks if there are any models that we should be looking at
- Look at Public Market in Milwaukee, lots of small vendors, private owners
- Matt asks how they do grocery stores in giant developments, they don't have rooftops; Melissa explains that because it is a large destination, 65,000 sq. ft., has value of enhancing development, draws more people
- Alexander has been approached by big box stores, Hy-Vee was interested, but needed 12 acres
- Jeff remembers someone looking at store at 14 Rimrock Rd. interchange, off of Novation property
- Olivia asks if there is a model of a grocery store/restaurant that are co-locating; Jeff mentions Eataly in NYC, deli food service, grocery store on peripheries
- Monty mentions eatZi's, on successful in Dallas, lots of grab and go, chefs on staff, very dense population high end, 10,000 sq. ft., Eataly 20-25,000 sq. ft.
- Barriques has been asked to look at E. Washington Ave. Finn explains that cars are on a tunnel looking at the Capitol and wondering where turnoff is; not interested in businesses on E. Washington
- Greg mentions grocery store in Bellingham WA., half grocery store, 8 small vendors, called Public Market, Will send name of owner to Melissa

Next Steps

- We did not discuss next steps due to lack of time.

South Madison Food Enterprise

SMFE Food Industry Team Advisory Committee Meeting Minutes

Date/Time: 4:30 PM, Monday, May 6, 2013

Attendees: Olivia Parry, Matt Meier, Greg Frahm, Finn Berge, Lindsey Lee, Jeff Maurer, Steve McKenzie, Carmell Jackson, Robert Pierce, Lorin Toepper, Rick Terrien, Greg Lawless

Not in Attendance: Marcia Caton Campbell, Anya Firszt, Randy Winkler, Dustin Lundt, Monty Schiro, Greg Martin

Staff: Melissa Huggins, Emma Schumann

Items Assigned: Orange

Introductions

- Melissa updates Team on recent activity, including survey results, model store comparison, financing alternatives, potential tenants
- Olivia introduces potential tenant, Carmell Jackson, owner of Melly Mell's

Project Overview/Updates

- Melissa revisits project goals
 - Work with community, project partners, food industry leaders to develop food enterprise
 - Identify a potential owner/operator
 - Determine how to leverage available funds for implementation
- Melissa explains we have identified local, state, private sources of funding
- Explains we have reached out to community—participated in growing power community supper, 80 people in attendance, handed out surveys
- Surveyed both employees in Novation Campus and neighborhood residents
- Sent out survey via email, used two canvassers for residential survey
- Employee survey response level high, lots of demand for food entity on campus
- Olivia explains we have met with many potential tenants, some whose names can be disclosed, some of whose cannot
- Some initial conversations have just started, some have been in the works for months; search for tenant is ongoing
- Melissa mentions meetings with potential financiers
- IFF, a CDFI located in Milwaukee, has become interested in food deserts and grocery stores
- Potential for partnership with IFF

Open Discussion—Things to Consider

- Robert explains a new market has opened in the Sequoia Library on Midvale
- Jeff discusses Walmart 's proximity to neighborhood
- Carmell agrees it is inconvenient, over 1 mile away from site
- Steve McKenzie disagrees with Woodman's model. He has been next to Woodman's on Milwaukee Street for 34 years; people do not frequent Woodman's as often as they need to.

South Madison Food Enterprise

- Many of his customers use Woodman's as their "primary" shopping location, use coops as their secondary locations
- Jenifer St. Market will see people 2-3 times per week; Woodman's will see the same people once a week.
- Lorin asks if we moving towards European model. He sees people shop more frequently rather than the once a week. He believes people will go to Woodman's to get "big items."
- Lindsey asks if it is a generational shift. His mom is a woman of the 1950s when big grocery stores started developing. He explains she would go once a week. Asks if young people shop multiple times per week?
- Steve believes shopping once a week every Saturday is not happening as much, believes there are fewer stay at home moms. Now women are working 50-60 hours per week, need something more convenient like a neighborhood store.
- Steve explains leading items for small stores are perishables
- Woodman's will sell fewer dollars of produce per \$100, has a 6% distribution rate in produce; Metcalfe's and Jenifer St. Market sell 30% distribution rate in produce. I believe Woodman's has 34% distribution rate in produce for Dane County.
- Stores try to emphasize more on produce than in the 1950s.
- There used to be stores that specialized solely on produce. Stores have tried to gain that niche, at least the neighborhood stores have.
- Woodman's has advantage over smaller stores. People look at the size of store, parking lot, and know that the food must be cheap without even looking at a price tag.
- Jeff: Fresh Market has 20% distribution rate in produce.
- Big box stores do not want to spend money on selling produce (labor, etc.).
- Operators are gauged against Woodman's because that is where people shop.

Preliminary Market Analysis

- Hired David Livingston to answer the "what if" questions
- Assumptions included 10,000 SF unnamed grocery with 7,000 SF sales area
- Comparisons: Walmart, 3 different Copps
- Woodman's has major impact on how grocery market exists
- Findings:
- No major competitors within one mile—Walmart is over 1 mile
- Undesirable demographics (low income, high renters)
- Madison is price competitive
- Restricted trade area
- Projections of \$30,000 sales per week not viable for opening a traditional chain super market
- David's Issues:
- Name is the most important factor in gravity model
- Melissa agrees—need something that is recognizable, that would draw people to area
- Size of population in area significant, but does not have enough rooftops at the moment
- Traffic flow significant
- Leakage—most people going outside of area to shop, not a lot of other options here

South Madison Food Enterprise

Review of Model Store Comparison

- Model stores provide ideas for what could be on site
- Looked at 9 model stores
- Olivia on model stores: Some of these models seem to rise to the top more than others. There are lots of different ways to conceive of this. Our entity would probably be most successful as a combination of the many interesting elements of all of the model stores. For example, a bodega that would serve as a food hub combined with Eataly elements.
- Lena's Market
 - Martin family has been in business for 50 years
 - Focus is on low-income areas, very successful, multiple locations
 - Melissa, Olivia, Greg Frahm met with Greg Martin of Lena's Market, and his brother
 - Own 5 stores ranging from 11,000-55,000 SF
 - Full service grocery store
 - Stores closely located
 - Model is to purchase old Roundy's stores
 - Stores play culturally hip music, make supermarket a community experience
 - Surrounding neighborhood—mostly renter-occupied, \$24,660 median income
 - Meat and hot foods are their best selling products
 - Store offers ride home to clients who spend \$75 or more
 - Possibly interested in So. Madison location
- Save-A-Lot Market
 - Located on the south side of Chicago
 - Founded by a family that initially owned child care facilities, moved to healthcare facilities
 - Is a Save-A-Lot grocery store, but independently owned, hence *Save-A-Lot Market*
 - 15,000 SF
 - Standard grocery, butcher, fish, dry goods
 - Produce is located at entrance first thing you see, surrounded at all sides
 - Major emphasis on health, wellbeing
 - Stores in close proximity
 - Surrounding neighborhood—higher owner occupancy, median income \$42,925
- Green Olive Food Market, Brooklyn, NY
 - Classic bodega
 - Some organic, some fresh food
 - Stood out to Melissa in comparison to other corner stores
 - Provides basic necessities to customers
 - Surrounding neighborhood—higher median income, would translate differently in Madison
- Pinkus McBride
 - 24,000 SF
 - Basic food to go
 - Serves graduate students in area
 - High renter occupancy, young median age, low median income
- Bushel & Peck's

South Madison Food Enterprise

- Melissa strongly recommends FIT members to visit
- Has created energy in downtown Beloit
- 6000 SF
- Processed or frozen food, meats, fish, vegetables
- Neighborhood grocery, but really a destination
- Makes money in food processing
 - Process vegetables in season
 - Customers mark on their calendars when new produce will be in to be processed
- Beloit is very low income
- Bushel & Peck's is a treat for many residents
- Owners are looking to expand, but mainly in food processing
- Eataly
 - Similar to public Market in Milwaukee—different restaurants, food
 - Located in lower Manhattan
 - Demographics tough to look at, higher income
 - Interesting concept—different stations, selling different types of items
 - Lorin: Is a public market with common tables, mixed restaurant, café, store setting
 - Something we could think about how it would translate onto site
- eatZi's
 - Similar concept as Eataly
 - Did not survive outside of Dallas
- Growing Power
 - 2000 SF
 - Destination
 - Café is doing well
 - Relationship with school district allows store to sell produce during winter months
 - Robert: It's doing well, especially with lunch program
- WI Innovation Kitchen
 - Rick Terrien:
 - Former Dairy Queen
 - 3000 SF in front, 7000 SF in back
 - Full scale culinary capabilities in front
 - Co-packing operation for local restaurants, grocers
 - Creates private labels
 - Front of store does not get a lot of trade—is nonprofit, cannot open on weekends
 - Primary business—creates private labels to sell in Madison for bars, restaurants
 - Only model of this type Rick has known that works in the U.S.

Review of Survey Results

- 201 resident survey
- 340 employee surveys

Resident Survey

- Existing Conditions
- Highest percentage of residents shop primarily at Woodman's
- For those whose primary mode of transportation is public transit, 78% listed Woodman's as their primary grocery store

South Madison Food Enterprise

- Distance from Novation Campus to Woodman's is 7.7 miles
- Wordle: Farmer's Market stands out most
- 74% of people drive to the store
- 73% said no produce, dairy, meat, or dry goods are available within walking distance
- Preferences
- Wordle: Grocery store, market, most frequent
- Of all possible entity options—grocery store, combo grocery/café, café with grocery, restaurant—86% said they were likely or very likely to frequent grocery store on site
- Fresh quality produce most important offering, competitive prices second highest, fresh meat third
- 82% think important or very important to have grocery store within walking distance
- 86% believe it is important or very important to have access to locally grown food
- 72% are willing to support a food cooperative
- Laurie Meulemans, Joining Forces for Families, believes a coop could thrive in neighborhood, especially among Latino residents
- For those who said locally grown food is important, 70% shop at Woodman's
- Survey demographics— 25% household incomes are under \$10,000
- Census tract demographics— tract is split between owner occupied and renter occupied; is a young neighborhood

Discussion on Resident Survey

- Melissa explains if we could redo survey, would ask, "How often do you shop?"
- Melissa asks if anyone is surprised by data of where people shop
- Team surprised Trader Joe's is so low
- Lorin believes more people would go to Woodman's on east side rather than Woodman's on west side
- Carmell explains the distance from her home on Milwaukee St. to Woodman's is a 45 minute bus commute
- Steve would think Copps is one of the stronger stores for this area for residents

Employee survey

- Existing conditions
- Copps received the highest percentage of places to shop, Woodman's second highest, Walmart third highest
- Wordle: Whole Foods, Costco, Pick n' Save most frequent
- Where people eat for lunch: 59% eat out 1-2 times per week, 99% drive, majority going to Monona, second highest go to percentage go to South Fish Hatchery
- Preferences
- Wordle: café, grocery, lunch most frequent
- Used skip logic for employee survey because it was all online
- 74% of respondents were likely or very likely to frequent restaurant; of those, 63% would go 2-3 times per week
- 48% think access to locally grown food is important or very important
- Income data for employees is higher than residents, but fewer people think locally grown food is important
- Gourmet or specialty foods not as important
- Employee demographics: slightly older, certainly wealthier than residents

Discussion on Employee Survey

- Steve surprised by percentage of people who support locally grown food.

South Madison Food Enterprise

- Lindsey believes people say what they think they want but will not necessarily do what they say (referencing preference for local food, but not actually buying it).
- Lorin asks if we have asked where employees live. Explains just because they work here (Novation campus) does not mean they will shop for groceries here.
- Olivia asks what the group has learned from the surveys. Prices, grocery stores important, obviously both groups love coops. "I lived in Washington D.C. and there was a coop that was always busy, very small, in relatively deserted area in terms of food providers. It was a worker coop, could work there and get some return, open 7 days a week, long hours, very integrated, multicultural experience."
- Lindsey explains worker coops usually require 1-2 owners or managers to make them work.
- Steve explains Willy St. membership has remained in neighborhood in high percentage for such a long time, second generations, third generations still patronizing.

Financing Alternatives

- Sources: local, state, federal, private
- Lots of federal programs stuck in budget issues
- IFF—Healthy food access fund
- Difference between IFF and FCI—IFF will make loans to for profit business, FCI only nonprofits, coops at the moment
- IFF reaching out to Chicago partnerships to see if there is any interest in our site

Prospective Tenants

- Have had close to a dozen meetings with potential tenants
- Melissa introduces one potential tenant, Carmell Jackson, owner of Melly Mell's
- Awesome soul food— fried chicken, mustard greens, cornbread, etc.
- Carmell is being courted by several other communities
- Carmell lives on the north side of Madison
- Carmell: Melly Mell's is food from my soul, food I grew up on and put it into a restaurant
- A lot of African American in Madison are excited to eat her food
- A little Mexican food, east coast food (Philly cheesesteak), chicken and waffles, tacos
- Located in Southside of Madison in the Genesis Incubator, not by choice
- Carmell went to current location make sandwiches, soup, etc. in break room of building
- Health dept. suggested she put commercial kitchen in building, has really helped her business thrive
- Her main goal is to give people a different taste of Madison
- Now has a catering company, serves school district, weddings, graduation parties, UW, etc.
- Generally cannot get this type of food catered in Madison, people surprised it is an option
- There is a limited time Carmell can be at Genesis Incubator
- Needs to find a new location, building is in foreclosure
- She is in the basement, needs more space, needs to be more easily located
- Could potentially need to leave by July
- The north side of Madison is holding a building for her
- She is trying to make a decision of where to go next
- She has a counselor at UW to get her new business plan in order
- She has built her business without working capital
- In order to expand, she needs to raise money
- The landlord on the north side is willing to work with her on the lease
- She has a lot going on, she needs to make a decision on what to do

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- Sun Prairie, the West side came to her saying people want her in their neighborhoods
- Rick Terrien works in economic development, trying to connect Melly Mell's to our new facility
- Rick owns WI Innovation Kitchens, wants to create a private label for Melly Mell's, believes WI Innovation kitchen would be a great partner with Melly Mell's for Novation Campus
- Rick wants an office location for himself in addition to a small, specialized second or third tier grocery store
- WI Innovation Kitchen sells high end products, although its specialty is jarring food and selling it.
- WI Innovation Kitchen gets most business when produce is in season, freezing it
- The frozen items will start hitting hard in May, June, and then "all hell breaks loose" in August.
- WI Innovation Kitchen does not have a catalog as a result of the kinds of customers they are taking in
- Other options
- Medium sized grocery store in conversation with Alexander Company
- We have a good idea of customer preferences, but do not actually have a bodega/coop ready to sign
- We do have Melly Mell's, an entity in great demand, and a bulk facility, WI innovation Kitchen, also in demand

Discussion on Prospective Tenants

- Alexander not yet ready to build 5-7 million dollar facility with just one store
- Matt explains Alexander designed mixed-used building as a discussion piece, not sure if grocery store would take place in this process. There is a medium-sized store that has expressed interest. Alexander putting efforts on proposal for store because they would like to be on that corner. If the store were to go onto that corner, Alexander would take that mixed-use concept to the lot next to proposed site, which would accommodate a restaurant, café, etc.
- Proposal to grocery store is likely to go out May 7
- Building can go up to 6 stories. The designed building is 4 stories. Potential adjacent buildings could be higher.
- Lindsey asks if Alexander views this as a loss
- Matt explains Alexander feels that retail component is important because it is a service that is not provided to neighborhood or our tenants.
- Lindsey explains he gets "poached" once a month to go move into a mixed development building
- Olivia asks group if anyone has any other ideas or ways to think about this that might gel these projects
- Olivia explains this is a process—Carmell needs to create business plan, Rick needs to raise money, but we are keeping all other options open
- Greg Lawless asks if there any place to work out in area, is there any childcare center
- Matt explains no, that is a use Alexander has considered for mixed use building, a fitness center
- Greg L. explains he thought maybe something like that could hold space for a while until Alexander was ready to support food provider, grocer
- Matt explains Alexander is sending out a proposal to a grocer we have been in communication with
- Alexander has NMTC worth 25% of total project cost. Those funds are going to expire at some point. Would hope to make the decision sooner than later.
- Matt explains Alexander has leased 55,000 SF of commercial space within the past few months. One is going to lease Shop Bop's old space; the other is a sports-oriented company that provides for birthday parties, etc. Emilio's also signed a lease for convenience store. There is an office user that Alexander thinks it will get an offer from who wants to build 18,000 SF building.
- Lindsey explains when he opened Ground Zero 16 years ago; Williamson St. was not what it is today. The man he rented from on Willy St. needed someone to open a store. Lindsey did have a personal commitment from Monty Schiro, saying he would support Ground Zero.

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- Lindsey believes he is not pioneer as he used to be
- Believes Carmell is successful because of herself, she is a pioneer
- Carmell explains she had to put commercial kitchen together very slowly. She catered parties, inherited \$28,000. Obama stimulus grant bought stove, she was taking business steps.
- Carmell explains this area is in such a need of something. Her current space can be intimidating, in the basement, but people want her food.
- Carmell is on the Food Policy Council, wants people to get fresh foods.
- Rick explains he has been in Melly Mell's when people come twice in one day.
- Olivia explains a grocery store would be an incredible anchor. But what if grocery store does not play out?
- Proposed building size
- 13,000 SF of commercial space on first floor, upper floors are designated residential. Potential grocery tenant would want 35000 SF. Banks like to see 50% preleasing at least, that was in the good days.
- Alexander may end up getting dislocated from offices because people want to move in, have talked about moving into new building.
- Alexander would like to have entrepreneurs step up and contribute because they have built the building
- Carmell's current space 1500 SF.
- Jeff runs sandwiches to Meriter, his wife works there. Also runs sandwiches to other businesses in area because there is no place to eat.
- Jeff is considering opening permanent satellite location to deliver those sandwiches
- Lorin explains his latest project called micro food entrepreneur opportunity
- He has bought counter top food preparation, teaches a 4 week class in the Fall for micro restaurant tours. Teams of two in front of house and back of house, one day of week at campus location. Goal is to place them at permanent locations. They will learn about growth strategies. Some people will go for food carts, food trucks, micro restaurants like at Epic.
- Lorin could see food stations working as a result of micro entrepreneurs
- Olivia asks if it would make more sense to have satellite store
- Alexander's biggest risks are with startups, but they're willing to take risks. However tenant is looking to Alexander to pay for expensive startup costs, all of the risk falls on their shoulders.
- Could CBGD dollars help with this issue?
- Olivia: \$30,000 in grant, Dane County Loan fund could help build kitchen, correction, additional funds could be used for site design, but no equipment purchases, we would need a match with that. Some could come from Alexander. But would Alexander need a business plan ring leader to bring this concept forward to make something like this happen?
- Matt explains if it is 2 or 3 business that need to come together, it could potentially happen.
- Steve believes it sounds like Alexander is coming back to the idea of a mixed-used space/public market with open market feel, share common build-out space to get something off the ground in a cost-effective manner with as many as 12 small people sharing it.
- Carmell explains the idea of sharing kitchen was brought to her, thought it was a great idea.
- Jeff explains as long as hours were separated between businesses, it could work.
- Olivia asks if you cross train a chef, work out the hours, to do both businesses.
- Lindsey believes the idea of sharing in theory sounds good. In practice, doesn't think it works. Has seen people rent out kitchens, it does not work out.

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- Lorin explains when he was proposing this, was suggesting a value-added kitchen. Identify space that can be utilized by community as a resource.
- Lorin explains he would never share a kitchen, cross contamination issues. He is talking about the kind of vent-less countertop cooking that could work, more of a food cart concept. These types could incubate in the space and then move.
- Carmell is not thinking of shared space either. Designated, separated kitchen spaces.
- Jeff believes in a shared vent system, shared plumbing, and builds separate kitchens around these.
- Matt asks if MATC would be interested in participating in on-site real world experience that gives students opportunity to sell a product.
- Lorin says yes and no. He taught at Johnson and Wales, made it mandatory in curriculum to work as slave labor. Reality is they're students and they don't show up. Explains you need professional staff to show up and work. Need to build opportunities that are not so student dependent. If they don't show up, the business will still pay school money? Not going to happen.
- Lorin believes Alexander has its goals and objectives. But to create jobs and opportunities, a mid-sized grocery store is not going to do it.
- Olivia thinks we should consider taking a risk with this \$30,000, to develop a business plan that could create multi-use tenant entity for the 3 people interested.
- Matt believes if there is a group here around the table that wants to come up with a business plan that works, let's see what comes out of it.
- Matt explains if Alexander does go forward with grocer, Alexander wants to do mixed-use building too.
- Jeff asks to stay informed regarding the potential grocer.

Next Steps

- Melissa tells group to please feel free to send comments, questions, and ideas.
- **Olivia will personally follow up with all FIT members.**
- The County still has money to contribute to project—\$30,000
- **Alexander Company will keep Food Industry Team informed on their progress with the potential grocery store tenant.**

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Appendix B – Survey Results

Resident Survey

Question 1

If you could have any type of food entity (store or restaurant) in your neighborhood, what would it be?	
Answer Options	Response Count
	136
<i>answered question</i>	136
<i>skipped question</i>	65

Number	Response Text	Categories
32	1. Grocery store 2. restaurant that sells produce	
113	A "Whole Foods" or "Trader Joe's" type grocery would be nice, and/or an eat-in/carry-out restaurant reminiscent of Boston Market.	
128	A hybrid grocery store and cafe, or a grocery store with a large pre-made deli/prepared food section, like Hy-Vee	
103	A market that has whole food vs. a Walmart type.	
106	A place that is explicit about where and how the items are produced.	
36	Aldi	
6	All types of food	
5	All types of food.	
90	Any	
105	ANY	
22	Any kind of grocery store, bakery, deli	
30	Any store	
17	Any store that accepts EBT, Melly Mell's, variety of restaurants	
110	any type	
26	Anything that brings wealth and a sense of community pride.	
134	Anything! Anything! Anything! Oh, my God! Please! Grocery Store! Restaurant! Kiosk!	
42	Anything!	
42	Asian food	
28	Beauty salon, store for minorities, dollar store, variety of food chains, local produce	
	Bigger Farmer's Market	
	Milio's Subs	
29	Local Produce	
	Buffalo Wild Wings	
	Grocery Store	
66		

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- Farmers Market
- Laundromat
- Melly Mel's
- 122 buffet
- 37 Cafe and restaurant
- 69 cafe or restaurant
- 125 Cafe with grocery items - a place where I could pick up some basics like bread, milk, eggs or grab something for dinner on the way home from work.
- 8 Chicken
- 132 coffee place
- 118 Coffee shop or mini grocery store, pharmacy, a place to get a gallon of milk
- 25 Coffee shop, organic or raw food, gym
- 124 coffee/sandwich shop
- 135 Combination market and eatery
- 88 Community garden
- 129 Convenience store
- 102 Co-op
- 120 Diner
- 44 Every type of food
- 91 Farmer's Market
- 94 Farmer's Market
- 104 Farmer's Market
- 18 Farmer's market, variety of restaurants, minority business
- Food Pantry
- Teen Center
- 81 Cafe with Wi-Fi
- 79 food store
- 112 Fresh food, coffee and bakery
- 85 Fresh Madison Market
- 34 Fresh produce
- 121 fresh produce grocery
- 101 Fruits
- 3 Fruits, vegetables, meats
- 97 Gas station, grocery store
- Glass Nickel Pizza
- A coffee shop/ breakfast place (not a chain)
- 133 -reasonably priced dinner place with good food of any kind (not sushi)
- 92 Grocery
- 100 Grocery
- 75 Grocery Cooperative
- 38 Grocery like Hy-Vee/Woodman's
- 1 Grocery store
- 2 Grocery store
- 7 Grocery store
- 10 Grocery store
- 14 Grocery store

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- 39 Grocery store
- 43 Grocery store
- 45 Grocery store
- 47 Grocery Store
- 48 Grocery Store
- 49 Grocery Store
- 50 Grocery Store
- 52 Grocery Store
- 54 Grocery Store
- 56 Grocery Store
- 57 Grocery Store
- 58 Grocery Store
- 59 Grocery Store
- 61 Grocery store
- 96 Grocery store
- 114 Grocery store
- 116 grocery store
- 117 Grocery Store
- 131 Grocery store
- 4 Grocery store or coffee shop
- 15 Grocery Store or McDonald's
- 119 Grocery store that also has a nice deli
- 78 grocery store w/cafe
- 107 Grocery Store With A Cafe
- 80 Grocery store with reasonable prices
Grocery store

- 87 Coffee Shop
Grocery store

- Dollar store

- Gas station that accept food stamps

- Sandwich place

- 67 Bar that is family friendly
- 108 grocery store, farmers' market
- 35 Grocery store, restaurant
- 13 Grocery store/Restaurant
- 62 grocery store/restaurant
- 111 grocery store/supermarket
- 136 Grocery store/Supermarket. PLEASE!!
- 86 Grocery store
Grocery store
Fridays

- 73 Tgif
Gym

- 77 Gas station

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- Grocery store
- 20 Hair salon/beauty supply, clothing store, dollar store
- 40 Hot dogs
- 9 Hy-Vee
- 123 Large Grocery Store
- 27 Local clinic, any food place
- Local diner, staffing agency, variety of restaurants, Ace Hardware, ice cream shop, laundry mat
- 21
- 19 Local produce store, dollar store, mini mall with variety of food
- 95 Locally owned, black owned, for folks who LIVE here
- 53 Meats/fresh produce
- 72 Melly Mells
- 63 Melly Mell's
- 109 Mexican, Italian
- Minority owned businesses

- Grocery Store

- 68 Places that except EBT
- 51 Night club at night, dinner in the day
- 46 Pizza
- 60 Pizza
- 130 pizza, burgers, pasta, coffee
- Place that is youth friendly

- Kelly Mel's

- 65 Place with Wi-Fi
- Qdoba

- 82 Subway/Milios
- Reasonable prices, clean and fresh, have plenty of beauty--landscaping. I eat American
- 93 Food. Our neighborhood is diverse, so a variety. Bakery as an option?
- 98 Restaurant, grocery store, cafe, sandwich shop
- 127 restaurants, grocery store, or farmers market
- 24 Sandwich place, family restaurant
- 115 small grocery store or cafe serving fresh local and chemical-free natural foods
- Small grocery storeGas station

- Farmer's Market

- 76 Staffing Agency
- 126 small grocery store, fresh produce, co-op
- 16 Small pharmacy, small clinic, family restaurants, dollar store, bigger farmer's market
- 71 Soul food
- Soul Food

- Deli shop

- 33 Place to eat and do homework/free Wi-Fi
- South Madison Farmers Market
- 83

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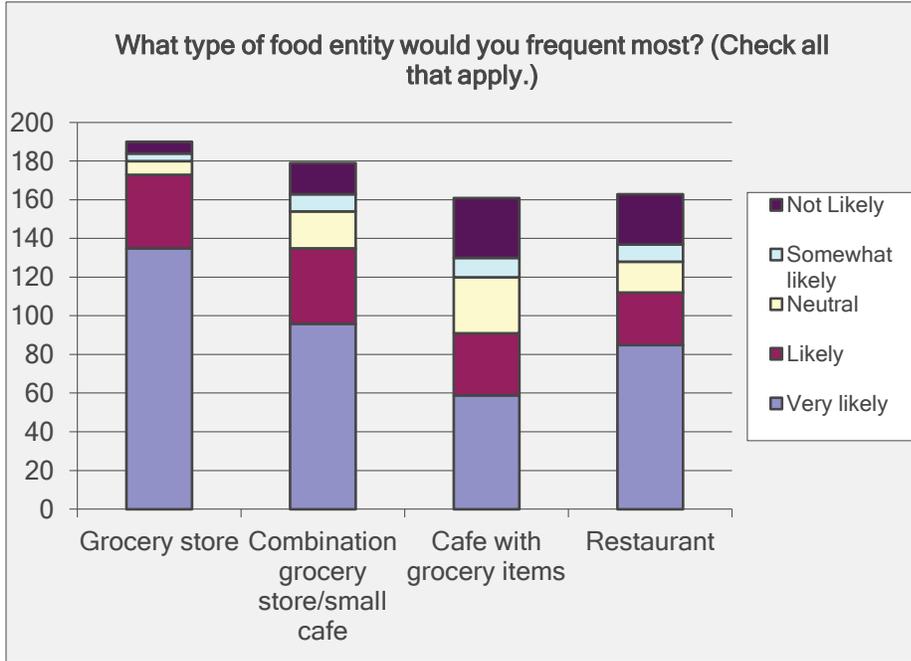
	African American Hair Store
	Community Center
	Coffee Shop with free Wi-Fi
	Clothing store
	Gas station
11	Store
12	Store
31	store
84	STORE (TRADER JOE'S)
64	strip mall of variety of things
55	Supermarket
99	Trader Joe's, Panera, Milios, mid-range restaurants, Starbucks
23	Variety of food places, ice cream, deli shop, place with Wi-Fi
74	Woodman
70	Woodman's
41	Woodman's
89	Woodman's type supermarket or food coop with farmer's market 2 days/week.

Question 2

What type of food entity would you frequent most? (Check all that apply.)						
Answer Options	Not Likely	Somewhat likely	Neutral	Likely	Very likely	Response Count
Grocery store	6	4	7	38	135	190
Combination grocery store/small cafe	16	9	19	39	96	179
Cafe with grocery items	31	10	29	32	59	161
Restaurant	26	9	16	27	85	163
<i>answered question</i>						201
<i>skipped question</i>						0

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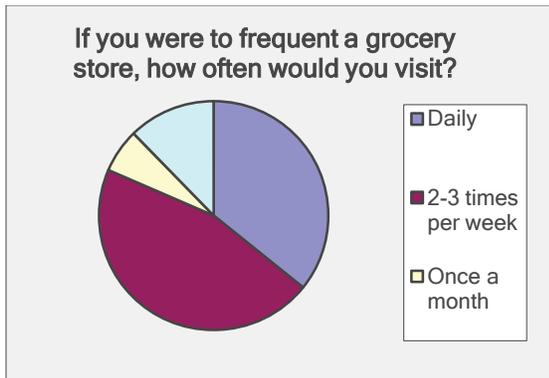
Question 2 Graph



Question 3

If you were to frequent a grocery store, how often would you visit?

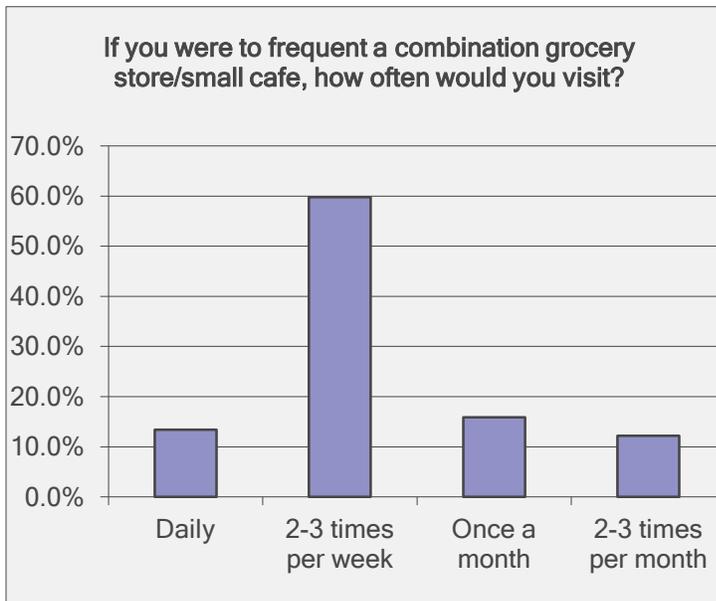
Answer Options	Response Percent	Response Count
Daily	35.8%	29
2-3 times per week	45.7%	37
Once a month	6.2%	5
2-3 times per month	12.3%	10
<i>answered question</i>		81
<i>skipped question</i>		120



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Question 4

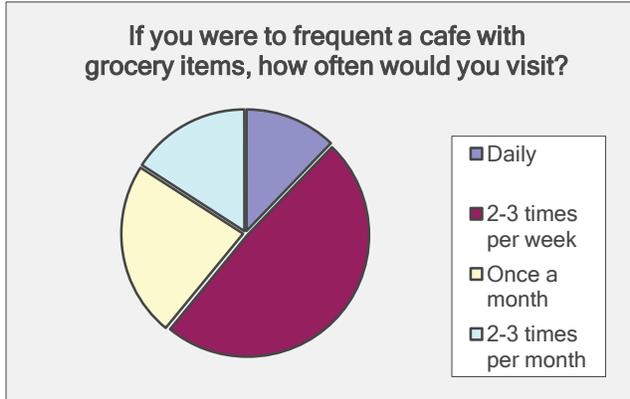
If you were to frequent a combination grocery store/small cafe, how often would you visit?		
Answer Options	Response Percent	Response Count
Daily	13.4%	11
2-3 times per week	59.8%	49
Once a month	15.9%	13
2-3 times per month	12.2%	10
<i>answered question</i>		82
<i>skipped question</i>		119



Question 5

If you were to frequent a cafe with grocery items, how often would you visit?		
Answer Options	Response Percent	Response Count
Daily	12.2%	10
2-3 times per week	48.8%	40
Once a month	23.2%	19
2-3 times per month	15.9%	13
<i>answered question</i>		82
<i>skipped question</i>		119

Question 5 Chart



Question 6

If you were to frequent a restaurant, how often would you visit?

Answer Options	Response Percent	Response Count
Daily	6.2%	5
2-3 times per week	33.3%	27
Once a month	34.6%	28
2-3 times per month	25.9%	21
<i>answered question</i>		81
<i>skipped question</i>		120

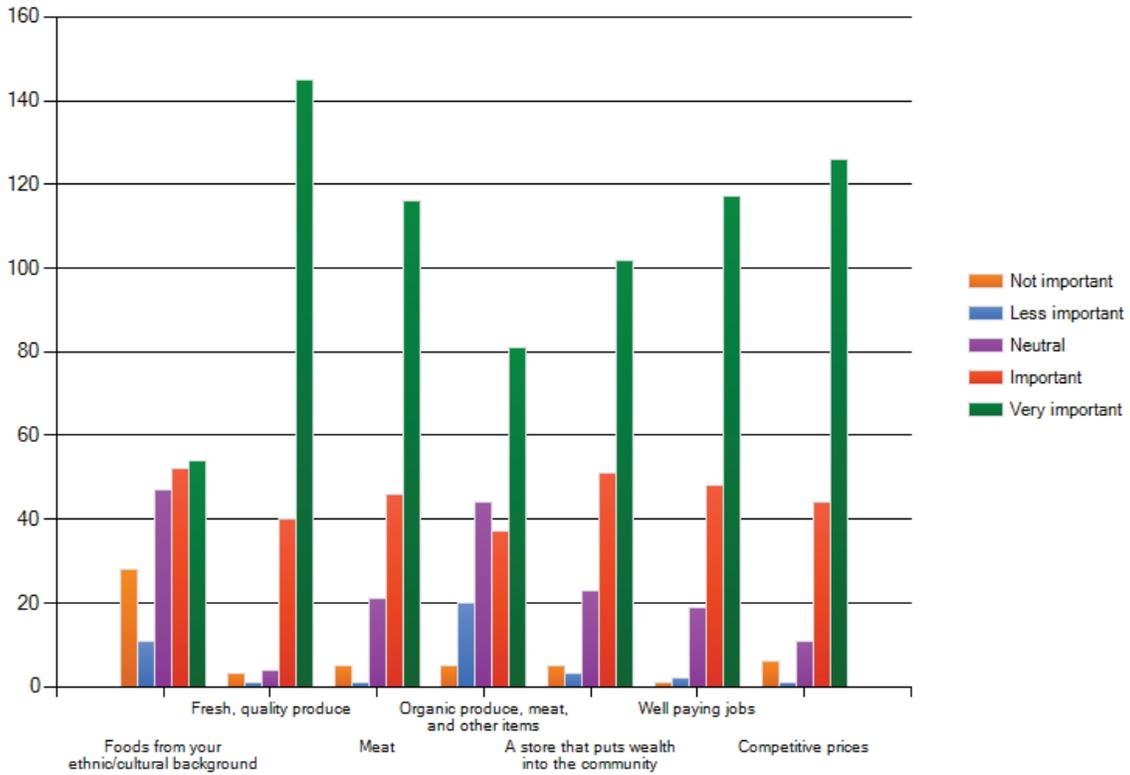
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Question 7

How important are each of these qualities or offerings in a food entity? (Check all that apply.)

Answer Options	Not important	Less important	Neutral	Important	Very important	Response Count
Foods from your ethnic/cultural background	28	11	47	52	54	192
Fresh, quality produce	3	1	4	40	145	193
Meat	5	1	21	46	116	189
Organic produce, meat, and other items	5	20	44	37	81	187
A store that puts wealth into the community	5	3	23	51	102	184
Well-paying jobs	1	2	19	48	117	187
Competitive prices	6	1	11	44	126	188
<i>answered question</i>						201
<i>skipped question</i>						0

How important are each of these qualities or offerings in a food entity?
(Check all that apply.)



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Question 8

How important is having a grocery store within walking distance to you? (Check one.)

Answer Options	Response Percent	Response Count
Not important	4.0%	8
Less important	3.5%	7
Neutral	10.9%	22
Important	18.4%	37
Very important	63.2%	127
<i>answered question</i>		201
<i>skipped question</i>		0



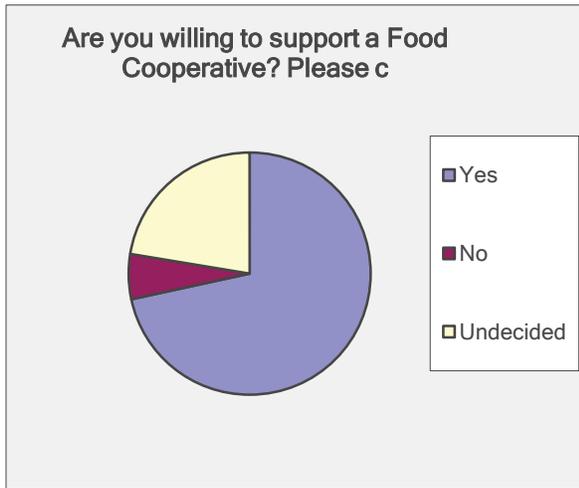
Question 9

Are you willing to support a Food Cooperative? Please check one.
 (Note: Food cooperatives are worker or customer owned businesses that provide grocery items of the highest quality and best value to their members. Food co-ops usually support their communities by selling produce grown locally by family farms.)

Answer Options	Response Percent	Response Count
Yes	71.6%	144
No	6.0%	12
Undecided	22.4%	45
<i>answered question</i>		201
<i>skipped question</i>		0

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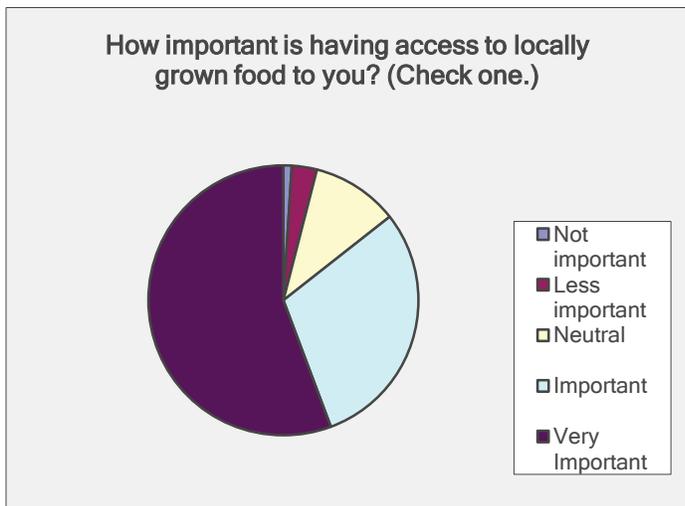
Question 9 Chart



Question 10

How important is having access to locally grown food to you? (Check one.)

Answer Options	Response Percent	Response Count
Not important	1.0%	2
Less important	3.0%	6
Neutral	10.4%	21
Important	29.9%	60
Very Important	55.7%	112
<i>answered question</i>		201
<i>skipped question</i>		0

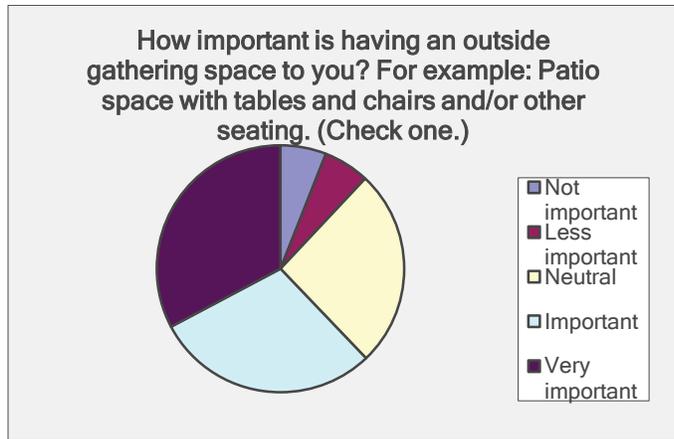


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Question 11

How important is having an outside gathering space to you? For example: Patio space with tables and chairs and/or other seating. (Check one.)

Answer Options	Response Percent	Response Count
Not important	6.0%	12
Less important	6.0%	12
Neutral	25.9%	52
Important	29.4%	59
Very important	32.8%	66
<i>answered question</i>		201
<i>skipped question</i>		0



Question 12

Where do you shop for groceries? (Check all that apply.)

Answer Options	Response Percent	Response Count
Open Pantry Food Mart	8.0%	16
Yue-Wah Oriental Foods	13.4%	27
Mercado Merimar	10.9%	22
Walmart	51.7%	104
Walgreens	13.4%	27
Copps	47.8%	96
Food Cooperative	15.4%	31
CSA (Community Supported Agriculture)	8.5%	17
Convenience Store	4.5%	9
Trader Joes (Monroe Street)	17.4%	35
Aldi	21.4%	43
Woodman's	71.1%	143
Target	15.4%	31
Other (please specify)	18.9%	38

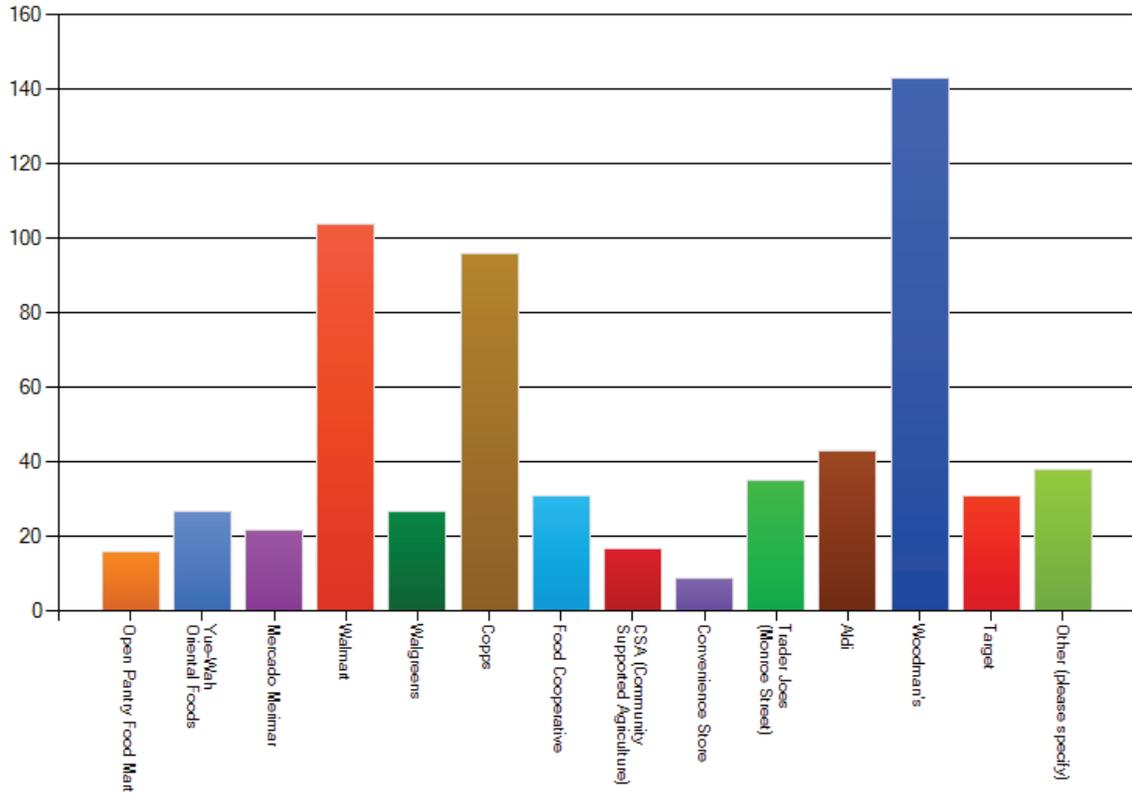
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		<i>answered question</i>	201
		<i>skipped question</i>	0
Number	Response Date	Other (please specify)	Categories
1		Hy-Vee	
2		Chinos	
3		Hy-Vee	
4		Hy-Vee	
5		Sam's Club	
6		Asian Midway	
7		Asian Midway	
8		Farmer's Market	
9		Farmer's Market	
10		Farmer's Market	
11		South Madison Farmers Market	
12		Churches/Food	
13		pantries	
14		Food pantry	
15		Cub Food	
16		Chicago, IL	
17		Hy-Vee	
18		South Madison Farmers Market	
19		Fresh Madison Market	
20		Hy-Vee's	
21		Food Pantry	
22		Hy-Vee	
23		Food Pantry	
24		Food pantry	
25		Farmer's Market	
26		Metcalf's Market, La Baguette	
27		Willy St. Coop, Jenifer St. Coop	
28		Whole Foods, Costco	
29		Whole Foods, Costco	
30		S. Madison and Dane County Farmer's Markets	
31		Costco	
32		Willy St. Coop, Whole Foods, Paoli Local Foods	
33		Ken's Meat and Deli	
34		Hy-Vee	
35		Costco	
36		Metcalf's	
37		Willy St Co Op	
38		Whole Foods	
		Farmer's Market	

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Question 12 Graph

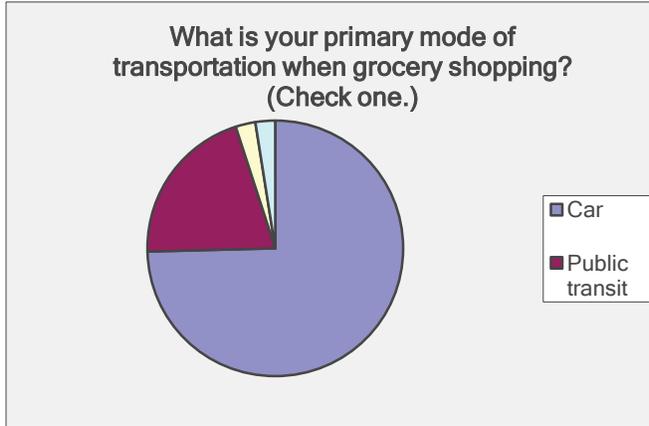
Where do you shop for groceries? (Check all that apply.)



Question 13

What is your primary mode of transportation when grocery shopping? (Check one.)		
Answer Options	Response Percent	Response Count
Car	74.6%	150
Public transit	20.4%	41
Biking	2.5%	5
Walking	2.5%	5
<i>answered question</i>		201
<i>skipped question</i>		0

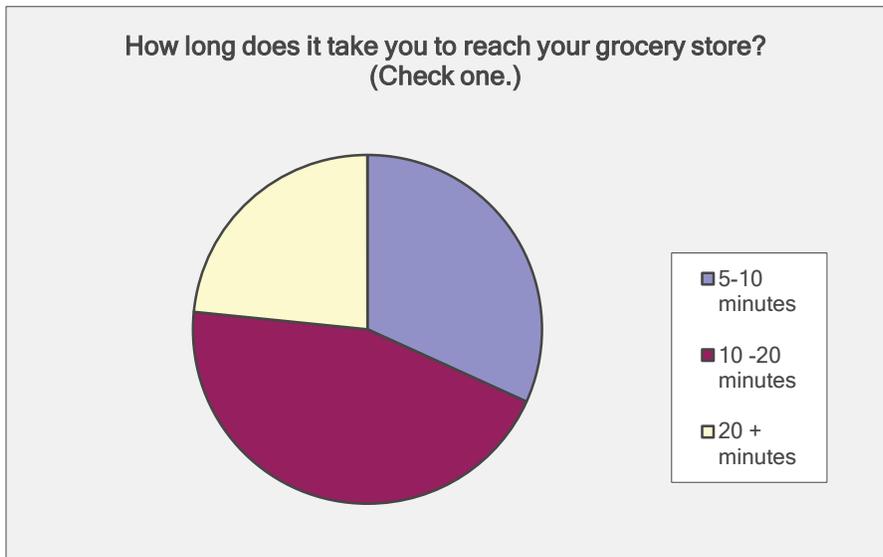
Question 13 Chart



Question 14

How long does it take you to reach your grocery store? (Check one.)

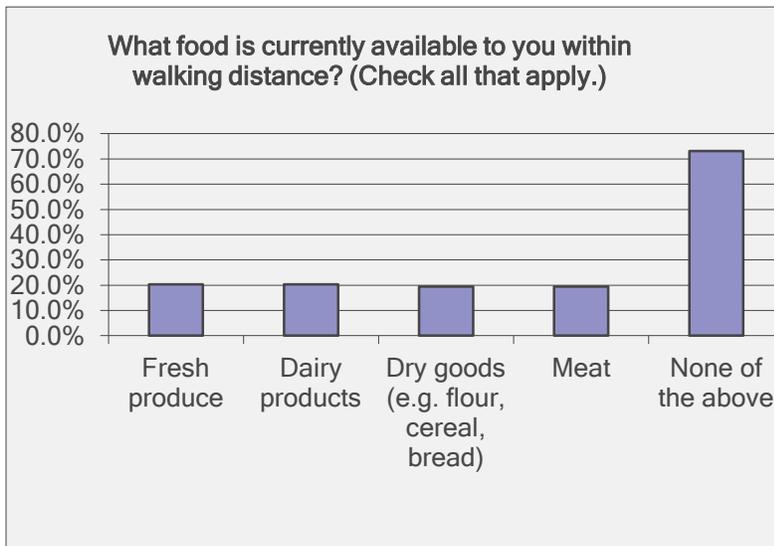
Answer Options	Response Percent	Response Count
5-10 minutes	31.8%	64
10 -20 minutes	44.8%	90
20 + minutes	23.4%	47
<i>answered question</i>		201
<i>skipped question</i>		0



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Question 15

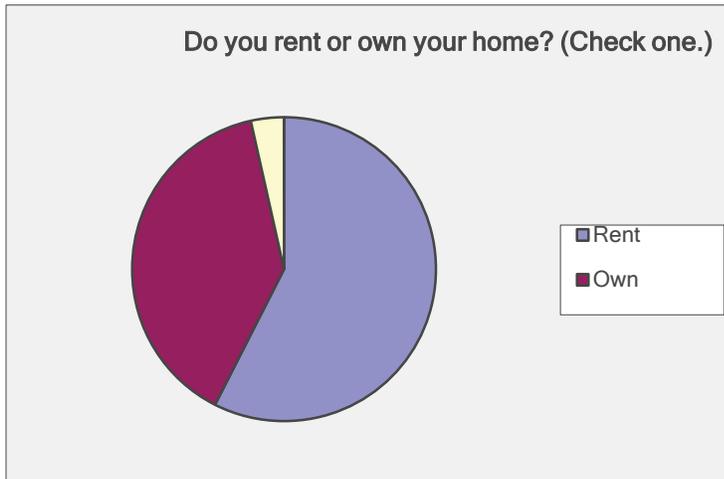
What food is currently available to you within walking distance? (Check all that apply.)		
Answer Options	Response Percent	Response Count
Fresh produce	20.4%	41
Dairy products	20.4%	41
Dry goods (e.g. flour, cereal, bread)	19.4%	39
Meat	19.4%	39
None of the above	73.1%	147
<i>answered question</i>		201
<i>skipped question</i>		0



Question 16

Do you rent or own your home? (Check one.)		
Answer Options	Response Percent	Response Count
Rent	57.5%	115
Own	39.0%	78
None of the above	3.5%	7
<i>answered question</i>		200
<i>skipped question</i>		1

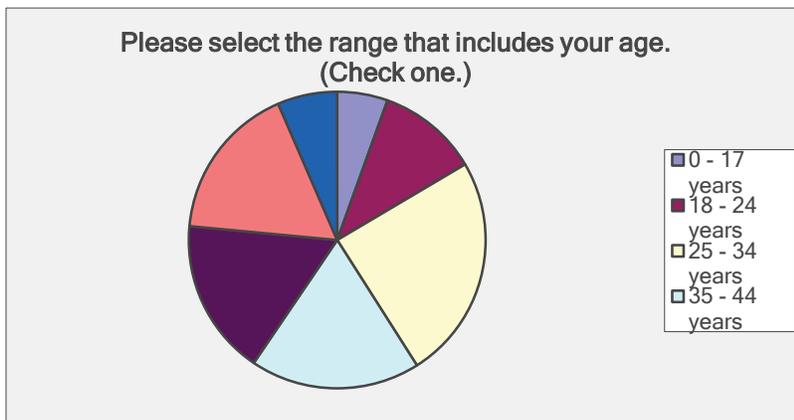
Question 16 Chart



Question 17

Please select the range that includes your age. (Check one.)

Answer Options	Response Percent	Response Count
0 - 17 years	5.5%	11
18 - 24 years	11.0%	22
25 - 34 years	24.5%	49
35 - 44 years	18.5%	37
45 - 54 years	17.0%	34
55 - 64 years	17.0%	34
65 + years	6.5%	13
<i>answered question</i>		200
<i>skipped question</i>		1

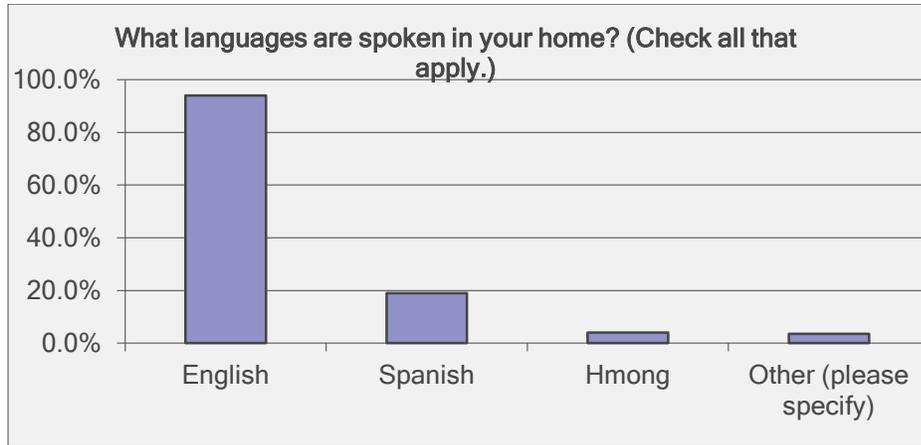


South Madison Food Enterprise

Question 18

What languages are spoken in your home? (Check all that apply.)		
Answer Options	Response Percent	Response Count
English	94.0%	188
Spanish	19.0%	38
Hmong	4.0%	8
Other (please specify)	3.5%	7
<i>answered question</i>		200
<i>skipped question</i>		1

Number	Response Date	Other (please specify)	Categories
1		Ibo	
2		Arabic	
3		Portuguese	
4		Russian	
5		Brazilian Portuguese	
6		French	
7		Russian	

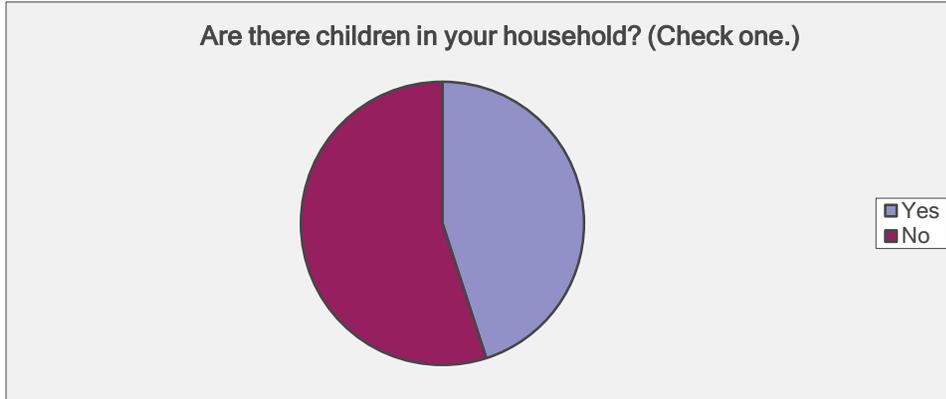


Question 19

Are there children in your household? (Check one.)		
Answer Options	Response Percent	Response Count
Yes	45.0%	90
No	55.0%	110
<i>answered question</i>		200
<i>skipped question</i>		1

South Madison Food Enterprise

Question 19 Chart



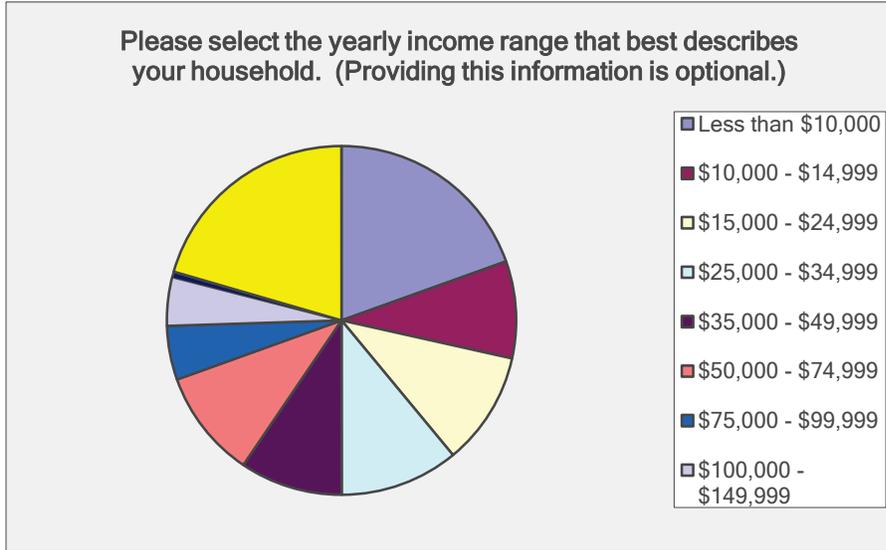
Question 20

Please select the yearly income range that best describes your household. (Providing this information is optional.)

Answer Options	Response Percent	Response Count
Less than \$10,000	19.5%	39
\$10,000 - \$14,999	9.0%	18
\$15,000 - \$24,999	10.5%	21
\$25,000 - \$34,999	11.0%	22
\$35,000 - \$49,999	9.5%	19
\$50,000 - \$74,999	10.0%	20
\$75,000 - \$99,999	5.0%	10
\$100,000 - \$149,999	4.5%	9
\$150,000 - \$199,999	0.5%	1
\$200,000 +	0.0%	0
Prefer not to answer	20.5%	41
<i>answered question</i>		200
<i>skipped question</i>		1

South Madison Food Enterprise

Question 20 Chart



Employee Survey Results

Question 1

If you could have any type of food store or restaurant on the Novation Campus, what would it be? For example, bagel shop, grocery store, butcher, cafe.

Answer Options	Response Count
	311
<i>answered question</i>	311
<i>skipped question</i>	29

#	Response Text
	1. Deli style cafe for lunch (I work at Meriter Business Center).
	2. I bicycle and bus to/from work so have occasional needs for fresh grocery items to "pick up on the way home"
	3. In past years we have been members of a CSA so haven't purchased from the South Side farmer's market. This year we are not in a CSA so I hope the farmer's market returns - would be a regular customer during the growing season.
34	A bagel shop or cafe.
69	A bar/restaurant similar to a Great Dane.
294	

South Madison Food Enterprise

- 247 A cafe or some sort of grocery store
- 229 A cafe with both coffee and lunch items.
- 276 A combination of a grocery store where I can grab something I need/want and a cafe where I can get prepared food to eat there or take back to the office.
- 100 a deli would be awesome and a small convenience store.
- 210 A deli would be great. Something that offers food that has lots of variety and is either ready or quick to make.
- 278 A grocery store with a cafe inside.
- 178 A grocery store with 'restaurant' food options in it; similar to how you can sit down to eat at Whole Foods or Hy-Vee. Then I could not only eat lunch over there but do my grocery shopping during my lunch hour. I have a 45-60 minute commute so getting as much done as possible with the little time I have is important to me.
- 307 a grocery with a hot deli like Hy-Vee
- 308 A small cafe with a wide variety of items would be nice.
- 244 Aldi Grocery Store - low price basic selections
- 108 all american restaurant
- 279 American Cuisine - Variety
- 196 American food cafe'
- 230 An Italian deli like Fraboni's, a market with a salad bar, or a dive bar with a Taco Tuesday.
- 68 Anything would be an improvement. Grocery, sandwich shop desired.
- 11 bagel shop/deli
- 241 bagel and cafe
- 198 Bagel and cafe type of restaurant would be very good to have around here.
- 18 bagel shop
- 167 bagel shop
- 180 Bagel Shop
- 283 Bagel shop
- 132 Bagel shop & Coffee shop
- 153 Bagel Shop or cafe
- 46 Bagel shop or restaurant
BAGEL SHOP
- 203 DONUT SHOP
- 163 bagel shop, cafe
- 200 bagel shop, cafe
- 185 bagel shop, coffee store,
- 217 bagel shop, donuts, sandwiches, restaurant serving breakfast, lunch and dinner
- 16 bagel shop, grocery store, cafe, Qdoba!!!
- 127 Bagel shops, Subway
- 78 bagel, muffin, sandwiches
- 266 bagel, sandwich shops, cafe, ethnic choices
- 83 Bagel, soup
- 8 bagel/donut/grocery/cafe-something with a salad bar are all possibilities
- 281 bagel/sandwich/salad shop (Panera type)
- 66 bagels and a lunch menu, salad bar
- 114 bagels, cafe type of thing would be great.
- 206 bakery and restaurants that deliver for lunch
- 197 bakery/deli
- 38 Butcher, cafe, coffee shop, take-out

South Madison Food Enterprise

310	Butcher, cafe.
4	cafe
5	cafe
15	cafe
19	cafe
27	cafe
50	cafe
57	Cafe
59	Cafe
82	cafe
85	cafe
94	cafe
101	cafe
110	cafe
113	cafe
119	cafe
131	Cafe
140	cafe
144	cafe
155	Cafe
166	Cafe
171	CAFE
179	Cafe
195	cafe
209	Cafe
214	cafe
219	cafe
224	cafe
253	Cafe
9	Cafe - bagel shop
152	cafe - breakfast and lunch, not fast food Cafe - maybe a Panera
297	Grocery store would be nice though too! cafe - something with fresh sandwiches, salads, soups.
218	Small dining area and also a to-go option.
80	cafe (breakfast and lunch foods, grab 'n go or dine-in)
87	cafe / restaurant
226	Cafe and Grocery
71	cafe and or deli for sandwiches soups, etc
75	Café and/or Grocery Store
40	Cafe featuring local products
70	Cafe for lunch and after-hour appetizers/happy hour.
60	Cafe or bagel shop - inexpensive, quick, healthy lunch options
86	Cafe or butcher shoppe
49	Cafe or Diner
12	cafe or grocery store
77	café or grocery store
232	Cafe or restaurant
295	cafe or restaurant

South Madison Food Enterprise

- 194 Cafe or restaurant
- 193 cafe or sandwich shop and small grocery store.
- 92 cafe or sandwich spot
- 256 cafe or type of deli food
- 23 cafe serving breakfast and lunch
Cafe similar to a Barriques...coffee, wine, sandwiches, WI-FI friendly,
outdoor dining, beer.
- 21
- 261 Cafe that offers breakfast and lunch items as well as coffee (i.e. Panera)
- 212 Cafe that serves coffee, smoothies and deli sandwiches
- 52 cafe with fresh, healthy options (soup, sandwich, etc)
cafe with healthy food options such as salads, fruit, vegetables,
deli sandwiches, etc.
- 285
- 289 Cafe with healthy food options!
- 79 cafe with lunch options
- 134 Cafe with premade sandwiches ready to go and coffee!
- 117 Cafe with sandwiches and coffee
- 111 Cafe with sandwiches/soups/salads
- 1 Cafe with some grocery options.
- 177 cafe with whole foods, tea, coffee, salads and fresh market grocery store. no junk food
cafe

sandwich shop
- 148 anything with healthy food options
- 208 CAFE, BAGEL SHOP, NOT A CHAIN!
- 24 Cafe, Butcher, Fresh Market
- 302 Cafe, coffee!
- 42 cafe, coffee shop
- 130 Cafe, Deli, small grocery store
- 160 cafe, grocery
- 17 Cafe, grocery, butcher
- 299 cafe, sandwich, soup and salad. dine in or take out.
- 103 cafe, sandwich shop
- 272 cafe, sandwich, bagel shop
- 116 cafe, something like Chili's or Applebee's
Cafe... something with a nice Breakfast option and lunch. Could probably just do breakfast and
lunch and be set.
- 233
- 53 cafe/bagel shop with deli and or to go options
- 300 Cafe/deli
Cafe/grocery combination: Hot soups and sandwiches, coffee bar in the cafe, with the option for
some grab-and-go snacks, deli sandwiches; etc.
- 268
- 286 cafe/restaurant
- 260 cafe; coffee shop; grocery store; butcher
- 188 cafe-soup, salad, sandwiches, coffee
- 271 Cage and grocery store
Chipotle
- 306 If nothing commercial, then cafe
- 6 Coffee shop - similar to Starbucks - perhaps a Starbucks as well as a deli.
Coffee shop with pastries and a wine bar
- 273

South Madison Food Enterprise

- Fresh Market - fresh, organic, local, healthy foods
- 274 Coffee & Bagel shop, deli-lunch shop
- 13 Coffee and sandwich shop?
- 311 coffee house
- 172 coffee or bagel
- 37 coffee shop
- 137 Coffee Shop
- 250 Coffee Shop
- 35 coffee shop and/or cafe
- 61 Coffee shop with food.
- 234 Coffee shop with light food/lunch options. Affordable. Local.
- 98 coffee shop, cafe
- 243 coffee shop, fast food
- 304 Coffee shop/bagel shop. Something that offers breakfast items as well as some lunch options.
- 126 coffee/bagel/lunch shop
- 216 coffee/breakfast/lunch shop
- 105 Coffee/cafe
- 115 Coop: It would be nice to have a Willy Street 'South'
- 99 Deli
- 135 deli
- 220 Deli
- 227 Deli
- 207 Deli and coffee shop
- 199 Deli or cafe that served sandwiches, kind of like a Subway, or Quizno's, but not necessarily a chain.
- 301 deli or other quick take out lunch food
- 162 Deli serving soups and hot or cold sandwiches
- 288 Deli serving soups, sandwiches, coffee - etc.
- 262 Deli...something with a changing menu to keep food choices fresh and interesting
- 97 Deli/Cafe
- 280 Deli/Cafe/Bistro type
- 186 Deli/Coffee shop
- 165 Deli/sandwich type place
- 251 Diner, American Style food
- 142 Dining or sit down restaurant
- 30 Espresso and cafe
- 184 fast food
- 223 fast food or cafe
- 65 Fast food, and small market
- 191 fast-casual restaurant where you could order good food to go (not fast food)
- 10 food of any sort
- 215 food restaurant
- 248 Fresh Madison Market, a combination of grocery store and deli with fresh produce
- 231 fresh sandwiches
- 170 freshly created low fat food options; Spanish themed food
- 259 Full-service grocery store with full deli - hot lunches plus pre-made sandwiches and salads - and a sit-down area for eating-in.
- 291 Gourmet deli, Indian buffet
- 145 Grocery store, subway, coffee shop
- 26 grocery

South Madison Food Enterprise

128	grocery
168	grocery or cafe
7	grocery store
31	Grocery Store
33	grocery store
73	Grocery store
84	grocery store
91	grocery store
96	Grocery Store
107	grocery store
125	grocery store
138	grocery store
181	grocery store
202	grocery store
221	Grocery store
237	Grocery Store
254	Grocery Store
265	Grocery store
296	Grocery Store
305	Grocery store
309	Grocery Store
51	grocery store & restaurants offering lunch options
121	grocery store (copp's, fresh market) and lunch restaurants (Pancheros, Milios)
122	Grocery Store / Cafe
58	Grocery store and a butcher
20	Grocery Store and cafe
136	grocery store and cafe
292	grocery store and cafe
	Grocery store and cafe. I would NOT frequent a bagel shop or anything that is high carb like a pizza place, bagel shop etc. I would favor something that had an
290	extensive salad bar/salad offerings.
213	grocery store and restaurant
159	Grocery Store or a coffee bagel shop
90	grocery store or bagel shop, or cafe
192	grocery store or cafe
277	Grocery store or cafe
88	Grocery store or restaurant
252	Grocery store that also offers ready-made lunch items such as sandwiches, salad bar, sushi, etc
	Grocery store with a cafe/salad bar/hot bar. Someplace where you could do some light grocery
264	shopping and also pick up a meal for lunch.
240	Grocery store with a deli
303	Grocery Store with cafe and coffee shop
72	grocery store with deli
287	Grocery Store with Deli/Cafe
187	Grocery store with deli/cafe for lunch
28	grocery store with hot food option during lunch hour
169	grocery store with some fresh food and organic or whole food options
	Grocery Store
267	Cafe

South Madison Food Enterprise

- Coffee Shop
- 81 grocery store,
- 263 grocery store, bagel shop
- 270 Grocery store, bakery, deli
grocery store, but would have to be in the very close vicinity of Rimrock RD between the Novation and beltline..Preferably in Novation office park.
- 154
- 45 Grocery store, cafe
- 282 Grocery Store, Cafe, Coffee Shop
- 201 grocery store, cafe, restaurant
- 141 grocery store, cafe, subway
- 29 Grocery store, restaurant, cafe
- 74 grocery store/cafe with bar
- 204 Grocery store/deli
- 39 grocery w/ cafe and/ or deli
- 120 Grocery with a wide array of Deli items offering daily specials
- 147 grocery with cafe
- 32 grocery with deli
- 246 Grocery, cafe
- 173 grocery/cafe- Similar to Whole Foods or Fresh Madison
- 89 Grocery Store
- 14 Health Food Store
- 176 healthy food/coffee
- 139 Healthy foods. Cafe with great soups and salads. Nice teas.

Hybrid, a Marigold Cafe or a Barriques- a homegrown local food shop. With delicious and sustainable food at a reasonable cost. I think Fresh Market tries to provide this service... however I don't order from them. Many people don't only as a last resort. Marigold has a fantastic menu. Barriques is more of a coffee shop- we really do need a lunch place (how many people eat at Badger Bowl) Ugh! Really? The place would have to be open for breakfast and lunch. I don't see dinner at this point in time... Plus, if the Novation campus expanded to include more businesses, people could order their muffins, coffee, lunch for meetings... from that location. There has to be good coffee/tea shop integrated. I drive to Starbucks at least once a week to the Monona location. Ugh, my money is flying right out of the community. However, whatever restaurant you open has to be cool, hip and located where companies all over the beltline will want to come. Where everyone in the area can use it. You have WEA, WPS, Girl Scout building, state of WI buildings with employees who will eat lunch and buy coffee if it is good and reasonable. Build it and they will come... remember the Novation campus is basically a pink collar campus. There are a lot of working class women who like nice things but can't afford them. However, these folks do eat out a lot, eating bad food - appalling food because that is all they think they can afford... subway vs. milios, fast food... workers at the Meriter Physician Plus location order a fair amount of delivery food. However, there are a lot of people who walk around the Novation Campus to get out of the office- we get an hour lunch/ which includes our breaks. If there was a healthy food location, locally home grown business, with a decent price - I think it could survive. and maybe thrive. One other thing, I had a friend who rented in the Westside area. They are hip, they ended up buying an affordable house close to the novation campus. Now you should be asking homeowners who are moving into this area because of affordable houses, what they think.

- 245
- 109 I would appreciate a small cafe with a variety of foods to meet the needs of a larger demographic.

South Madison Food Enterprise

- 236 I would frequent a cafe or butcher shop on an occasional basis.
I would like a restaurant or deli type store that also sells fresh fruit & vegetables. A combination
146 type food establishment.
151 I would like an all-inclusive store with bakery and deli.
I would like somewhere that is fast and inexpensive. Like Which Wich, Jimmy
284 Johns, something that has relatively healthy options. We do not need a McDonalds,
or Burger King.
143 I would love a grocery store with a deli and a nice salad bar.
150 I would not use it - cheaper to bring something from home.
I would prefer a deli/mini mart type of store that has both fresh, prepackaged and
made to order items. I would also like this store to have everyday necessities like
22 bread and milk.
242 I would prefer a reasonable cafe or a restaurant that served a variety of hot and cold foods.
104 I would prefer a restaurant/cafe.
- It would be nice to have a grocery store (maybe something more affordable like a
Woodman's, otherwise a Copps would be okay), a restaurant of some sort and a
sandwich place of some sort (whether a cafe or a Jimmy Johns, etc.). It would also
be nice to have a gas station in which I believe that is what is currently being built.
We really don't have anything here and I live in Arlington so I take the East beltline
home. Just to get gas, conveniently, I wait until Deforest or Arlington to gas up.
Also, there are no convenient grocery store locations except for Copps/Walmart on
36 Monona.
62 Market with deli for "grab `n go" lunches
249 Mexican, Italian, Chinese, Indian, subs, pizza, salads, fruit, veggies, ice cream, coffee, pastries
205 Milios or Jimmy Johns, noodles and company, bagel shop
269 not fast food, but quick food, ie. Panera Bread or Noodles. Where it's quick but not greasy.
44 Olive Garden
175 Organic grocery store
183 Panchero's/Qdoba or a sandwich shop.
55 Panera and a coffee shop (i.e. Caribou)
54 Panera Bread- Cafe like- Coffee/Lunch type of place
112 Panera Bread type Cafe.
123 Panera like restaurant. Good for Breakfast, lunch, dinner and take out baked goods.
158 Perkins
pizza buffet, long john silvers, Joe's crab shack, anything different than the same old boring
149 chains that are already available in Madison
258 restaurant
164 restaurant for breakfast to go and lunch. Grocery Store, fast food restaurant.
Restaurant or cafe, bagel shop would also be good. Basically some place for a quick but healthy
64 lunch.
43 restaurant/bar
174 Restaurant, fast food or sit down options. grocery store would also be nice addition.
161 restaurant/cafe
156 sandwich restaurant
189 sandwich restaurant & coffee shop
124 sandwich shop
157 Sandwich shop
225 Sandwich shop
106 Sandwich shop or cafe

South Madison Food Enterprise

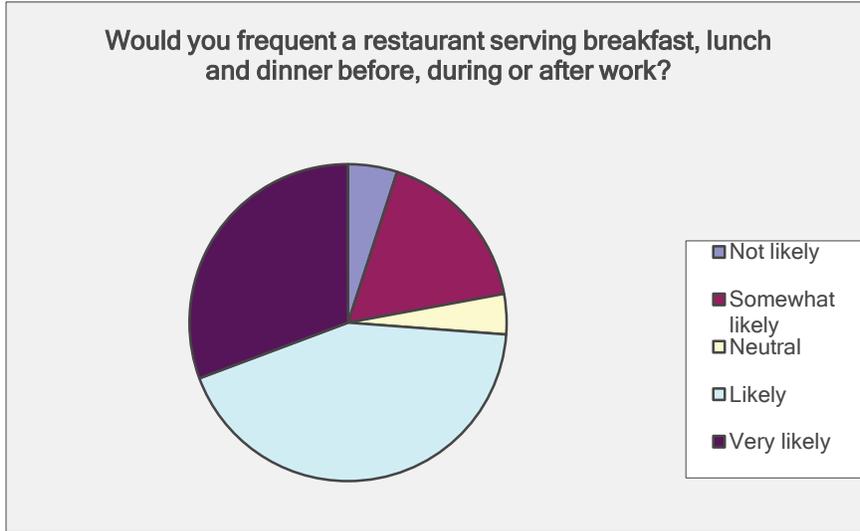
- 76 Sandwich shop, subway or something similar that is cost effective.
- 47 Sandwich shop.
- 257 sandwich shop/deli
- 95 Sandwich/soup/bakery shop - like Panera Bread
- 239 sandwiches and soups - deli type place
- 2 sandwich shop
- 102 sit down restaurant, could be a chain, like Friday's or Red Robin
- Small grocery store with deli (soups, salads and rotating variety of sandwich or hot lunch specials)
- 67
- 235 small grocery store, sub shop and coffee shop
- 293 small grocery/cafe
- 129 Some type of restaurant/coffee shop
- Something like a whole foods for willy street co-op where you could get groceries and a healthy buffet to go.
- 275
- 118 Something with a salad bar.
- 228 something like a Panera Bread for lunch & breakfast & a Coffee Shop
- 133 Soup, Sandwich or Salad options
- 48 Soup, yogurt, farmer's market.
- 56 Starbucks - Bagel Shop - Restaurant
- 41 Starbucks coffee :-); Panera; Manna Cafe; Lazy Jane's
- 93 Sub shop
- 238 SUBS
- 25 subway, grocery store
- 182 Subway, Milios, Quiznos, Qdoba, or Grocery store
- 63 Trader Joe's Grocery Store
- 211 Trader Joe's, Milio's or even a Laredo's type Mexican
- 3 upscale fast food (Panera, Culvers, Noodles and Co., type)
- 298 v
- Warm food service for breakfast and lunch. Ability to get basic necessities also like skim milk, eggs, orange juice, bread, etc. Coffee is nice as I don't like Starbucks.
- 255
- 222 whole food
- 190 would like to see a restaurant.

Question 2

Would you frequent a restaurant serving breakfast, lunch and dinner before, during or after work?

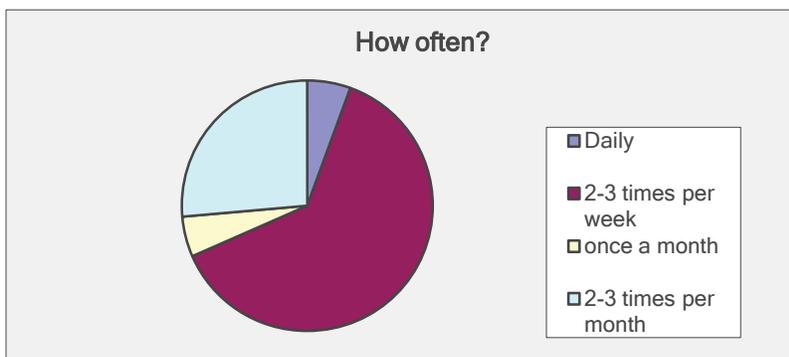
Answer Options	Response Percent	Response Count
Not likely	5.0%	17
Somewhat likely	17.1%	58
Neutral	4.1%	14
Likely	43.1%	146
Very likely	30.7%	104
<i>answered question</i>		339
<i>skipped question</i>		1

Question 2 Chart



Question 2a

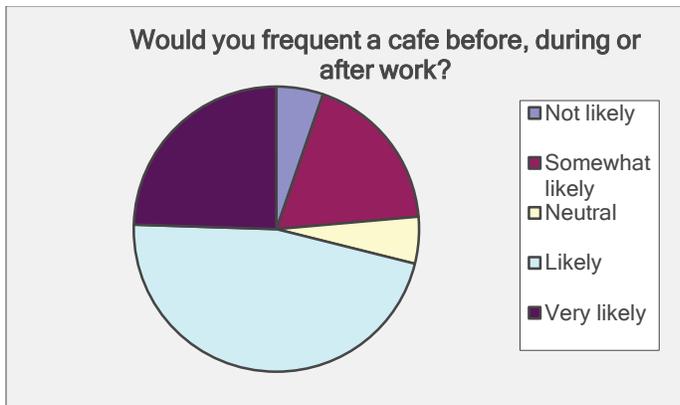
How often?		
Answer Options	Response Percent	Response Count
Daily	5.6%	14
2-3 times per week	62.8%	157
once a month	5.2%	13
2-3 times per month	26.4%	66
<i>answered question</i>		250
<i>skipped question</i>		90



South Madison Food Enterprise

Question 3

Would you frequent a cafe before, during or after work?		
Answer Options	Response Percent	Response Count
Not likely	5.3%	18
Somewhat likely	18.3%	62
Neutral	5.3%	18
Likely	46.6%	158
Very likely	24.5%	83
<i>answered question</i>		339
<i>skipped question</i>		1

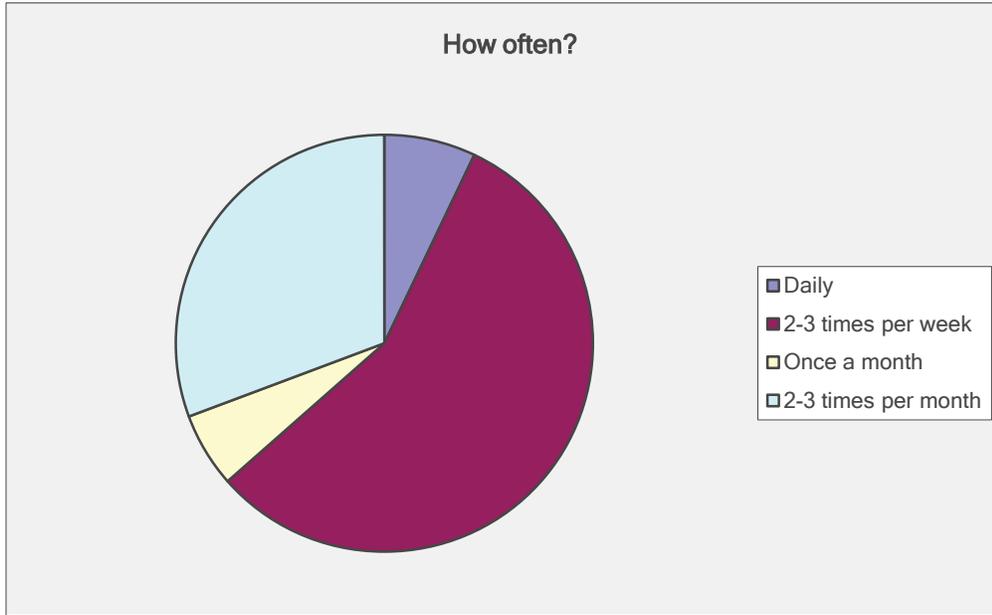


Question 3a

How often?		
Answer Options	Response Percent	Response Count
Daily	7.1%	17
2-3 times per week	56.4%	136
Once a month	5.8%	14
2-3 times per month	30.7%	74
<i>answered question</i>		241
<i>skipped question</i>		99

South Madison Food Enterprise

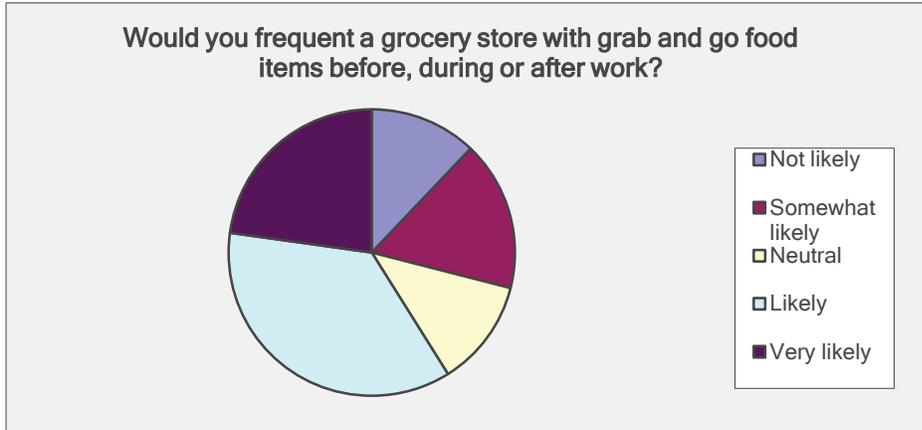
Question 3a Chart



Question 4

Would you frequent a grocery store with grab and go food items before, during or after work?		
Answer Options	Response Percent	Response Count
Not likely	12.1%	41
Somewhat likely	16.9%	57
Neutral	12.1%	41
Likely	36.1%	122
Very likely	22.8%	77
<i>answered question</i>		338
<i>skipped question</i>		2

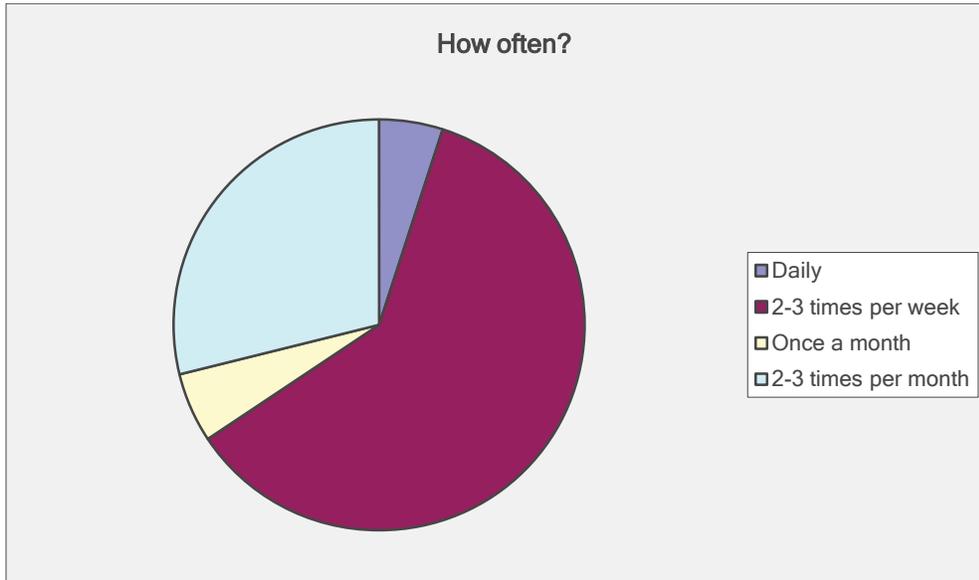
Question 4 Chart



Question 4a

How often?		
Answer Options	Response Percent	Response Count
Daily	5.0%	10
2-3 times per week	60.7%	122
Once a month	5.5%	11
2-3 times per month	28.9%	58
<i>answered question</i>		201
<i>skipped question</i>		139

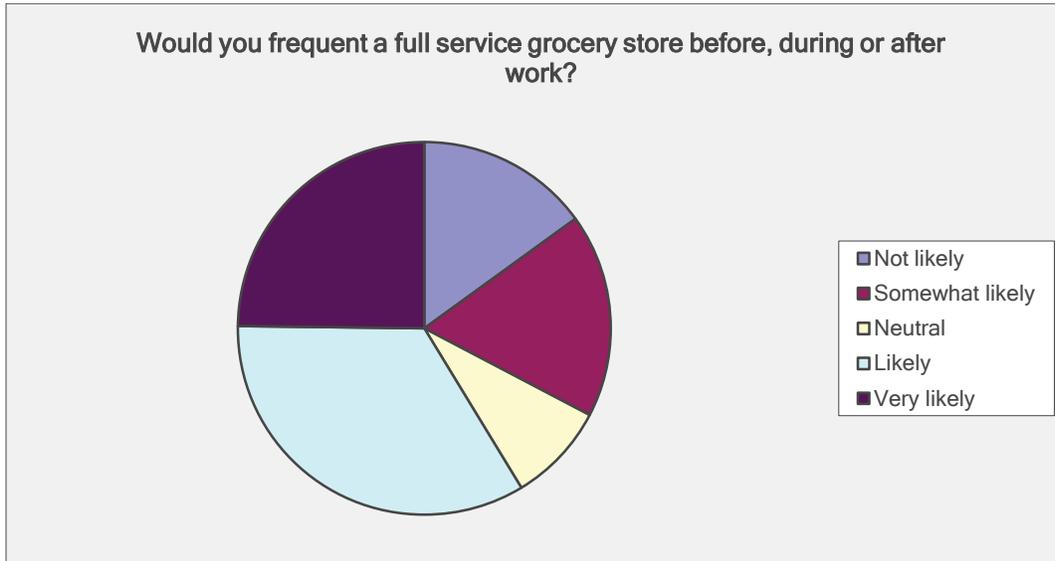
Question 4a Chart



Question 5

Would you frequent a full service grocery store before, during or after work?		
Answer Options	Response Percent	Response Count
Not likely	15.0%	51
Somewhat likely	17.7%	60
Neutral	8.6%	29
Likely	33.9%	115
Very likely	24.8%	84
<i>answered question</i>		339
<i>skipped question</i>		1

Question 5 Chart

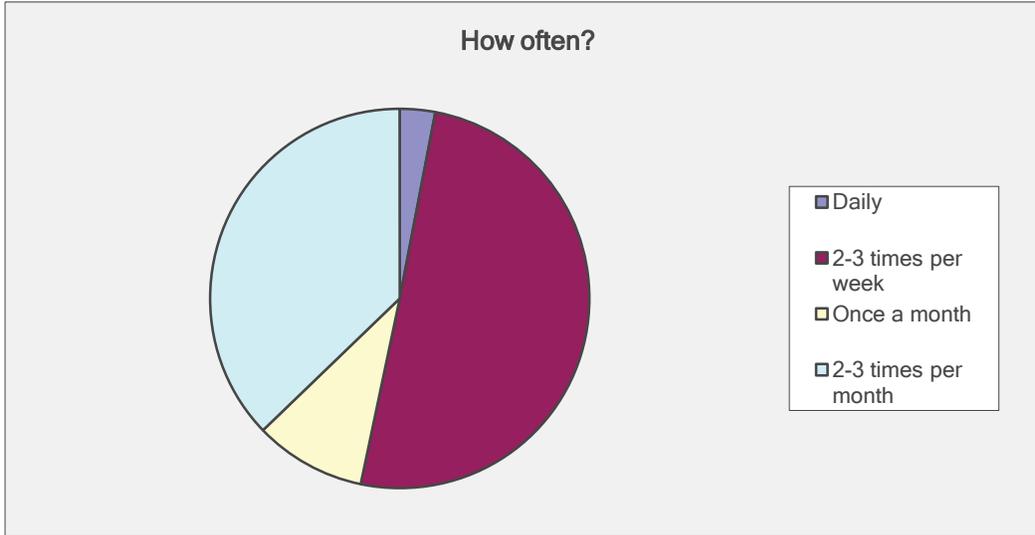


Question 5a

How often?		
Answer Options	Response Percent	Response Count
Daily	3.0%	6
2-3 times per week	50.3%	100
Once a month	9.5%	19
2-3 times per month	37.2%	74
<i>answered question</i>		199
<i>skipped question</i>		141

South Madison Food Enterprise

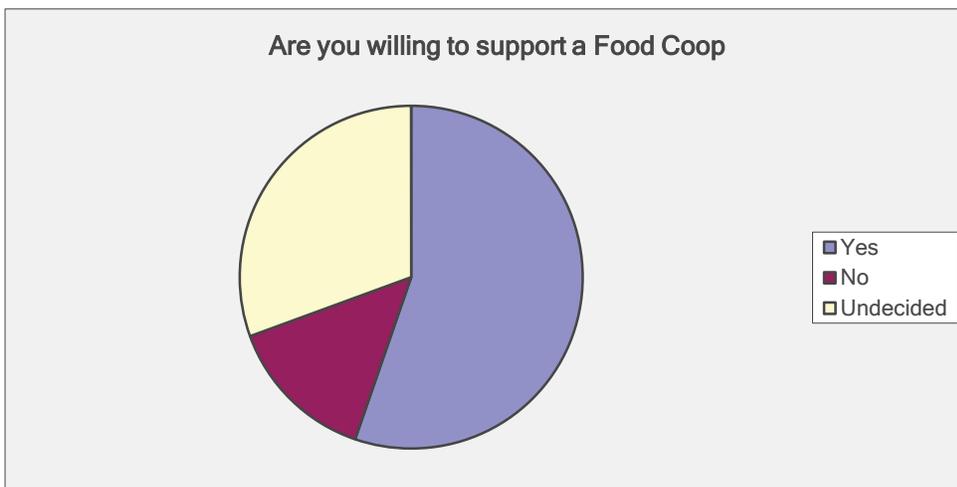
Question 5a Chart



Question 6

Are you willing to support a Food Cooperative? (Note: Food cooperatives are worker or customer owned businesses that provide grocery items of the highest quality and best value to their members. Food co-ops usually support their communities by selling produce grown locally by family farms.)

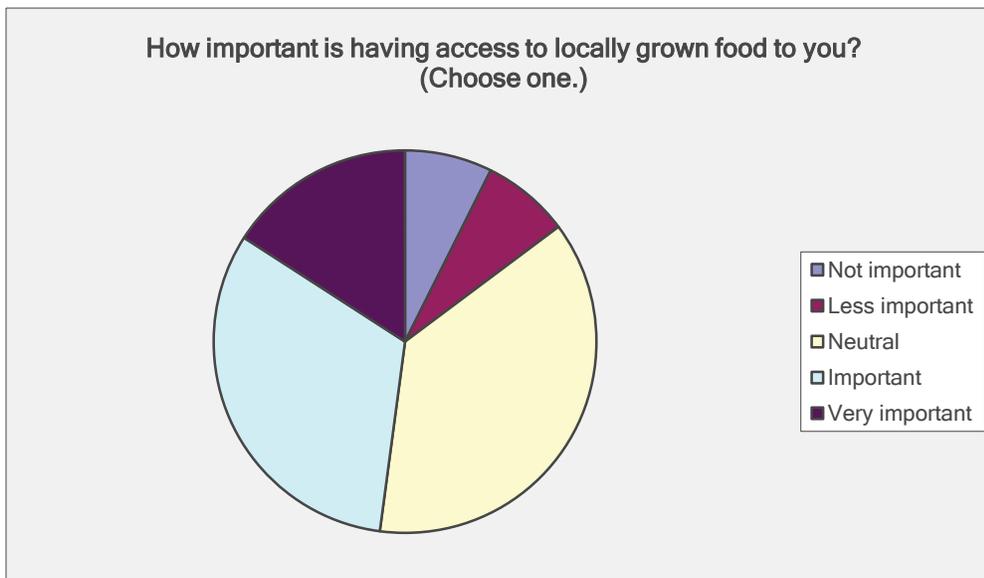
Answer Options	Response Percent	Response Count
Yes	55.3%	188
No	14.1%	48
Undecided	30.6%	104
<i>answered question</i>		340
<i>skipped question</i>		0



South Madison Food Enterprise

Question 7

How important is having access to locally grown food to you? (Choose one.)		
Answer Options	Response Percent	Response Count
Not important	7.4%	25
Less important	7.4%	25
Neutral	37.4%	127
Important	32.1%	109
Very important	15.9%	54
<i>answered question</i>		340
<i>skipped question</i>		0

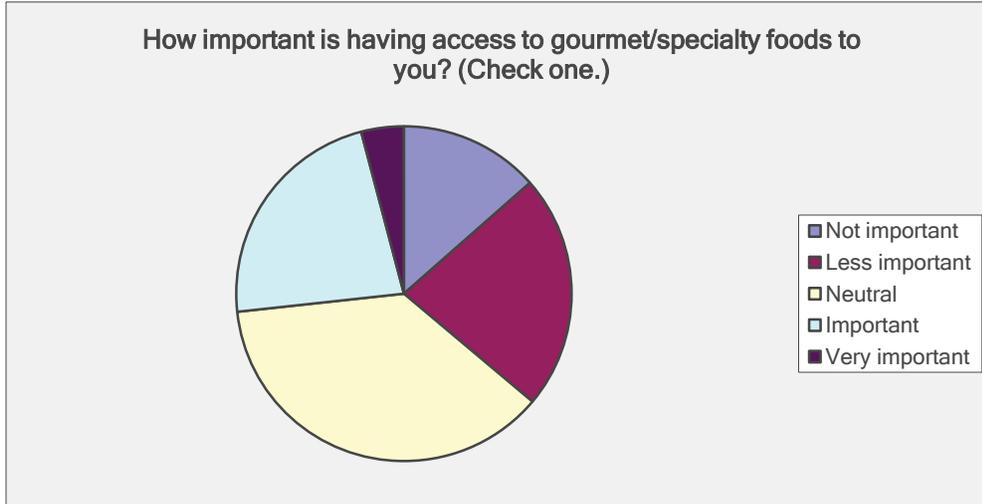


Question 8

How important is having access to gourmet/specialty foods to you? (Check one.)		
Answer Options	Response Percent	Response Count
Not important	13.5%	46
Less important	22.6%	77
Neutral	37.1%	126
Important	22.6%	77
Very important	4.1%	14
<i>answered question</i>		340
<i>skipped question</i>		0

South Madison Food Enterprise

Question 8 Chart



Question 9

Where do you shop for groceries? (Check all that apply.)

Answer Options	Response Percent	Response Count
Open Pantry Food Mart	1.8%	6
Yue-Wah Oriental Foods	0.9%	3
Mercado Merimar	0.3%	1
Walmart	32.9%	111
Walgreens	8.6%	29
Copps	67.1%	226
Willy Street Co-op	17.5%	59
Fresh Market	10.7%	36
CSA (Community Supported Agriculture)	14.5%	49
Convenience Store	3.6%	12
Trader Joe's (Monroe Street)	25.2%	85
Target	32.6%	110
Aldi	13.1%	44
Woodman's	52.8%	178
Metcalf's	22.0%	74
Hy-Vee	24.3%	82
Piggly Wiggly	15.4%	52
Miller's Market	8.3%	28
Other (please specify)		62
answered question		337
skipped question		3

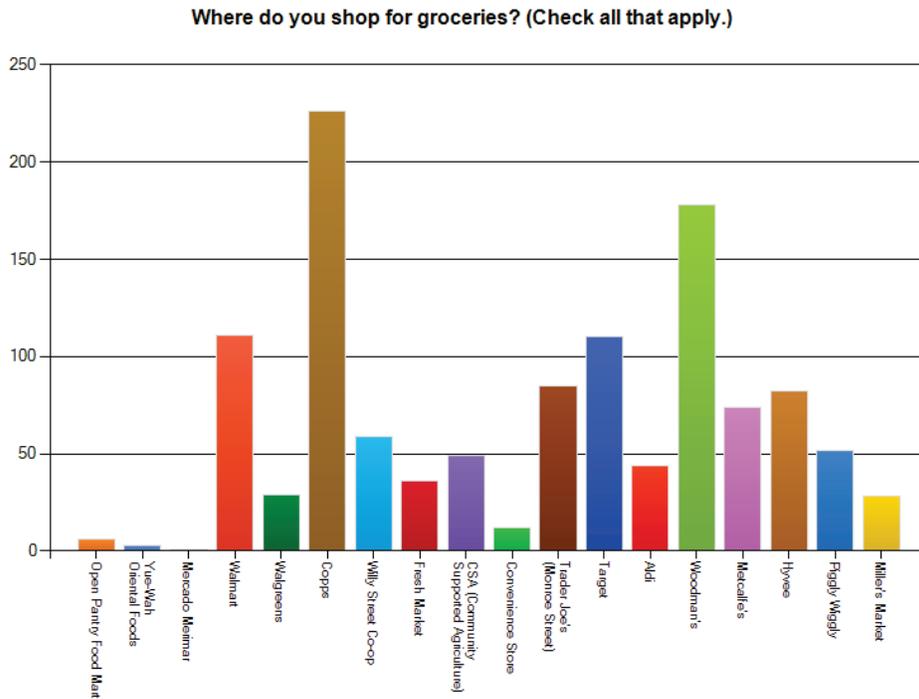
South Madison Food Enterprise

Number	Response Date	Other (please specify)	Categories
1		Whole Foods	
2		Pick 'n' Save	
3		Whole Foods	
4		Jennifer street market	
5		Costco	
6		Bill's - Oregon, WI	
7		Jenny St Market	
8		Pierces	
9		Whole Foods	
10		Kwik Trip	
11		Pierce's (on the north side near Warner Park)	
12		Grocery in Oregon and Stoughton	
13		pick and save, farmer's market	
14		Pick n Save	
15		Miller's Supermarket in Verona and Whole Foods	
16		Dane County Farmer's Market	
17		Whole Foods and Pick n Save	
18		Costco	
19		Sentry	
20		Whole Foods, Farmers Market (when in season), Capitol Center Foods	
21		Pick N Save	
22		Whole Foods	
23		Whole Foods	
24		Bill's in Oregon	
25		Bill's Food Store in Oregon	
26		Costco	
27		Sam's	
28		Sentry	
29		pick n Save in Stoughton	
30		Pierces	
31		Whole Foods	
32		Whole Foods	
33		Whole Foods	
34		Whole Foods	
35		Pick n Save	
36		Costco	
37		Kwik Trip for milk, bread, eggs, bananas, potatoes	
38		Whole foods	
39		Whole Foods, Costco	
40		Costco	
41		Bill's Food Center, Oregon, WI	
42		Whole Foods	
43		Costco	
44		Farmer's Market	
45		Jenifer	

South Madison Food Enterprise

46	Jennifer Street Market
47	Sentry
48	Whole Foods
49	World Market, Penzey's
50	Whole Foods
51	Pick n Save
52	Costco
53	Jenifer Street Market, Costco
54	Sentry
55	Brennan's
56	Costco
57	Pick n Save
58	Whole Foods
59	Sam's Club
60	Pick 'N Save
61	Costco
62	Bill's in Oregon

Question 9 Graph



South Madison Food Enterprise

Question 10

How often do you eat out for lunch? (Choose one.)		
Answer Options	Response Percent	Response Count
Never	7.4%	25
1-2 times per week	59.3%	201
Once per month	15.3%	52
2-3 times per month	18.0%	61
<i>answered question</i>		339
<i>skipped question</i>		1



Question 11

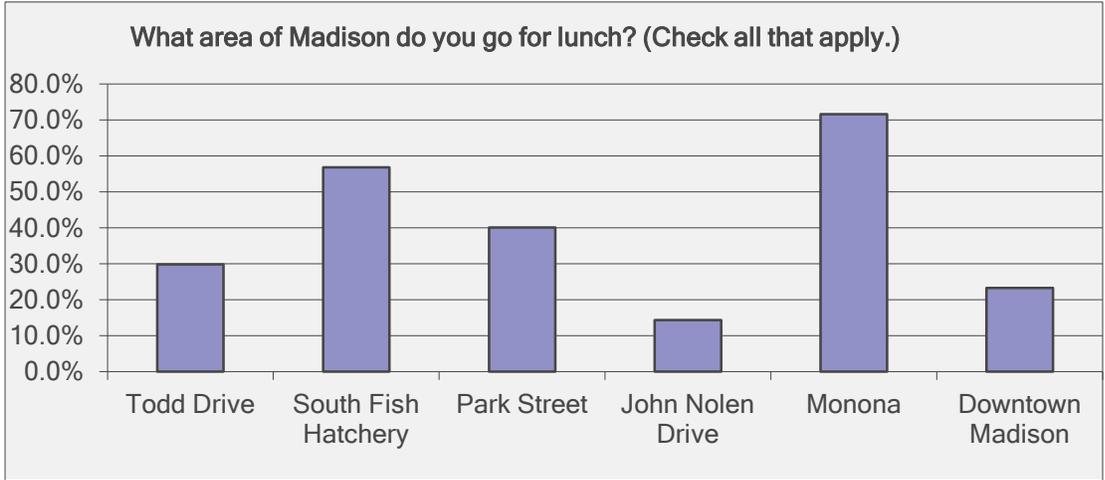
What area of Madison do you go for lunch? (Check all that apply.)		
Answer Options	Response Percent	Response Count
Todd Drive	29.8%	87
South Fish Hatchery	56.8%	166
Park Street	40.1%	117
John Nolen Drive	14.4%	42
Monona	71.6%	209
Downtown Madison	23.3%	68
Other (please specify)		39
<i>answered question</i>		292
<i>skipped question</i>		48

South Madison Food Enterprise

Number	Response Date	Other (please specify)	Categories
1		East side (Near full-time job)	
2		S Towne, Broadway	
3		Rimrock Rd	
4		Monroe Street, Olin Ave.	
5		generally order from fresh market	
6		south towne Subway	
7		Delivery from Fresh Madison Market	
8		don't go out for lunch as it is not convenient; will go to Starbucks on Monona Dr 2-3 x/month	
9		order take out for delivery from various locations	
10		I bring food in the office or order from Fresh Madison Market (they deliver) as there are no good eating out options in this area or stores.	
11		Would eat out more if there were something closer	
12		West Madison	
13		frozen lunch from Woodman's most days.	
14		Monroe Street	
15		East towne area	
16		Badger Bowl	
17		pd	
18		Meriter Hospital	
19		order delivery	
20		Badger Bowl	
21		Badger Bowl	
22		South Towne	
23		west town mall	
24		order out delivery	
25		south town	
26		Badger Bowl	
27		I do not go out for lunch due to poor food choices in area	
28		Fitchburg	
29		where ever	
30		delivery	
31		badger bowl or have Madison market delivered	
32		Badger Bowl on Rimrock	
33		Usually order in food to work place	
34		Eat in	
35		This is irregularly. I often bring my own food because there is no place to eat and I am frugal.	
36		Willy Street	
37		South Rimrock Road	
38		We place a lot of orders for delivery which plays into our decision on how/where to have lunch.	
39		Southdown Subway	

South Madison Food Enterprise

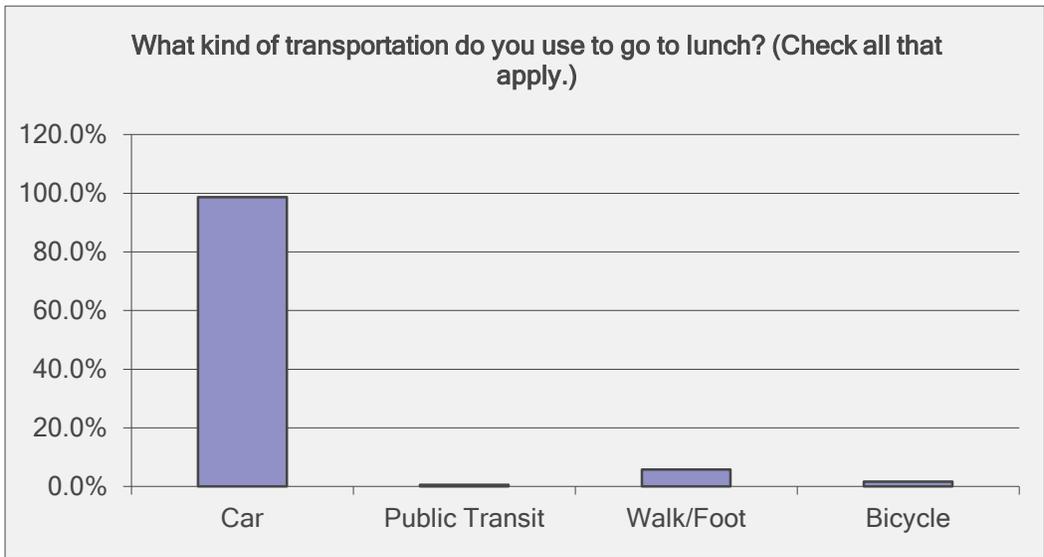
Question 11 Graph



Question 12

What kind of transportation do you use to go to lunch? (Check all that apply.)

Answer Options	Response Percent	Response Count
Car	98.7%	309
Public Transit	0.6%	2
Walk/Foot	5.8%	18
Bicycle	1.6%	5
<i>answered question</i>		313
<i>skipped question</i>		27

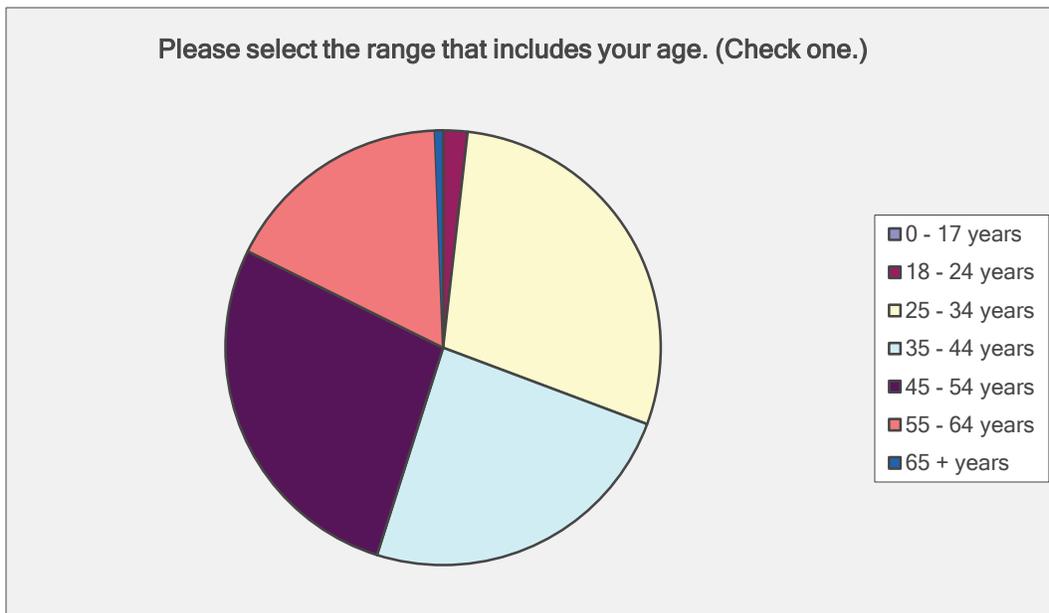


South Madison Food Enterprise

Question 13

Please select the range that includes your age. (Check one.)

Answer Options	Response Percent	Response Count
0 - 17 years	0.0%	0
18 - 24 years	1.8%	6
25 - 34 years	28.9%	98
35 - 44 years	24.2%	82
45 - 54 years	27.4%	93
55 - 64 years	17.1%	58
65 + years	0.6%	2
<i>answered question</i>		339
<i>skipped question</i>		1

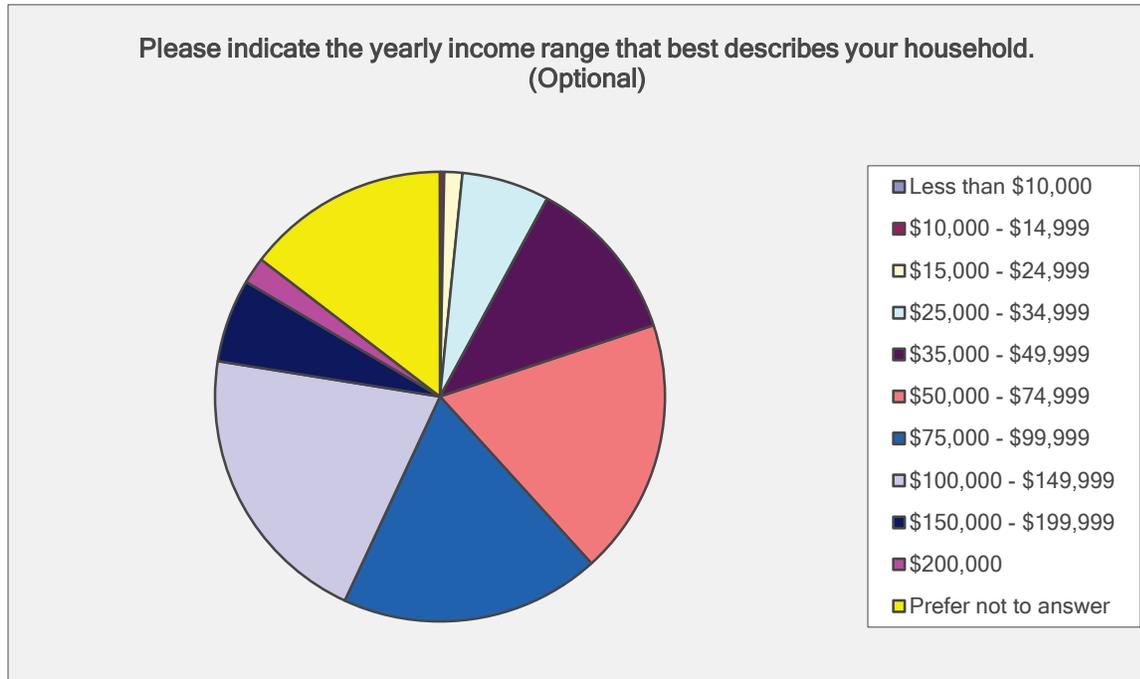


South Madison Food Enterprise

Question 14

Please indicate the yearly income range that best describes your household.
(Optional)

Answer Options	Response Percent	Response Count
Less than \$10,000	0.0%	0
\$10,000 - \$14,999	0.3%	1
\$15,000 - \$24,999	1.3%	4
\$25,000 - \$34,999	6.3%	20
\$35,000 - \$49,999	12.0%	38
\$50,000 - \$74,999	18.4%	58
\$75,000 - \$99,999	18.7%	59
\$100,000 - \$149,999	20.6%	65
\$150,000 - \$199,999	6.0%	19
\$200,000	1.9%	6
Prefer not to answer	14.6%	46
answered question		316
skipped question		24



South Madison Food Enterprise

Appendix C – Existing Models Research Matrix

Overview

#	Name	Square Feet	# Employees	Years in Operation	Hours of Operation	Proximity to Other Stores	Type of Products & Services						Type of Ownership		
							Butcher/Fish Counter	Local Produce	Specialty Items	Food to Go	Café	Other	Private	Coop	Non-profit
1.	Growing Power 2719 N Dr. MLK Dr., Milwaukee, WI 53212	2,000	3 – 4	6 months	9 – 5 6 days a week	4 blocks		X	X High end organic	X	X				X
2.	Green Olive Food Market, 423 7th Ave Brooklyn, NY 11215	2,000	1 -2	10 +	7 days a week	1 block			X Some organic items				X		
3.	Pinkus McBride Market, 301 N Hamilton St Madison, WI 53703	2,400	12	13	7am-11 pm Sun- Thurs 7am-Mid. Fri-Sat	"fairly isolated," only 1 store 1 block away			X Deli sandwiches salads	X		X Fresh brewed coffee	X		
4.	Eataly, 200 5th Ave New York, NY 10010	50,000		2.5 years	10am-11pm 7 days a week	1 block	X		X	X	X	X	X		
5.	eatZi's, 3403 Oak Lawn Ave Dallas, TX 75219	10,000			7am-10pm 7 days a week	1 block	X		X	X			X		
6.	Bushel & Peck's, 328 State Street Beloit , WI 53511	6,000	8 FTE 2 prof.staff	6,000	7 days 10am to 8pm	Bagel store adjacent; restaurant across the street	Frozen local meats	Eggs, meat, bread, beer. Canned and processed fruits & veg	X Own label processed & canned goods	X	X	Cheese counter; beer & wine	X		
7.	Lena's Market, 4030 N. Teutonia Ave, Milwaukee, WI 53209	2 x 55,000 20,000 30,000 11,000	80 – 90 110 20 20	50 years	7am – 9pm 8am -9 am	Close to Dollar Store, Walgreens, Walmart	X	X		X			X		
8.	Wisconsin Innovation Kitchen, 851 Dodge St. Mineral Point, WI 53565	10,000 total. 7,000 processing 3,000 office/retail.	+/- 5 FTE, 30+ disability workers	3 years (July 2010)	Retail: 8:00 am-4:00 pm	2 blocks		X	X						X
9.	Save-A-Lot Market, 10700 S. Halsted St. Chicago, IL 60628	15,000		6 months (Nov. 2012) as Save-A-Lot Market	7 days 8:00 am-11:00 pm	1 bock	X	X					X		

South Madison Food Enterprise

Store Sales Summary

#	Name	Trade Area			Top Selling Item/Service	Highest Margin Selling Item/Service
		Neighborhood	Regional	Destination		
1.	Growing Power 2719 N Dr. MLK Dr., Milwaukee, WI 53212			X	Turkey sandwich, chicken salad, milk, butter, WI grown items	Food from cafe
2.	Green Olive Food Market, 423 7th Ave, Brooklyn, NY 11215	X				
3.	Pinkus McBride Market, 301 N Hamilton St Madison, WI 53703	X			Deli sandwiches	
4.	Eataly, 200 5th Ave New York, NY 10010			X		
5.	eatZi's, 3403 Oak Lawn Ave Dallas, TX 75219	X				
6.	Bushel & Peck's, 328 State Street Beloit , WI 53511	X		X	Beets, pickles, jams, beer, wine, cheese	Branded processed fruits and vegetables
7.	Lena's Market, 4030 N. Teutonia Ave, Milwaukee, WI 53209	X			Meat department makes up 40% sales	Meat
8.	Wisconsin Innovation Kitchen, 851 Dodge St. Mineral Point, WI 53565			X	N/A—limited retail presence. Repackaging facility	
9.	Save-A-Lot Market, 10700 S. Halsted St. Chicago, IL 60628	X				

South Madison Food Enterprise

Area Demographics – 2010 Census Tract Data

	Name	Race (%)				Population	Households	Families	Average Household Size	Owner-Occupied Houses	Renter-Occupied Houses	Median Age	Median Income	Notes
		White	Af AM	Latino	Asian									
1.	Growing Power 2719 N Dr. MLK Dr., Milwaukee, WI 53212	3%	92%	4%	0%	1,996	773	477	2.86	29%	71%	25.3	\$20,034	Located in are being redeveloped MLK Jr. Economic Development Corporation
2.	Green Olive Food Market, 423 7th Ave Brooklyn, NY 11215	74%	6%	20%	6%	5,035	2,170	1,071	2.25	38%	62%	33	\$94,146	High end specialty grocery store
3.	Pinkus McBride Market, 301 N Hamilton St Madison, WI 53703	85%	2%	5%	10%	3,548	2,531	275	1.61	13%	87%	26.5	\$30,604	Neighborhood full of college students
4.	Eataly, 200 5th Ave New York, NY 10010	69%	3%	8%	18%	3,155	2,187	550	2.37	2%	98%	31.2	\$138,750	
5.	eatZi's, 3403 Oak Lawn Ave Dallas, TX 75219	65%	11%	11%	10%	2,068	1,517	209	1.36	46%	53%	38.7	\$72,404	
6.	Bushel & Peck's, 328 State Street Beloit , WI 53511	95%	14%	17%	4%	2,326	652	188	1.8	32%	68%	21.7	\$19,911	Bushel & Peck's is 0.4 miles from Beloit College. Beloit is extremely low income, however. Market, café, and processing facility
7.	Lena's Market, 4030 N. Teutonia Ave, Milwaukee, WI 53209	4%	90%	0.2%	0%	5,459	2,136	1,350	2.6	46%	54%	33	\$24,660	Located in primarily African American Community in Milwaukee.
8.	Wisconsin Innovation Kitchen, 851 Dodge St. Mineral Point, WI 53565	99%	0.2%	0.3%	0%	3,814	1,507	926	2.3	69%	31%	40.2	\$59,413	Very different from other models. Focus on processing only.
9.	Save-A-Lot Market, 10700 S. Halsted St. Chicago, IL 60628	5%	94%	1%	1%	4,141	1,707	1,042	2.89	71%	29%	38.8	\$42,925	

Note: The Census tract of the South Madison study area is significantly larger than several of the Census tracts of the model stores. According to the U.S. Census Bureau definition, Census tracts are "designed to be relatively homogenous units with respect to characteristics, economic status, and living conditions," and average about 4,000 inhabitants. Although the geographical area of the South Madison tract is much larger than others, its density is roughly equivalent.

South Madison Food Enterprise

Additional Characteristics

#	Name	Condition of Store	Ambiance	Level of Service	Surrounding Neighborhood	Known for/Reputation	Other
1.	Growing Power 2719 N Dr. MLK Dr., Milwaukee, WI 53212	Brand new. Open, flexible space.	Simple, modern Ability to open up to outdoors during good weather. Lots of light through wall of windows	Very friendly and relaxed	Low income. Revitalizing through efforts of MLK EDC. New housing and commercial	Healthy Food	MLK EDC built out space to white box. GP invested \$100,000 in TI. Entire project built using Exchange Credits – EDC 99% owner so can offer very low rents. GP still figuring out how store will be programmed. Café more successful than expected. Greenhouse/hoop house expansions will allow store to provide produce throughout the year. Right now grocery & fresh produce sparse. GP goals for store = grow market basket program, build café, space for demonstration projects
2.	Green Olive Food Market, 423 7th Ave Brooklyn, NY 11215	Recently redone. Clean & well lit	Typical New York corner store. Every inch of space used, from floor to ceiling. Tight aisles	Friendly for NYC	Park Slope neighborhood. Located in between established neighborhood and gentrifying neighborhood.		Lots of competition. Stood out because of quality of the façade and the fact that they advertised organic items (not produce though)
3.	Pinkus McBride Market, 301 N Hamilton St Madison, WI 53703	Redone within last 5-6 years. Clean & well lit.	Typical corner store. Narrow and tall aisles, mid-sized gathering space near checkout. Deli items well displayed near front of store.	Relaxed, friendly	College students, young professionals	Deli items—grab and go salads, sandwiches. Typical convenience store items.	Recently renovated after 2007 fire. Manager explained store is somewhat isolated for the area. The closest convenience stores are 1 block down on W. Mifflin and 3 blocks down on E. Johnson.
4.	Eataly, 200 5th Ave New York, NY 10010	Facility new—2.5 years old. Clean & well lit.	Large, modern store. Excellent presentation of house-made food— presented openly, visually accessible to patrons. Restaurants intermingle with grocery store well.		Flatiron neighborhood	High quality Italian food and beverages.	Widely popular in NYC and internationally.
5.	eatZi's, 3403 Oak Lawn Ave Dallas, TX 75219	Facility well maintained. Clean, fairly well lit.	Aesthetic— blend of traditional Italian market and contemporary grocery store.		Oak Lawn neighborhood	High quality Italian food and beverages.	
6.	Bushel & Peck's, 328 State Street Beloit , WI 53511	In good condition. Renovated historic building. Café tables and chairs of various sizes as well as comfy chairs and sofas	Cool, hip, welcoming to entire community	Very friendly and knowledgeable	On main street for downtown. Newly redone streetscape with brick paving, lamps, banners etc.	Own processed foods, restaurant, community events	In order to engage low/mid income community in store, need to be welcoming AND be able to explain why cost of food is higher. Must become the place to go to for luxury purchases for these folks. Community must be engaged in the experience of food through events, classes, welcoming atmosphere, giving back to the community. Need to part of the solution for rebuilding the community. Smart phones are bringing more folks off of I90.
7.	Lena's Market, 4030 N. Teutonia Ave, Milwaukee, WI 53209	Reuse of former Roundy's. Clean, organized, well lit – lots of natural light	Lots of good energy. Fun music playing.	Very helpful and attentive to customers	Very diverse, low income	Largest and best meat department in the Milwaukee	Provide transportation home to customers that spend more than \$75.00
8.	Wisconsin Innovation Kitchen, 851 Dodge St. Mineral Point, WI 53565	Great—remodeled Dairy Queen with added processing behind. Improvements made in 2010	Welcoming	High—low foot traffic so adequate attention.	Small commercial or mixed-industrial. Mini-warehouses next to it, but grocery store, subway, appliance contractor, and then blending into residential.	Local food production	
9.	Save-A-Lot Market, 10700 S. Halsted St. Chicago, IL 60628	Great—new store as of November, 2012.	Welcoming. Provides quality neighborhood grocery experience. Produce items in front, right where patrons enter.	Good	South Chicago, busy street, middle income.	Fresh foods, promoting healthy eating habits for local communities.	Chairman Leon Walker opened family-owned grocery store as Save-A-Lot Market in November, 2012. Family business has been involved in South Chicago community development for many years. Have a community based mission BUT store has to make economic sense.

Appendix D – Financing Alternatives Matrix

Highest Potential								
Local Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
Dane County Commercial Revitalization Revolving Loan Fund (CRLF)	http://www.countyofdane.com/plandev/planning/loan_fund.aspx	Dave Phillips, (608) 266-4006 phillips.dave@countyofdane.com	\$25,000 minimum	Infill development and commercial redevelopment	For-profit businesses, not-for-profit organizations and municipalities		Ongoing	
Dane County Economic Development Revolving Loan Fund (ED-RLF)	http://www.countyofdane.com/plandev/planning/loan_fund.aspx	Dave Phillips, (608) 266-4006 phillips.dave@countyofdane.com	\$25,000 minimum	Business, Economic Development	For-profit businesses, not-for-profit organizations and municipalities outside the City of Madison		Ongoing	
Dane County Community Development Block Grant (CDBG) Funds	http://www.danecountyhumanservices.org/Municipalities/CDBG/default.aspx	Chela O'Connor, CDBG Program Specialist, coconner@countyofdane.com , (608)242-6240	Varies	Economic Development, Housing	Municipalities, not-for-profit, for-profit entities		Spring of each year	
Dane County Development Corporation	http://www.mdcorp.org/dane-county-development.html	David Scholtens, VP Lending, (608) 256-2799 ext. 213, dscholtens@mdcorp.org	loans up to \$50,000	Lends for working capital, inventory, equipment, leasehold improvements as well as real estate	Location of business in Dane County; Business must achieve community benefit that might include job growth, opportunities for disadvantaged owners and employees, or undertaking improvement in lower income rural areas; Business must have a relationship with one of the 16 shareholder banks of DCDC.		Continuous	Privately funded by area banks

South Madison Food Enterprise

State Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
Dept. of Agriculture, Trade, and Consumer Protection Early Planning Grant	http://www.wenportal.org/ToolsandResources/FinancingYourBusiness/Grants1/EPG.htm	Wisconsin Entrepreneurs Network, (608) 263-0398, wengrants@uwex.edu	\$3,000	Business plan development	WI individuals and for-profit small businesses		Continuous	
WHEDA Small Business Guarantee (WSBG)	http://www.wheda.com/root/BusinessPartners/SmallBusinessLenders/Dynamic.aspx?id=688	WHEDA 1-(800)334-6873		Purchase or improve land and buildings including mixed-use properties; fund leasehold improvements; purchase or improve machinery and equipment; purchase inventory; fund permanent and revolving working capital; finance floor plan; lines of credit; finance soft costs not to exceed 5% of eligible project costs; refinance existing debt that does not exceed 75% of the WHEDA guaranteed loan; WHEDA closing fee (this portion will not be guaranteed)	Expansion or acquisition of an existing small business. An expansion may involve a new line of business that complements the existing business. Existing business must be in operation for at least 12 months.	Maximum guarantee is lesser of 50% of the loan of \$750,000 for fixed assets, permanent working capital, and inventory; maximum guarantee is lesser of 50% of the loan or \$200,000 for revolving working capital.	Continuous	
WHEDA Linked Deposit Loan Subsidy	http://www.wheda.com/root/BusinessPartners/SmallBusinessLenders/Dynamic.aspx?id=791	WHEDA 1-(800)334-6873	\$10,000-\$99,000	Interest rate subsidy on lender financing to start up or expand a business. Loan proceeds can be used for the purchase or improvement of land, buildings, machinery and equipment.	At least 50% owned by a woman or ethnic minority group member; employs 25 or fewer FTE employees at time of application; business along with affiliates, subsidiaries, and parent company, has gross annual sales of \$500,000 or less; business is able to demonstrate a financial need for the subsidy; will create or retain jobs.	Minimum and maximum loan amounts eligible for the subsidy are \$10,000 and \$99,000; maximum term of the subsidy is 2 years; amortization and term of the loan may exceed the term of the subsidy; interest rate on the subsidized portion of the loan is Prime--1% during the first two years of the loan; WHEDA purchases a Certificate of Deposit at a rate of 2% or Prime minus 4%, whichever is higher, from the lending institution providing the financing.	Continuous	

South Madison Food Enterprise

State Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
WI Dept. of Agriculture, Trade, and Consumer Protection – Buy Local, Buy WI (BLBW) Grant Program		Mary Gage, Mary.Gage@wedc.org, (608) 210-6750		The companies WEDC typically works with present a project which they evaluate over a three year period. The full-time job creation (with benefits) and capital investment are considered when underwriting the application. For both Economic Development Tax Credits and low-interest loans, the participation level is determined based on base wages paid to the newly created full-time position.				
WI Dept. of Agriculture, Trade, and Consumer Protection – Buy Local, Buy WI (BLBW) Grant Program	http://datcp.wi.gov/uploads/Business/pdf/BLBWGrantManual_FY2014.pdf	Teresa Engel, teresa.engel@wi.gov, (608) 224-5101	Up to \$50,000	Operation expenses, including expenses for salaries and wages, contract and consulting services, travel, supplies and public information; real estate and equipment rental or leasing; the purchase of equipment whose full value is ordinarily depreciable within one year; reasonable depreciation expense incurred for capital equipment during the grant contact term.	Individuals, groups, businesses, and organizations involved in WI agriculture, WI food processing, WI food distribution, WI food warehouse, WI retail food establishments, or WI agricultural tourism. Projects should benefit the local food industry and/or the public rather than a single organization, institution, individual or commercial product. Proposed projects should be driven by or supported by local food producers.			

South Madison Food Enterprise

Federal Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
SBA 7(a) Loan Program	http://www.sba.gov/category/navigation-structure/loans-grants/small-business-loans/sba-loan-programs/7a-loan-program	(800)827-5722		To provide long-term working capital to pay operational expenses, accounts payable and /or to purchase inventory; short-term working capital needs; revolving funds; to purchase equipment, machinery, furniture, fixtures, supplies or materials; to purchase real estate; to construct a new building or renovate an existing building; to establish a new business or assist in the acquisition, operation or expansion of an existing business; to refinance existing business debt, under certain conditions.	Businesses that operate for profit, be small, as defined by SBA, be engaged in business in U.S., have reasonable invested equity, use alternative financial resources, be able to demonstrate a need for the loan proceeds, use the funds for a sound business purpose, not be delinquent on any existing debt obligations to the U.S. government.	Maturity terms of 10 and 20 years are available.		Interest rates are pegged to an increment above the current market rate for 5-year and 10-year U.S. Treasury issues.
HUD CDBG	http://www.hud.gov/offices/cpd/communitydevelopment/programs/	Delbert Reynolds, HUD Milwaukee Field Office Director, WI_Webmanager@hud.gov, (414) 297-3214		Economic Development, Housing, Infrastructure	States, local governments		Continuous	
U.S. Dept. HHS Community Services Block Grant (CSBG) Program	http://www.acf.hhs.gov/programs/ocs/csbq/index.html	Toya Joyner, Toya.Joyner@acf.hhs.gov (202)401-5142;		Economic Development	Private, locally initiated, nonprofit community development corporations			
USDA Community Food Projects Competitive Grants	http://www.nifa.usda.gov/nea/food/in_focus/hunger_if_competitive.html	Jane M. Clary, National Program Leader (202) 720-3891, jclary@nifa.usda.gov	\$10,000-\$300,000	Community food project development	Nonprofit entities that need a one-time infusion of federal assistance to establish and carry out multipurpose community food projects.	1-3 years		2013 grants not available as of Feb. 2013.
USDA Farmers Market Promotion Program	http://www.ams.usda.gov/AMSV1.0/fmpp	Carmen Humphrey, Branch Chief (202) 720-0933	\$100,000 maximum	Improve /expand domestic famers' markets, roadside stands, community-supported agriculture programs, agri-tourism activities, and other direct producer-to-consumer market opportunities.				2013 grants not available as of Feb. 2013

South Madison Food Enterprise

Federal Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
HUD Brownfield Economic Development Initiative	http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/BEDI	David Kaminsky, HUD Economic Development, (202) 402-4612, David_Kaminsky@hud.gov		Benefit low and moderate income persons; prevent or eliminate slums of blight; address imminent threats and urgent community needs.	CDBG entitlement communities and non-entitlement communities			Funding for FY 2013 not yet available as of March 2013.
USDA Healthy Urban Food Enterprise Development Center (HUFED)	http://www.nifa.usda.gov/funding/rfas/healthy_urban_food.html	HUFED Center (703) 531-8810, hufed@winrock.org		HUFED grant program establishes and supports a Healthy Urban Food Enterprise Development Center to increase access to healthy, affordable foods, including locally produced agricultural products, to underserved communities.	Nonprofit organizations are eligible to apply for and receive awards under the HUFED Center authority.			2013 awards not yet listed, 2009 awards listed.
USDA Community Food Projects Grant Program (CFP)	http://www.foodsecurity.org/funding.html	Jane M. Clary, National Program Leader (202) 720-3891, jclary@nifa.usda.gov	up to \$300,000	Program supports projects that help meet the food needs of low-income people, increase self-reliance of communities in providing for their own food needs, and promote comprehensive responses to local food, farm, and nutrition issues. Program can also be used to meet specific state, local, or neighborhood food and agriculture needs for infrastructure improvement and development, long-term planning, or the creation of innovative marketing activities that mutually benefit agricultural producers and consumers.	Only private nonprofit organizations are eligible to receive CFP funds directly, but collaborations with public and private for-profit entities are recommended.	up to 3 years		2013 awards not yet listed, 2011 awards listed.

South Madison Food Enterprise

Federal Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
U.S. Dept. HHS Community Economic Development Program	www.acf.hhs.gov/grants/open/foa/view/HHS-2011-ACF-OCS-EE-0178			HHS will award competitive grants to CDCs to support projects that finance grocery stores, farmers markets, and other sources of fresh nutritious food.	CDCs which must document their eligibility as a CDC for the purposes of this grant program.			2013 awards not yet listed, 2011 awards listed.
Local and Regional Food Enterprise Guaranteed Loans	http://sustainableagriculture.net/publications/grassrootsguide/local-food-systems-rural-development/local-food-enterprise-loans/	Fred Kieferle, Branch Chief for Processing, Business and Industry Division, Fred.Kieferle@wdc.usda.gov, (202) 690-4103	Maximum loan guarantee is 80 percent for loans of \$5 million or less, 70 percent for loans between \$5 and \$10 million, and 60 percent for loans exceeding \$10 million.	Loans may be used for business conversion, enlargement, modernization, purchase and development of land, buildings, facilities, purchase of equipment, machinery, supplies, inventory, and similar purposes, and may also be used for business acquisitions when the loan will keep a business from closing or prevent the loss of employment or expand job opportunities.	Priority will be given to projects that in some way benefit communities that have limited access to affordable and healthy foods and that have a high rate of hunger, food insecurity, or poverty.		Loan applications are available from local USDA Service Centers and can be submitted to the USDA Rural Development State Office.	

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Private Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
Chase Community Development Banking	https://www.chase.com/online/commercial-bank/solutions-cdf-re.htm	Jeff Burns (608) 282-6020, jeffrey.s.burns@chase.com						
PNC Community Development Banking	http://pnccommunityinvolvement.com/communityDevelopment.htm	Gene Manzanet (414) 270-7992	Community development loans	Community development, commercial development, workforce development, mixed use development	Private developers, nonprofits			Project must be catalytic for city, community; should consider LEED certified construction, better loan opportunities
North Milwaukee State Bank	https://nmsbank.com/	Ed Bryant (414) 466-2344						
Mitchell Bank	http://www.mitchellbank.com/index.htm	Thomas Hart, (262) 432-7542						
Wisconsin Women's Business Initiative Corporation	https://wwbic.com/	Julann Jatczak, (608) 257-5450, info@wwbic.com	typically \$25,000; loans up to \$100,000	Machinery, equipment, furniture, fixtures, leasehold improvements, inventory, supplies and working capital.	WI entrepreneurs	Vary with the loan size and purpose. The maximum term is 72 months with no pre-payment penalty. Terms are generally consistent with the life of assets to be financed.	Continuous; requires business plan	Interest rates typically higher than most commercial loans; assigns a business assistant for the life of the loan. Works closely with Dane County, City of Madison.

South Madison Food Enterprise

Private Funding Sources								
Source	Website	Contact	Amount Available	Eligible Activities	Eligible Applicant	Terms	Application Deadline	Notes
Park Bank	https://www.parkbank.com/business-banking/loans/construction-and-real-estate	Rob Reichert, Senior VP--Lending, (608) 278-2813, rreichert@parkbank.com						
IFF Healthy Food Access Fund	http://www.iff.org/wisconsin	Lanie Wasserman, (414) 563-1101, lwasserman@iff.org	loans from \$10,000 to \$1.5 million	Equipment purchasing, real estate acquisition, renovation and construction, complete facility repairs, maintenance, energy efficiency upgrades. IFF's Healthy Food Access Fund finances full-service grocery stores in neighborhoods where there is documented low access to fresh foods. Affordable, flexible financing is available to retailers and wholesalers locating stores in high-need areas, specifically those with a plan to build community awareness and emphasize health and nutrition.	WI nonprofits, does finance private grocery store owners and coops			
Nonprofit Finance Fund	http://nonprofitfinancefund.org/loans-financing/loans	Dione Alexander. Dione.Alexander@nffusa.org , 313.965.9145 x12	Facility loans, working capital loans, equipment loans	NMTC loans are priced reasonably and available for community facility projects over \$5 million that involve acquisition, substantial renovations, leasehold improvements, or new construction of community spaces.	501(c)(3) or other entity that promotes economic, social or cultural development of its community; been in existence for 3 years or more; unrestricted annual operating revenue of \$1,000,000.			
Forward Community Investments	http://www.forwardci.org/	Will Hughes, willh@forwardci.org , 608.257.3863	lends up to \$600,000		Lends primarily to non-profits and co-ops; will potentially lend to for-profit businesses after July 1st.			Business plan and pro formas required for application. Depending on application quality, loan can close in a number of weeks. Alexander Company can be applicant.
Accion USA	http://www.accionusa.org/	Accion East and Online 80 Maiden Lane, Suite 903 New York, NY 10038 (866) 245-0783 info@accionusa.org	loans from \$500 to \$50,000	Established business loan: up to \$50,000 for established businesses that have had 6 months or revenue and are profitable. Transition loan: up to \$30,000 for the purchase of an existing business or a change in business location. Emerging business loan: up to \$30,000 for emerging businesses with 6 or more months in operation, but are not yet profitable. Sprout loan: up to \$5,000 for start-ups of 6 months.	Provide small business loans that serve minority populations.	terms up to 60 months	Continuous	
Badgerland Financial	http://www.badgerlandfinancial.com/index.php	Paul Dietmann, office: (608) 356-8376 ext. 0659, cell: (608) 963-7763		Real estate, equipment, livestock, operating, buildings and facilities, construction loans.	Farmers and rural communities		Continuous	

Appendix E – Preliminary Market Analysis Report



**MARKET ANALYSIS
FOR A
NEW SUPERMARKET**

Badger and Rimrock Roads

**MADISON
WISCONSIN**

**March 15, 2013
Prepared by: David
J. Livingston DJL
Research
110 Corrina Blvd #358
Waukesha, WI 53186
414-520-2771**

South Madison Food Enterprise

MARKET SUMMARY

MADISON, WI

NEW STORE

FEBRUARY, 2013

Trade Area

2000 Population	12,694
2010 Population	12,041
2013 Population	12,640
2015 Population	12,837
2017 Population	13,038
Current PCW (Per Capita Weekly Expenditure)	\$52.02
Current Food Potential	\$657,582

Existing Supermarkets

	Map	Sales	Current	Sales	Market
Store Name	Key	Area	Sales	/Sq Ft	Share
WALMART	1	50,700	\$575,000	\$11.34	30.60%
COPPS FITCH	2	40,400	\$400,000	\$9.90	10.34%
COPPS PARK	3	18,700	\$180,000	\$9.63	10.95%
COPPS MONONA	4	41,200	\$470,000	\$11.41	10.72%
Totals		151,000	\$1,625,000		62.62%
Averages		37,750	\$406,250	\$10.76	

Leakage 37.38% - Normal is 20%-30%. Above average due to a lack of supermarkets within a one mile radius and the strong presence of Woodman's outside the trade area.

Sales Opportunity

	Average Weekly Sales(\$000)
	Market Share Yr1/Yr2/Yr3/Yr4/Yr5
NEW STORE –MK 100	4.43%
Badger & Rimrock Roads	28/ 33/ 35/ 37/ 38

Assumptions:

1. Early 2014 opening, 2.0% yearly inflation and 0.8% annual population increase.
2. Store will have a Power rating of 60. This assumes a below average level of operations and a penalty for lack of name recognition.
3. Sales projections are based on a sales area of 7,000 square feet. The total area will be 10,000 square feet. All competitors are evaluated using sales area which is normally about 70% of the total area square footage. A supermarket needs to be at least about 10,000 square feet to be considered a supermarket competitor that can provide basic offerings.
4. Ten percent of store sales will come from beyond the primary trade area.
5. The new store will be provided with adequate ingress/egress, visibility and parking.
6. Competitive data was provided by our research from about one year ago. No on-site field analysis was done such as a site inspection or updates of competitor's sales.

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Comments/Recommendations:

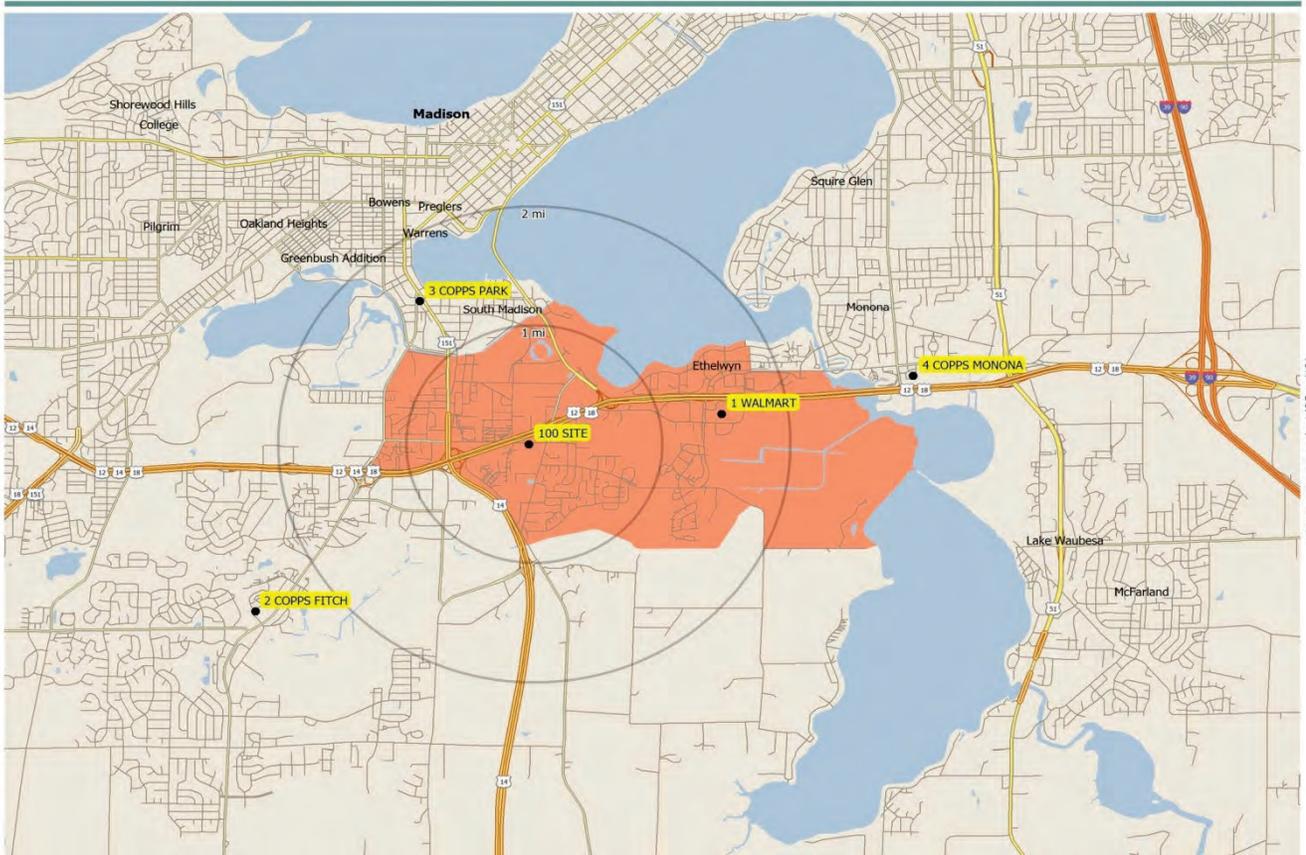
- 1. While there are no major competitors within a mile of the site, Madison is an extremely competitive market containing Woodman's, Walmart, Whole Foods, Super Target, Copps, Trader Joe's, Aldi, Hy-Vee, and Willy Street Co-op, and Metcalfe's. Of these chains, some of their highest volume stores in Wisconsin are in Madison.**
- 2. Demographically this area is low income with nearly 66% of the household having incomes below \$50,000 per year. The trade area is about 50% white and about 58% of the households are renters. Most grocers would consider these demographics as being undesirable.**
- 3. This is very price competitive market with Woodmans, Walmart, Aldi, and SuperTarget leading the way.**
- 4. This trade is small and geographically restricted; mostly due to the placement of nearby surrounding supermarkets and certain travel restrictions such as streams, lakes, and industrial parks.**
- 5. The low projection of only about \$30,000 per week would generally not be considered viable for opening a supermarket. The sales projections are generated by Gravitec Development's SitesPlus gravity model. This program is used by more supermarket analysts than any other system. It is based on calculations related to competitor's size, sales, ability to compete relative to the distance from population and expenditure potential.**

This report is a screening tool only and is not intended to replace a comprehensive Site Selection study. Significant variances from this cursory evaluation to an in-depth Site Selection study or to actual sales can occur.

DJL Research (414) 520 2771 Email djlresearch@yahoo.com

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SUPERMAREKTS AND TRADE AREA



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MARKET PLACE AS IS

MADISON, WISCONSIN

Open Date: Feb, 2013

Store Name	Map Key	Sales Area	Current Sales	Sales /Sq Ft	Market Share	PWTA	Effec. Power
WALMART	1	50700	575000	11.34	30.60%	35.0	99
COPPS FITCH	2	40400	400000	9.90	10.34%	17.0	97
COPPS PARK	3	18700	180000	9.63	10.95%	40.0	93
COPPS MONONA	4	41200	470000	11.41	10.72%	15.0	110
Totals		151000	1625000		62.62%		
Averages		37750	406250	10.76		25.3	100

Study Area Synopsis

Summary Totals

	T.A. Total	Highest	Lowest
PCW	52.02	68.33	41.19
Population	12,640	2,981	736
Potential	657,582	171,288	43,785
Store Volume	411,750	575,000	180,000
Leakage (\$)	245,832	63,788	16,626
Leakage (%)	37.38	38.43	33.49
Household Size	2.428	2.860	2.140
Household Income	40,443	80,856	25,458

Summary Statistics

	Based Upon Total Volume	Based Upon Volume Explained
Total Number of Stores:	4	1.07
Total Sales Volume:	1,625,000	411,750
Total Sales Area (Sq.Ft.):	151,000	38,273
Volume per Square Foot:	10.76	10.76
Square Feet per Capita:	11.95	3.03
Volume per Capita:	128.56	32.58
Population per Store:	3,160	11,813
Population per 1,000 SqFt:	84	330

South Madison Food Enterprise

MARKET PLACE AS IS

MADISON, WISCONSIN

Open Date: Feb, 2013

Chain Name	Number Stores	Total Sales	Total S-Area	Ave. Sales	Ave. S-Area	Ave Sales /Sq.Ft.	Ave.Eff Power	Market Share
WALMART	1	575000	50700	575000	50700	11.34	99	30.60
COPPS	3	1050000	100300	350000	33433	10.47	100	32.01
Totals	4	1625000	151000					62.62
Averages				406250	37750	10.76	100	

South Madison Food Enterprise

NEW STORE AT MK 100

10,000 TSQFT- 7,000 SSQFT MADISON, WISCONSIN Open Date: Feb, 126

Store Name	Map Key	Sales Area	Current Sales	Feb 13 Sales	Sales /Sq Ft	PWTA	Effec. Power	T.A. Change	T.A. Change %
WALMART	1	50700	575000	568689	11.22	35.0	99	-6311	-3.14
COPPS FITCH	2	40400	400000	392484	9.71	17.0	97	-7515	-11.05
COPPS PARK	3	18700	180000	171975	9.20	40.0	93	-8024	-11.14
COPPS MONONA	4	41200	470000	462738	11.23	15.0	110	-7262	-10.30
SITE	100	7000	0	32347	4.62	90.0	60	29112	N/A
Totals		158000	1625000	1628235				0	
Averages		31600	406250	325647	10.31		92		

South Madison Food Enterprise

NEW STORE AT MK 100
 10,000 TSQFT- 7,000 SSQFT MADISON, WISCONSIN Open Date: Feb, 127

Sales Growth Projection
 Growth Curve: New Store / New Mkt

Store 100: SITE Sales Area: 7,000
 Power: 60

First Quarter Average Sales	\$ 26,588	or	\$ 3.80/SF
Second Quarter Average Sales	\$ 27,413	or	\$ 3.92/SF
Third Quarter Average Sales	\$ 28,867	or	\$ 4.12/SF
Fourth Quarter Average Sales	\$ 30,986	or	\$ 4.43/SF
First Year Average Sales	\$ 28,463	or	\$ 4.07/SF
Second Year Average Sales	\$ 32,577	or	\$ 4.65/SF
Third Year Average Sales	\$ 34,979	or	\$ 5.00/SF
Fourth Year Average Sales	\$ 36,579	or	\$ 5.23/SF
Fifth Year Average Sales	\$ 37,600	or	\$ 5.37/SF
First Year End Sales	\$ 30,691	or	\$ 4.38/SF
Second Year End Sales	\$ 33,650	or	\$ 4.81/SF
Third Year End Sales	\$ 36,031	or	\$ 5.15/SF
Fourth Year End Sales	\$ 37,044	or	\$ 5.29/SF
Fifth Year End Sales	\$ 38,076	or	\$ 5.44/SF

Note: The above projections include the effects of store maturity
 estimated population growth, and inflation.

NEW STORE AT MK 100
 10,000 TSQFT- 7,000 SSQFT MADISON, WISCONSIN Open Date: Feb, 127

Chain Name	Number Stores	-- Feb. 2013 --		-- Feb. 2013 --		--- Change ---	
		Sales	%Market	Sales	%Market	Sales	%Market
WALMART	1	575000	30.60	568689	29.64	-6311	-0.96
COPPS	3	1050000	32.01	1027199	28.54	-22801	-3.47
NEW STORE	1	0	0.00	32347	4.43	32347	4.43
Totals	5	1625000	62.62	1628235	62.62	3235	0.00
Averages		325000	12.52	325647	12.52	647	0.00

Note: The above figures are based upon sector populations, expenditures, and potentials
 projected for Feb 2013.

South Madison Food Enterprise

2012 Demographics in brief

Madison block groups Page 1 of 1

Population	12,439	%
in households	12,389	99.6
in families	8,817	70.9
in non-families	3,572	28.7
in group quarters	50	0.4
noninstitutional GQ	50	0.4
under age 18	3,301	26.5
male	6,370	51.2
female	6,069	48.8

Age		%
under 5 years	1,109	8.9
5 to 9 years	945	7.6
10 to 14 years	797	6.4
15 to 19 years	781	6.3
20 to 24 years	1,181	9.5
25 to 34 years	2,549	20.5
35 to 44 years	1,686	13.6
45 to 54 years	1,452	11.7
55 to 64 years	1,157	9.3
65 to 74 years	521	4.2
75 years and over	261	2.1
Median age	31.5	male 31.8 female 31.3

Race		%
white	6,281	50.5
black	2,352	18.9
American Indian	128	1.0
Asian, Pacific Islander	1,215	9.8
other, multi-racial	2,463	19.8

Hispanic	3,783	30.4
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Education (pers. 25+)	7,626	%
no high school diploma	1,244	16.3
high school graduate	2,324	30.5
some college	2,093	27.4
college degree	1,338	17.5
graduate/professional	627	8.2

Employment (pers. 16+)	9,438	%
in civilian labor force	7,107	75.3
employed	6,221	87.5
unemployed	886	12.5
in Armed Forces	0	0.0
not in labor force	2,331	24.7

Households	5,107	%
families	2,586	50.6
non-families	2,521	49.4
with persons under 18	1,617	31.7
1 person households	1,829	35.8
2 person households	1,469	28.8
3-4 person households	1,215	23.8
5+ person households	594	11.6
Household size	2.43	Family size 3.41

Household income		%	cum %
under \$15,000	691	13.5	13.5
\$15,000 - 24,999	863	16.9	30.4
\$25,000 - 34,999	910	17.8	48.2
\$35,000 - 49,999	885	17.3	65.6
\$50,000 - 74,999	1,018	19.9	85.5
\$75,000 - 99,999	344	6.7	92.2
\$100,000 - 124,999	217	4.2	96.5
\$125,000 - 149,999	67	1.3	97.8
\$150,000 - 199,999	45	0.9	98.7
\$200,000 and over	67	1.3	100.0

	Median	Average
Household income	\$40,495	\$44,151
Family income	\$50,217	\$52,240
Non-family income	\$30,423	\$35,854

Vehicles available		%
without vehicle	542	10.6
1 vehicle available	2,305	45.1
2 vehicles available	1,802	35.3
3+ vehicles available	458	9.0
vehicles/household	1.47	

Density	
households per sq. mile	911.17
household population per sq. mile	2,210.40

Housing units	5,455	%
owner occupied	1,937	35.5
renter occupied	3,170	58.1
vacant units	348	6.4

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DEFINITIONS

ACTUAL VOLUME: In the “Marketplace as is”, refers to average weekly retail sales of the specific store.

BARRIERS: Obstacles that restrict the ease of travel from one point to another. Barriers may be physical, such as a river or a freeway. These could be merely psychological such as a change in demographics.

CUSTOMER SPOTTING: Involves interviewing a representative sample of customers in a store to obtain their addresses. This data can be used in delineating a store’s trade area and measuring its market penetration or share from within the primary trade area.

FIRST YEAR END; THIRD YEAR END: Specifically “First Year End” is the point in time when the new or changed store has been operating for one full year.

HOUSEHOLD INCOME: The average or median household income within a given area. HOUSEHOLD SIZE: The average household size within a specific location.

LEAKAGE: Potential supermarket merchandise expenditures that are not accounted for by supermarkets identified in a given study. This includes sales at convenience, specialty, and other stores selling supermarket merchandise located within the primary trade area. It also includes sales at supermarkets located beyond the primary trade area that are not identified as competitors in a given study.

MARKETPLACE AS IS: Refers to the marketplace as it is functioning at the present time.

MARKET SHARE (M.S.): The percentage of a store’s total volume which is derived from inside the specified primary trade area of market sectors.

PWTA (PERCENT-WITHIN-TRADE-AREA): The percentage of a store’s total volume which is derived from inside the specified primary trade area.

PCW: The average *per capita weekly expenditure* from within a market sector or primary trade area.

POTENTIAL: The amount of supermarket merchandise dollars available in a given trade area. This is the result of population and per capita weekly food expenditure.

POWER: This is a measure of a store’s performance in relation to the other stores.

PROJECTED VOLUME: In the “Projected Marketplace”, refers to the Model’s estimate of what the store’s average weekly sales will be after the anticipated market changes have taken place.

SECTOR: A non-overlapping partition of the trade area containing a group of homogenous population sharing similar demographic patterns and having approximately the same access to the supermarkets in a given study area.

STORE SIZE: The square footage of a store which is devoted to the sales of normal supermarket merchandise. This is not to be confused with total building area, but rather the area which a customer has access to.

STUDY AREA: The area encompassing the “Primary Trade Area” and all stores that draw significant potential from the population of this area.

South Madison Food Enterprise

T.A. CHANGE: Represents the amount of trade area volume lost or gained by each existing store after the anticipated market changes have occurred.

T.A. VOLUME: The portion of the store's volume that comes from within the trade area.

TRADE AREA: Synonymous with "Primary Trade Area". This is the area from which the store receives the majority of its sales volume and obtains a significant market share.

VOLUME/SQ.FT.: The sales per square foot, either total or sales area the store is achieving.

DISCLAIMER

This location evaluation study prepared by DJL Research, LLC, is based on the most reliable and accurate data available at the current time; however, many nonscientific factors are present in making a survey in addition to variations in data caused by unknown factors existing at the time a particular survey is made. There may be other factors which may become significant subsequent to the time the data is gathered and could not have been ascertained at the time of the study. Volume projections based on the current available data can experience significant changes such as the effect caused by the opening and closing of competitive stores. Because of this, there can be significant variations between the projected and actual sales at the location(s) surveyed. The possibility of such changes occurring increases with the passage of time. With these considerations in mind, David J. Livingston/A.K.A DJL Research, LLC, can make no representation or warranty regarding the accuracy or reliability of any survey or study.