# PLANNING & ZONING COMMISSION

**TO**: City of Peoria Planning & Zoning Commission

**FROM**: Development Review Board (Prepared by Sara Maillacheruvu)

**DATE**: January 6, 2020

**CASE NO**: PZ 20-A

**REQUEST**: Hold a Public Hearing and forward a recommendation to City Council on the request of the City of Peoria to amend the Official Comprehensive Plan by incorporating the Local Foods, Local Places Plan. (All Council Districts)

## SUMMARY OF PROPOSAL & REQUESTED WAIVERS

With this proposal, the City of Peoria requests to amend the Official Comprehensive Plan by incorporating the Local Foods, Local Places Plan.

## BACKGROUND

The City of Peoria is a member of the Building Healthy Communities collaborative, a cross-sector group that aims to improve health outcomes through the built environment. Building Healthy Communities, with the City serving as project lead, applied for and received technical assistance as part of the Environmental Protection Agency's (EPA) "Local Foods, Local Places" program, one of fifteen communities nationwide to be selected. In May, the EPA led a two-day workshop in Peoria focused on food access and food system sustainability, with particular focus given to Peoria's Southside. In attendance were various partners, including community members; staff from local governmental, institutional, and nonprofit agencies; and funders, providing input and expertise as the group worked toward alternative food access solutions.

Throughout the summer of 2019, the steering committee developed a local foods plan for and with the Southside. The team worked through various iterations of the plan, with guidance provided from the EPA. Main goals emerging from the plan include establishing a "food equity center," where a food hub and grocery store could be collocated with financial planning services, health screening facilities, workforce development opportunities, and more. Also important is connecting neighborhood voices to the redevelopment process to ensure that the project(s) that grow out of the plan align with community needs, wants, and culture. Other goals include increasing the demand for locally-produced agricultural products as well as providing business development and educational resources around food and farming on the Southside.

After wrapping up plan drafting work with the EPA in August, the local efforts continued. In the fall of 2019, the City, Southside Community United for Change, Peoria City/County Health Department, Greater Peoria Economic Development Council, and Intangible Mindz, LLC, ran a farmers market out of the old Aldi / Save-A-Lot building at 210 S. Western Ave. Aimed at providing short-term access to fresh, healthy foods, the market featured local produce and offered shoppers the ability to utilize LINK benefits. Local entrepreneurs also attended, vending their goods which included clothing, spice rubs, beauty products, and more. Area health care providers supplied shoppers with nutritious recipes, cookbooks, and samples. The project also vetted food hub activities, as the produce was collected from regional farmers and aggregated at a cooler in East Purchase, with an institutional purchase by Woodruff Career & Technical Center for their highly-touted culinary program. The Local Foods group is currently researching and applying for funding opportunities to expand and establish a self-sustaining financial model for the market in 2020, tying in the food-as-medicine concept being explored by area hospitals.

Both in scope and time frame, the Local Foods work has run parallel to the development of the South Village Implementation Plan featuring the MacArthur Corridor Plan, Southern Gateway Plan, and Western Avenue Plan, approved by the Planning & Zoning Commission as well as City Council in December 2019. Further, the South Village Implementation Plan and the Local Foods plan give specific mention and reference to each other, amplifying the impact and goals of each. The Local Foods plan also connects with the Building Healthy Community Collective's endeavor to solicit and contract a community development corporation to do carry out future projects in Peoria. Together, these plans and efforts strive toward a holistic vision of equitable community redevelopment and revitalization on the Southside.

**STAFF RECOMMENDATION**

City Staff (Community Development) recommends approval of the proposed plan.

**ATTACHMENTS**

1. Local Foods, Local Places Plan
2. Peoria Grocery Report


# Community Action Plan for Peoria, Illinois

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

2019

EPA United States Environmental Protection Agency
USDA
Northern Border Regional Commission
CITY OF PEORIA

For more information about Local Foods, Local Places visit:
https://www.epa.gov/smartgrowth/local-foods-local-places

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# COMMUNITY STORY

Peoria is a city of about 115,000 situated on the western banks of the Illinois River, where it widens to form Peoria Lake. The city has several commercial, educational, entertainment, and natural assets that make it a hub for the largely agrarian economy of central Illinois. For over a hundred years, East and West Peoria's economic fortunes have been influenced by heavy equipment manufacturer Caterpillar. In 1930, the company moved its headquarters to Peoria, helping to define Peoria's economy.[1] However, after a nearly 90-year presence, Caterpillar announced in 2018 that it would relocate its headquarters to Deerfield, Illinois. Still, it maintains more than 12,000 jobs in the region.[2] Bradley University and Illinois Central College are also significant employers and contribute to the cultural and social fabric of Peoria, attracting nearly 20,000 students each fall.[3,4]


**Figure 1 – SW Water Street in downtown Peoria overlooks the Illinois River and is central to many of the city's cultural, culinary, and recreational assets. Image credit: Northbound Ventures**

**Figure 2 – The Southside neighborhood of Peoria has more than 500 vacant lots in need of attention and revitalization. Image credit: Northbound Ventures**

Hospital systems also have a strong presence in Peoria: together, OSF Healthcare, Saint Francis Medical Center and UnityPoint Health employ over 9,000 people. Further, OSF has a storied past in the city, having operated out of Peoria for over 140 years, with community-centered care an integral part of its work across time.[5] With the Jump Simulation Center, established in 2013, OSF and area hospitals continue to strive toward innovation in healthcare and patient and community wellness.

Water is a significant natural feature of Peoria. The Illinois River supported the region's development by providing water transport of agricultural and industrial products. Approximately 200,000 acres—or 50%—of Peoria County is cultivated crop, primarily corn and soybean, due in no small part to the area's fertile soil and

[1] Caterpillar moving its Headquarters from Peoria to Chicago. https://www.stltoday.com/business/local/caterpillar-moving-headquarters-from-peoria-to-chicago/article_9353fd65-3334-5719-9b05-65447c4039d8.html. Accessed July 11, 2019
[2]Caterpillar's move left behind 12,000 workers. https://www.dailyherald.com/news/20181027/caterpillars-move-left-behind-12000-workers. Accessed July 10, 2019.
[3] Bradley University. https://www.bradley.edu. Accessed July 15, 2019.
[4] National Center for Education Statistics. https://nces.ed.gov/collegenavigator/?s=IL&pg=7&id=145682. Accessed July 15, 2019.
[5] OSF Healthcare, https://www.osfhealthcare.org/about/history/

ample fresh water.[6] More recently, the river has become a focus of entertainment, recreation, and tourism in the city's Riverfront district.

These features have endowed Peoria with a strong platform for economic development. Yet Peoria, like most cities, has experienced uneven development outcomes. The Caterpillar headquarters move punctuates broader manufacturing and economic trends that have further widened local development disparities. While some areas, such as the Riverfront and Warehouse District, have attracted new investment and visitors, other parts of the city have experienced disinvestment and must contend with high poverty and unemployment rates. One of these areas is the Southside, which is southwest of downtown and the Warehouse District. The neighborhood has a median household income of $21,730, and its demographics comprise a 75% minority population[7]. The neighborhood has the highest concentration of vacant properties owned by the City and County governments in the entire Peoria region.

With recent grocery store closures, Southside residents have limited access to fresh and nutritious foods. Population health research overwhelmingly shows that decreased access to healthy food means people in low-income communities suffer more from diet-related diseases like obesity and diabetes than those in higher-income neighborhoods with easy access to healthy food, particularly fresh fruits and vegetables.[8]

Peoria recognizes the challenges facing the Southside and other disadvantaged neighborhoods and has recently gathered several public and private entities to tackle them under the Building Healthy Communities Collective. This group of local government agencies, educational institutions, healthcare providers, and community

## Local Foods, Local Places Steering Committee

- Sara Maillacheruvu, City of Peoria
- Ross Black, City of Peoria
- Tory Dahlhoff, Greater Peoria Economic Development Council and Regional Fresh Food Council
- Lisa Fuller, OSF HealthCare, Saint Francis Medical Center
- Martha Ross, Southside Community United for Change and Peoria Public Schools School Board
- Dwayne Harris, Intangible Mindz Agriculture Development LLC
- Leslie McKnight, Peoria City/County Health Department
- Tracy Terlinde, Peoria City/County Health Department
- Corin Peplinsky, Peoria City/County Health Department
- Brandee Barroso, Peoria City/County Health Department
- Sean Park, Western Illinois University Institute for Rural Affairs
- Elise Albers, OSF Healthcare Children's Hospital
- Walt Meeks, Peoria Area Humanists

**Figure 3 - Steering committee members.**

[6] Peoria County Farm Bureau: Peoria County Farm Facts. http://www.pec
Accessed July 15, 2019.
[7] U.S. Census Bureau 2017 ACS 5-Year Survey for Zip Code 61605.
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk. Accessed July 15, 2019.
[8] The Food Trust. *The Grocery Gap: Who Has Access to Healthy Food and Why It Matters.*
http://thefoodtrust.org/uploads/media_items/grocerygap.original.pdf. Accessed July 15, 2019.

organizations is working to improve health outcomes through improvements to the buildings, infrastructure, and streets that constitute the built environment.

Food access is one of the key issues on which the Collective has focused its efforts, and through Local Foods, the city-owned building at 1312 SW Adams Street was explored as part of the solution. The building was envisioned as a Food Equity Center, where fresh, locally-grown foods could be aggregated and made available to people living in the Southside and other area neighborhoods. While the main focus of the food hub focused on food access—and consequent economic and workforce development—crucial elements include health clinic prescriptions for fresh foods, financial counseling, a health screening clinic, and more.

This project would build upon a recent history of innovation in how the city develops and uses its properties. A key example is the Well Farm, a stormwater farm about a half mile north of the Adams Street property. The farm sits on a former vacant lot and serves several functions to improve the economic, environmental, and social well-being of the neighborhood. First, the Well Farm features green infrastructure elements such as bioswales, which are a landscape design and water-capturing system intended to absorb stormwater. Bioswales can help limit sewer overflows into the Illinois River from the city's combined sewer-stormwater system, a recurring issue for the city. Secondly, the Well Farm hosts an urban agriculture apprenticeship program that helps residents learn farming and business skills. Finally, Well Farm provides a beautiful green space for recreation and relaxation in the heart of the city, a pocket of green in a largely urban landscape.

In addition to local innovation at the Well Farm, the city also reconstructed SW Adams Street in 2016 as a "complete green street." Several green infrastructure features are within the right-of-way to manage stormwater, while plants add shade and aesthetic value. Bicycle lanes and wider sidewalks provide improved accommodation for all street users. These creative uses of public land and infrastructure to improve food access and the environment are the types of ideas and projects the federal Local Foods, Local Places technical assistance program encourages. The goals of the Local Foods, Local Places program are to create the following:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.

### Local Foods, Local Places Technical Assistance Team

- John Foster, U.S. Environmental Protection Agency, Office of Community Revitalization
- Lauryn Coombs, U.S. Department of Housing & Urban Development
- Ron Batcher, U.S. Department of Agriculture–Agricultural Marketing Services
- Jason Keller, Federal Reserve Bank of Chicago
- Kate O'Hara, U.S. Department of Agriculture– Rural Development
- Maria Colangelo, IL Department of Commerce and Economic Opportunity
- Brian Gillen, U.S. Department of Housing and Urban Development
- Holly Fowler, Northbound Ventures (consultant)

**Figure 4 - Technical assistance team.**

- Revitalized downtowns, main streets, and neighborhoods.

Local Foods, Local Places is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture, and the Northern Border Regional Commission. Peoria was one of 15 communities across the United States selected to participate in the program in 2019.

Once selected, a Peoria Local Foods, Local Places steering committee was formed to plan for the technical assistance, with many participants pulled from the Building Healthy Communities Collective. The committee included a variety of community partners (see Figure 3). They were supported by a technical assistance team comprised of multiple federal and state agency partners as well as consultants (see Figure 4).

The Steering Committee expressed a desire to focus the technical assistance around several key topics. These include developing a "food equity center" focused on the Southside neighborhood, improving access to food and nutrition, increasing neighborhood involvement in development decisions, increasing the demand for locally-produced agricultural products, and providing more business development and employment pathways related to local foods. These topics shaped the workshop focus and are the foundation of the action plan goals.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve Peoria's goals.

# ENGAGEMENT

The technical assistance (TA) engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5 below. The plan phase consists of three preparation conference calls with the steering committee and TA team to clarify goals and arrange workshop logistics. The convene phase includes the effort's capstone event—a two-day workshop in the community. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held over a two-day period from May 22 – 23, 2019 and the activities those days are described below. A workshop photo album is available in **Appendix A**, a community data profile in **Appendix B**, funding resources in **Appendix C,** and general references in **Appendix D**.

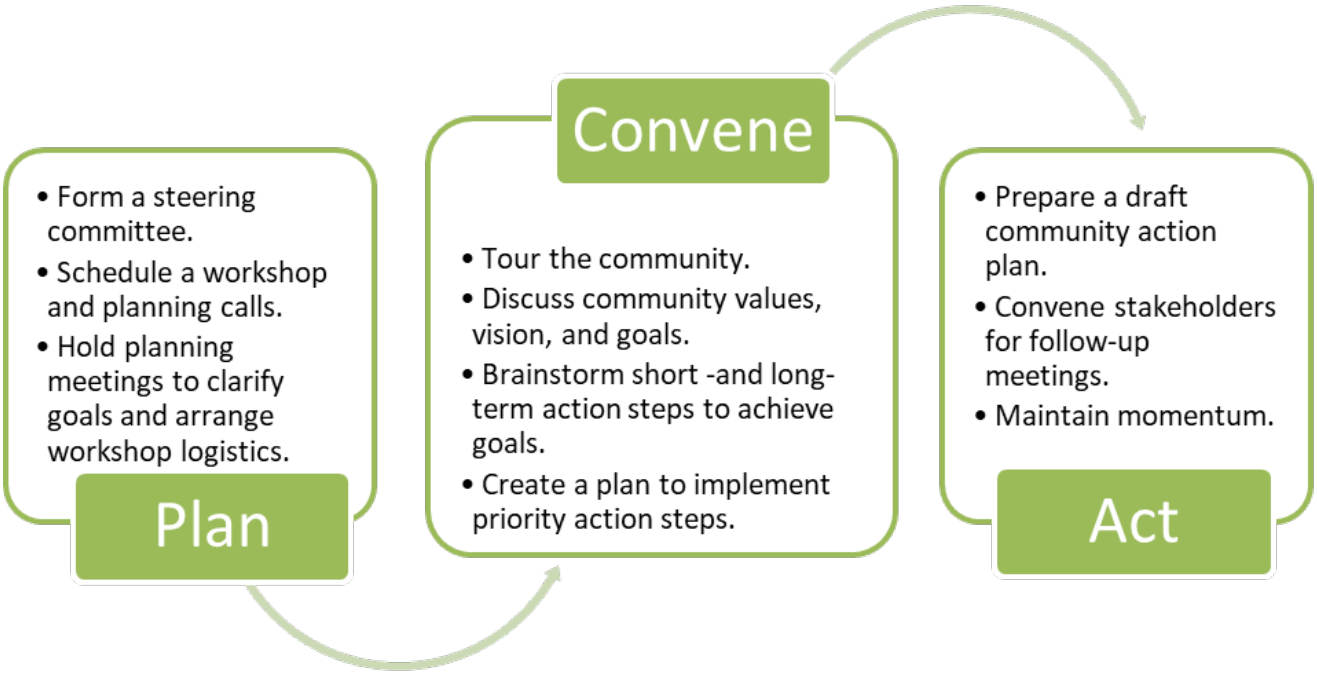



**Figure 5 - Local Foods, Local Places technical assistance process diagram.**

# COMMUNITY TOUR

In advance of the first community session on May 22, the local Steering Committee designed and led a tour of Peoria for the technical assistance team to see the city's downtown, Southside, and Warehouse District neighborhoods, development initiatives, and food-related assets. The group began by shuttle with a drive through downtown and a visit to the Riverfront, where the Peoria Farmers Market sets up weekly, April to October. There is ample parking for market goers but no physical structure in the field where tents are set up, so managing the weather, both rain and sun, can be challenging for vendors. The area is prone to flooding, as well. Eventually, the community would like to extend the season of the market's availability with an indoor location.


**Figure 6 – Lead Gardener, Mike Brooks, describes the planting process at the St. Ann Church Garden of Hope. Photo credit: Northbound Ventures**

Next, the group traveled to Peoria's Southside to see the Garden of Hope at St. Ann's Church. Originally a small project started through the Faith Community Nurse program with the parish's support, the garden has expanded significantly over the past year with funding from the Order of Saint Francis (OSF) and the City of Peoria. The garden now consists of more than 30 large raised beds, covering almost an acre of land and is managed by head gardener, Mike Brooks. The beds are planted by crews of volunteers with a variety of herbs and vegetables, including corn, collard greens, squash, jalapenos, beans, tomatoes, and pumpkins that are harvested every Thursday and donated to local food pantries. There is also a free farm stand for the neighborhood. The city has helped with water hook-up for the site. Other items like seedlings, plywood, soil, and a shipping container for storing equipment have been donated. The garden has turned a vacant lot into productive land and a safe gathering space that is welcoming for Southside residents of all ages.

**Figure 7 – Dwayne Harris runs a youth apprenticeship CSA program at Well Farm. Photo credit: Northbound Ventures**


**Figure 8 – A pop-up event at the 1312 SW Adams Street building helps local residents imagine the services that the space could host in the future related to food, health, housing, workforce development and more. Photo credit: Northbound Ventures**

From the Garden of Hope, the tour continued through part of the Southside, noting that the neighborhood's streets reflect undeniable need for investment and revitalization. The average sale price of a home on the Southside is $13,000, and several have been on the market for more than six years, receiving no interest at auction. Almost 30% of the neighborhood's homes are vacant. The population of the Southside has declined from 45,000 in the 1950s to 13,000 today, which has also contributed to the area's slow real estate market.

The group then visited the Well Farm, where Dwayne Harris, urban ag farmer, educator, and community leader, explained how the farm is part of a three-year, innovative stormwater management pilot program with the City of Peoria and U.S. EPA. Alongside Dwayne, master gardeners and students from Bradley University help run a farming apprenticeship program that engages up to 10 young adults each summer. Apprentices, who receive $350 upon completion of the program, help tend the Well Farm's 100 raised beds and market produce via community supported agriculture (CSA) subscriptions. Dwayne's vision for future growth includes establishing a farmers market at Logan Park in the Southside for new and small entrepreneurs.

The culmination of the community tour was a "pop-up" event at 1312 SW Adams with participation by numerous community organizations. Open to the public and attended by dozens, participants could browse tabletop presentations on housing assistance programs, food and nutrition resources, cultural affinity groups, and concepts like the proposed grocery store and food hub. A tour of the currently vacant three-story building, its rooftop, and loading dock revealed ample space for many activities to live under a single roof provided adequate funding for renovations and a sustainable business plan for operations. A local organic farmer staffed a mock food hub in 1312's alleyway garage, giving away free, fresh produce from a rented U-Haul truck to pop-up attendees.

# VISION AND VALUES

Forty-five Peoria residents and community stakeholders from more than 30 different organizations attended the first public session of the workshop on the evening of May 22nd. Ross Black, Community Development Director for the City of Peoria, welcomed attendees and emphasized the importance of place-making and food enterprises to support Peoria's economic redevelopment. Martha Ross, Southside Community United for Change, provided a profile and perspective of the Southside, and Lisa Fuller, OSF HealthCare Saint Francis Medical Center, spoke to current initiatives serving the community.

After initial remarks, the technical assistance team introduced the Local Foods, Local Places program with a short presentation. Facilitators shared photos of locations visited during the afternoon community tour and asked the audience what else they would have chosen to include in the tour. The team highlighted the elements and benefits of a local food system, as well as the importance of incorporating equity as a measure of the system's success for ensuring place-making and improved healthy food access that benefit all Southside residents. An equity lens ensures changes and improvement in Southside will be for all who live there now, not just those who can afford to live there in the future. Additionally, the team shared demographic and regional data that demonstrated useful baseline measurements of food access, health, and economic well-being. More publicly-available data about Peoria and specifically the Southside can be found in **Appendix D.**

The primary purpose of the community meeting was to hear from residents and other stakeholders about their vision for increasing food access in and economic recovery for Peoria's Southside. The technical assistance team led attendees through a group exercise called "This I believe...", designed to surface core values of the community (Figure 8).

In a second group exercise, participants created local news headlines from the future, many of which envisioned a

## This I Believe...

**I believe my community...**

- Used to be the greatest place in the world to grow up.
- Has been overlooked and deserves better.
- Needs better food supply, housing, stores, protection, and lighting.
- Is at a junction.
- Needs a kick start.
- Can be united.
- Has potential, desire, and drive to create solutions and make change.
- Is resilient.
- Can be revitalized.
- Will be healthy, whole, and prosperous.
- Is worth caring for.

**I believe local food...**

- Is the prescription for a healthy community.
- Can improve community physical and economic health.
- Should be affordable and accessible to everyone.
- Is a catalyst / kick start for growth and development.
- Is instrumental in allowing my community to tap into its potential.
- Will be challenging to produce in mass.
- Is necessary and powerful.
- Can help us live longer.

**Figure 6 -- In a group exercise designed to capture the community's vision and values, participants were asked to complete the statements "I believe my community..." and "I believe local food..."**

thriving food hub in the Southside, expanded food production, vibrant, safe community gatherings, and improved health outcomes for the resident population.

# ACTION PLANNING - DAY TWO

## *Case Studies*

The second day of the workshop began with examples of strategies used by other communities to advance their food system and place-making initiatives. The technical assistance team shared examples of community health and wellness centers, youth workforce development programs, commercial kitchen business incubators, and alternative grocery retail models. Profiles of projects touched on key partnerships, funding sources for implementation and ongoing operations, and outcomes to date of each. There was group discussion about lessons learned and takeaways for if and how similar programs could help Peoria advance its goals for the Southside. Many workshop participants were particularly inspired by the United Teen Equality Center (UTEC) youth engagement model in Lowell, Massachusetts, that was reminiscent of programming that once existed in the Southside and could be reintroduced in the future.

**Figure 9 – Participants at the Peoria Local Foods, Local Places workshop use large scale maps to identify current resources and gaps in services. Image credit: Northbound Ventures**

## *Mapping Exercises*

Next on Day 2, workshop participants engaged in a group mapping exercise aimed to identify different points in Peoria that represent revitalization needs and priorities on a neighborhood scale map. (See Figure 9.) The exercise highlighted favorite community places, locations of current community services, areas in need of immediate help or attention, and potential opportunities for adding resources and building relationships between organizations operating on the Southside.


**Figure 10 – Workshop participants split into groups to draft action plans for each of the community's goals. Image credit: Northbound Ventures**

## *Action Plan*

The action planning process during the workshop consisted of a few phases of work. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a dot voting exercise where participants were given a set number of dots and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the prioritization voting and fleshed out the details of the top 2-5 actions for each

goal, such as importance, timeframe, lead role, etc. In the final phase, each small working group reported back its progress and shared any questions encountered.

During the three post-workshop calls held by the extended local steering committee members, the group considered timeframes of the various goals to channel energy into actions that are foundational to others. Specifically, a Food Equity Center feeds into and serves other goals. Increased access to fresh, healthy food can be served by a Food Equity Center, as can the increase in demand for local produce. Peoria realizes that it needs to build institutional capacity of its neighborhood groups, in particular Southside Community United for Change (SCUC), for the development of a Food Equity Center to truly serve and be adopted into the fabric of the Southside. The group hopes the Food Equity Center that incorporates the input, need, culture, and vision of neighborhood residents through a structured process will serve as a model of "connecting neighborhood voices to development plans for more equitable outcomes" for actions that follow as time and human capital allows."

Overarching Goals:

- Community voices should guide planning, management, and decision-making to ensure equitable redevelopment on the Southside

- This will result in increased fresh food options, improved health outcomes, and expanded economic opportunities.

- In the process, physical, economic, dietary, and cultural factors will be considered and weighed at each stage of development.

The tables that follow provide additional background information and detail for each goal and action.

- Goal 1 – Create a Food Equity Center (FEC)
  - *Action 1.1* – Establish the structure and scope of services for the Food Equity Center.
  - *Action 1.2* – Identify a space with immediate availability in the Southside for temporary use (2019-2020) for the food hub.
  - *Action 1.3* – Conduct search for a developer or community development corporation (CDC) to realize the initial phase of the Food Equity Center vision.
  - *Action 1.4* – Conduct a long-term feasibility study for the Food Equity Center.
  - *Action 1*.5 – Hire a project manager and business development associate to allow for its development.
- Goal 2 – Connect neighborhood voices to development plans for more equitable outcomes.
  - *Action 2.1* – Build the capacity of Southside Community United for Change by encouraging more residents to join to voice ideals and opinions for the organization.
  - *Action 2.2* – Create a project-based community engagement roadmap designed for use by developers for projects that holds them accountable to neighborhood voice and customized the final product accordingly.
  - *Action 2.3* – Integrate Food Equity Center action plan as the "Local Foods" component of: City of Peoria, Peoria County, Greater Peoria Economic Development Council, Peoria City/County Health Department and healthcare system strategic plans.

    - *Action 2.4* – Develop a grocery steering committee that reflects the demographics of the neighborhood and community to expand, enable, develop, create or attract an affordable food market (i.e., grocer or food cooperative) preferably one that is locally owned.
- Goal 3 – Increase the demand for locally produced agricultural products in Peoria.
    - *Action 3.1* – Create a local agricultural marketing plan to support local businesses and entrepreneurs in the development of a Peoria brand.
    - *Action 3.2* – Establish a food as medicine pilot plan with local health care providers for Southside residents.
    - *Action 3.3* – Plan and host a local food festival that features local farmers, food, cooking demonstrations and education that is sponsored by local health care providers. Kick off to #1.
    - *Action 3.4* – Develop a local food buyers' club to work with local farmers to create affordable food options.
    - *Action 3.5* – Connect local farmers and local produce to afterschool and summer programming.
- Goal 4 – Provide business development and employment pathways, as well as educational resources, to support a thriving food and farming community in the Southside
    - *Action 4.1* – Establish a food and agriculture workforce development strategy that is inclusive of Southside residents.
    - *Action 4.2* – Create and fill a position for a food systems business development coordinator (value-chain coordinator).
    - *Action 4.3* – Build a garden at each school: Trewyn Middle School, Harrison Primary School, Roosevelt Magnet School, Valeska Hinton Early Childhood Development Center, Manual Academy, and Christ Lutheran School.
    - *Action 4.4* – Incorporate the school garden into the school curriculum.

## GOAL 1: Create a Food Equity Center (FEC)

Peoria's Warehouse District has seen significant investment over the past five years through the rehabilitation of vacant industrial buildings by private developers for housing and commercial use, along with public infrastructure improvements by the City to improve the built environment and create a more livable, walkable, and economically vibrant area. The Warehouse District is adjacent to Peoria's Southside neighborhood, which has struggled against decades of decline and disinvestment. A physical location to house key community services and showcase efforts happening in and around the Southside Neighborhood tied to local foods could serve as a bridge between these two neighborhoods and help catalyze Southside revitalization.

At the same time, a FEC based in the heart of the Southside may serve more easily as a community hub and prove to offer a more accessible location for residents. In fact, the November 2019 Southside Farmers Market operated out of the currently vacant building at 210 South Western Avenue and saw good traffic. A pilot and greater understanding of the eventual scope of the project will help to determine if this or another space would be most effective in terms of cost and convenience for the community.

| Action 1.1: Establish the structure and scope of services for the Food Equity Center. | |
|---|---|
| **What this is and why it is important** | The steering committee aims to focus on a FEC as the first implementation leg of the plan but needs to define what a FEC would entail, as well as how different entities/funders can plug in. For the scope to be equitably designed, SCUC and neighborhood voices need expanded capacity/membership. |
| **Measures of success** | • Detailed scope of project is completed. See "roadmap to development" and roles/tasks outlined there as specific points that can be established alongside a scope for the FEC.<br>• Scope of project helps pinpoint how different funders can plug in, gap funding opportunities via grants, loans to apply to.<br>• A committee of Southside residents approves the scope and has played a significant role in shaping, molding it.<br>• The structure and scope of the project align with other Southside redevelopment plans (South Village Implementation Plan featuring the MacArthur Corridor Plan, Southern Gateway Plan, and Western Avenue Plan). |
| **Timeframe** | • 3-6 months |
| **Lead** | • Martha Ross, Southside Community United for Change<br>• Dwayne Harris, Intangible Mindz, LLC |
| **Supporting cast** | • City of Peoria (Sara Maillacheruvu)<br>• Regional Fresh Food Council/Greater Peoria Economic Development Council (Tory Dahlhoff)<br>• OSF Healthcare, Saint Francis Medical Center (Lisa Fuller)<br>• Peoria Public Schools (Derrick Booth)<br>• Peoria City/County Health Department (Monica Hendrickson)<br>• Peoria County (Scott Sorrel)<br>• Heartland Health Services (Michelle Sanders)<br>• Unity Point Health Services (Amelia Boyd) |
| **Needed resources and possible sources** | • Expanded capacity of SCUC/neighborhood voices<br>• Capacity to search for opportunities<br>• Coordination among parties to convene stakeholders, ensure that time, energy, and efforts are well-used and structured<br>• Time to determine specifics of the project scope |

| Action 1.2: Identify a space with immediate availability in the Southside for temporary use (2019-2020) for the food hub. | |
|---|---|
| **What this is and why it is important** | A temporary space for the Food Equity Center (FEC) would enable a proof-of-concept project to be run and possibly facilitate interim revenue generation from delivering services for farmers and consumers. The space will prompt conversations and help generate interest while meeting critical needs of the community. |
| **Measures of success** | • A physical space is secured.<br>• The temporary hub is operational. |
| **Timeframe** | • 2-6 months |
| **Lead** | • Tory Dahlhoff, Regional Fresh Food Council/Greater Peoria Economic Development Council<br>• Michael Brooks, OSF HealthCare, Saint Francis Medical Center<br>• Dwayne Harris, Intangible Mindz, LLC |
| **Supporting cast** | • Peoria City/County Department of Public Health (Tracy Terlinde)<br>• United States Department of Agriculture<br>• City of Peoria (Ross Black)<br>• Regional Fresh Foods Council members<br>• Community consumers<br>• Local restaurants<br>• Public schools<br>• Anchor institutions<br>• Farmers market coordinators and vendors<br>• Sous Chef (Katie Rodolfi) |
| **Needed resources and possible sources** | • $10K Invest Health Grant monies that need to be spent by the end of calendar year 2019 (may be leveraged to secure additional discretionary funds)<br>• Demonstration location agreed to work for both communities (smaller space than 1312 Adams Street may be needed; $2M estimated redevelopment cost)<br>• Space appropriate to planned uses (e.g., offices, food aggregation and distribution)<br>• Temporary or mobile refrigeration and cold storage equipment<br>• Electricity and water<br>• Equipment (portable)<br>• Security<br>• Marketing (e.g., flyers, postcards and social media page)<br>• Explore extant facilities (St. Ann's, e.g.) to see how proof of concept could be executed |

| Action 1.3: Conduct search for a developer or community development corporation (CDC) to realize the initial phase of the Food Equity Center vision. | |
|---|---|
| **What this is and why it is important** | Once space is identified for a proof of concept location, a developer can spearhead the project and provide an idea of how much in additional funding is required, as well as oversee overall project feasibility. By contracting a developer that is open to working with SCUC/Southside residents to realize a community-driven project, we can have an organization on demand once feasibility study has been completed and analyzed. |
| **Measures of success** | • When a developer/CDC is contracted for the project and signs an agreement/MOU with SCUC (and/or other Southside resident organization) so that any development has input from and is approved by neighborhood representatives.<br>• Solidified a vision for the project, including phasing (Phase 1: proof-of-concept as small-scale food hub/entrepreneur center; Phase 2: develop into food market with expanded food hub and entrepreneur empowerment opportunities). |
| **Timeframe** | • 3-12 months |
| **Lead** | • Building Healthy Communities Collective |
| **Supporting cast** | • Peoria City/County Health Department (Monica Hendrickson)<br>• Greater Peoria Economic Development Council (Tory Dahlhoff)<br>• City of Peoria (Ross Black and Sara Maillacheruvu)<br>• Community agencies |
| **Needed resources and possible sources** | • Deadlines<br>• Time<br>• Capacity<br>• Request for proposal templates and application<br>• Concept drawings |

| Action 1.4: Conduct a long-term feasibility study for the Food Equity Center. | |
|---|---|
| **What this is and why it is important** | A feasibility study is integral in the development process. A variety of agencies will need to collaborate to solidify the funding of the feasibility study. |
| **Measures of success** | • Funding for feasibility study is secured<br>• Feasibility study is completed<br>• Results of the feasibility study inform long-term development options for a Food Equity Center (FEC) |
| **Timeframe** | • 3-12 months |
| **Lead** | • Lisa Fuller, OSF HealthCare Saint Francis Medical Center<br>• Leslie McKnight, Peoria City/County Health Department<br>• Tory Dahlhoff, Regional Fresh Food Council/Greater Peoria Economic Development Council |

| Action 1.4: Conduct a long-term feasibility study for the Food Equity Center. | |
|---|---|
| **Supporting cast** | • Community Foundation of Central Illinois (Mark Roberts)<br>• Peoria County Administrator (Scott Sorrel)<br>• Local Initiatives Support Corporation (Karen Davis)<br>• City of Peoria (Ross Black) |
| **Needed resources and possible sources** | • Funds to complete study (see supporting cast for possible sources)<br>• Time<br>• Capacity |

| Action 1.5: Hire a project manager and business development associate for the Food Equity Center hub to allow for its development. | |
|---|---|
| **What this is and why it is important** | If the feasibility study presents a clear and reasonable path forward for development of a Food Equity Center, funding will be needed for the buildout of the permanent physical location and start-up operations including staff, inventory, marketing, and sales. Staffing is critical, as the food hub needs a dedicated staff member to manage the project during the current growing season and a staff member focused on business development to ensure there is a pipeline of activity to support operationally-driven revenue. |
| **Measures of success** | • When an assessment of needed funds is completed.<br>• When applications are submitted, and partners and founders are identified, who will use the space.<br>• When funding is secured. |
| **Timeframe** | • 6-12 months |
| **Lead** | • Sara Maillacheruvu, City of Peoria<br>• Tory Dahlhoff, Greater Peoria Economic Development Council<br>• Community Foundation of Central Illinois |
| **Supporting cast** | • OSF Healthcare, Saint Francis Medical Center<br>• Peoria City/County Health Department (Monica Hendrickson)<br>• Heartland Health Services (Michelle Sanders)<br>• Participants of the pop-up market held at 1312 Adams Street in conjunction with the Local Foods, Local Places workshop<br>• Eventually, the envisioned Community Development Corporation |
| **Needed resources and possible sources** | • Community Foundation of Central Illinois<br>• Capacity to search for opportunities<br>• Federal funding<br>• Private philanthropy<br>• PeoriaCorps/AmeriCorps member - could help oversee operations |

## Goal 2: Connect neighborhood voices to development plans for more equitable outcomes.

Residents of the Southside neighborhood are interested in development plans that will impact them, but communication about what is happening, where, and by whom can be difficult to track. Ideas or projects tend to be advanced beyond the point of input by the time knowledge of them becomes widespread. To ensure that the Southside retains its history and character, it is important to adopt formal strategies by which residents' voices can be amplified in development planning processes and their ideas incorporated early in the planning process.

| Action 2.1: Build the capacity of Southside neighborhood groups, in particular Southside Community United for Change, by encouraging more residents to join to voice ideals and opinions for the organization. | |
|---|---|
| **What this is and why it is important** | Resident input should be integrated at the pre-development phase of projects. By including more residents, the community becomes more influential in development decisions. |
| **Measures of success** | • Number of social media posts on SCUC Facebook account announcing community events and other opportunities to provide input<br>• Number of organizations, churches, local institutions reached<br>• Number of people who attend meetings to which they were invited<br>• Number of flyers distributed<br>• One to two facilitated community planning meetings on Food Equity Center development, pinpointing top priorities for services desired in FEC, once development stage has been reached |
| **Timeframe** | • 0-6 months: Workshop on capacity building and community engagement for Southside Community United for Change<br>• 6-12 months: Member recruitment and organizing plan |
| **Lead** | • Martha Ross, Southside Community United for Change |
| **Supporting cast** | • Neighborhood organizations<br>• PeoriaCorps<br>• City of Peoria via the Neighborhood Enhancement Coordinator<br>• Southside community residents<br>• Union (Jimmy Dillon)<br>• Greater Peoria Economic Development Council (Brent Baker) |
| **Needed resources and possible sources** | • Metropolitan Congregations United<br>• Marketing and outreach<br>• Institutional capacity<br>• Training on community benefits agreements<br>• Bringing the younger generation<br>• Technical assistance/workshop from an organizing entity focused on building local capacity |

| Action 2.2: Create a project-based community engagement roadmap designed for use by developers for projects that holds them accountable to neighborhood voice and customized the final product accordingly. | |
|---|---|
| **What this is and why it is important** | A roadmap would create a mechanism to incorporate community feedback in planning processes. The very development of a FEC itself through community-driven channels could act as a proof of concept of sorts for a roadmap. |
| **Measures of success** | • Creation and implementation of project-based community engagement plan<br>• Use of community benefits agreements to effect change in project designs |
| **Timeframe** | • 6-12 months: document created<br>• 12-24 months: document used |
| **Lead** | • Southside Community United for Change<br>• Peoria neighborhood organizations<br>• University of Illinois Extension |
| **Supporting cast** | • City of Peoria Innovation Team (Anthony Corso)<br>• Phoenix Community Development Services (Nick Mitchell) |
| **Needed resources and possible sources** | • Community involvement<br>• Time, space to convene and collaborate<br>• Peer exchange via an event like this one organized by the Regional Fresh Food Council: https://www.regionalfreshfoodcouncil.org/events/2018/5/8/building-healthy-communities-development-strategies-to-improve-health-and-well-being |

| Action 2.3: Integrate Food Equity Center action plan as the "Local Foods" component of: City of Peoria, Peoria County, Greater Peoria Economic Development Council, Peoria City/County Health Department and healthcare system strategic plans. | |
|---|---|
| **What this is and why it is important** | Integrating the Local Foods, Local Places action plan into other municipal and country strategic plans will support consistency in the vision expressed by the community and help sustain momentum and accountability for getting things done. |
| **Measures of success** | Action plan integrated into each strategic plan to show alignment across activities. |
| **Timeframe** | • 2020: City of Peoria<br>• 2020: Partnership for a Healthy Community + Peoria City/County Health Department<br>• 2020: Comprehensive Economic Development Strategy<br>• 2021: Peoria County |
| **Lead** | • Leslie McKnight, Peoria City/County Health Department |

| Action 2.3: Integrate Food Equity Center action plan as the "Local Foods" component of: City of Peoria, Peoria County, Greater Peoria Economic Development Council, Peoria City/County Health Department and healthcare system strategic plans. | |
|---|---|
| **Supporting cast** | • Partnership for a Healthy Community<br>• City of Peoria (Ross Black)<br>• Peoria County (Scott Sorrel)<br>• Greater Peoria Economic Development Council (Tory Dahlhoff)<br>• Partnership for a Healthy Community - Healthy Eating/Active Living (HEAL) Committee (Leslie McKnight) |
| **Needed resources and possible sources** | • Coordination between government agencies and non-profit sector<br>• Communication plan<br>• Staff time, capacity |

| Action 2.4: Develop a grocery steering committee that reflects the demographics of the neighborhood and community to expand, enable, develop, create or attract an affordable food market (i.e., grocer or food cooperative), preferably one that is locally-owned and located in FEC. | |
|---|---|
| **What this is and why it is important** | Having a steering committee that represents the Southside community will provide a base of committed volunteers for establishment of a fresh food market and ensure the goal is achieved and meets the actual needs of residents. |
| **Measures of success** | • The racial, cultural and demographic makeup of the committee reflects that of the neighborhood fabric.<br>• The first meeting is held.<br>• Subsequent meetings are held<br>• Group representatives attend Regional Fresh Food Council meetings to engage/align with larger/regional effort |
| **Timeframe** | 8-12 months |
| **Lead** | Martha Ross, Southside Community United for Change |
| **Supporting cast** | • Greater Peoria Economic Development Council (Tory Dahlhoff)<br>• City of Peoria Economic Development Department<br>• Local, institutions churches<br>• Peoria City/County Health Department<br>• OSF Saint Francis Medical Center<br>• UnityPoint Health<br>• Regional Fresh Food Council |
| **Needed resources and possible sources** | • Space<br>• List of people<br>• City of Peoria Economic Development Grocery and Healthy Food Strategy Resource Page (http://www.peoriagov.org/economic-development/) |

***Additional Goals***

1. Support neighborhood associations to reach Southside residents
2. Hold stakeholder meetings at various locations and times to account for local participants who may not be able to leave work for these kinds of meetings.
3. Employ local staff to canvas at local schools for their input (not school staff, but parents and teens).
4. Survey Southside residents on what services they desire and preferred locations in for each service.
5. Solicit feedback directly from residents of the area, not just the institutions.

## Goal 3: Increase the demand for locally produced agricultural products in Peoria.

Projects like the gardens at St. Ann and the Well Farm have demonstrated the potential for urban farms in Southside to thrive, while providing fresh food to Southside residents, supporting workforce development, and enhancing the landscape, both through beautification and stormwater management. In order to sustain and expand these production efforts, there must be awareness of and demand for locally-grown produce and foods. Programs that facilitate access and incentivize purchases of fresh foods and celebrations that bring community together around food are key ways to drive demand for locally-grown produce, which in turn could help spur increased local/regional supply.

| Action 3.1: Create a local agricultural marketing plan to support local businesses and entrepreneurs in the development of a Peoria brand. | |
|---|---|
| **What this is and why it is important** | A local agricultural marketing plan would raise awareness of locally produced food, instill pride in residents, and hopefully result in increased demand. |
| **Measures of success** | • Completed branding campaign and logo<br>• Brand recognition/preference as evidenced through sales growth |
| **Timeframe** | • 6 months/September 1 start for Spring 2020 |
| **Lead** | • Dwayne Harris, Intangible Mindz, LLC<br>• Ryan Spain, Innovation Center – OSF |
| **Supporting cast** | • City of Peoria (Planning & Zoning staff)<br>• Minority Business Development Center<br>• Tory Dahlhoff, Regional Fresh Food Council/Greater Peoria Economic Development Council Greater Peoria Economic Development Council<br>• Riverfront Farmers Market Association (logistics help) |
| **Needed resources and possible sources** | • United States Department of Agriculture Local Foods Promotion Program<br>• Peoria Planning and Zoning<br>• Riverfront Farmers Market Association |

| Action 3.2: Establish a food as medicine pilot plan with local health care providers for Southside residents. | |
|---|---|
| **What this is and why it is important** | Healthcare providers can prescribe fresh foods as a component of a patient's care plan, improving physical health with a low-cost measure, reducing the need for prescribed medications, preventing chronic diseases associated with unhealthy diet behaviors, and reducing the overall cost of healthcare. |
| **Measures of success** | • Initial program launched and administered by a local healthcare provider<br>• Number of participating patients<br>• Number of vendors increases<br>• Rate of adoption |
| **Timeframe** | • OSF Saint Francis Medical Center starting pilot discussion now |
| **Lead** | • Sarah DeRamirez, OSF Jump Center |
| **Supporting cast** | • Health Alliance (Sherry Harris)<br>• Healthcare providers<br>• Hospitals |
| **Needed resources and possible sources** | • Local vendors<br>• Primary care providers<br>• Federally qualified clinics |

| Action 3.3: Plan and host a local food festival that features local farmers, food, cooking demonstrations and education that is sponsored by local health care providers. | |
|---|---|
| **What this is and why it is important** | A local food festival can raise awareness of local growers and increase demand for their products. The flexibility of the platform allows for various outreach related to local food, including nutrition education and cooking demonstrations. This could be a kick off to Action 3.1. |
| **Measures of success** | • Attendance levels<br>• Participation of vendors |
| **Timeframe** | • 9-12 months |
| **Lead** | Mike Brooks & Jo Garrison, OSF Saint Francis Medical Center |
| **Supporting cast** | • Southside Community United for Change<br>• Peoria Planning and Zoning<br>• Local restaurants<br>• Black Chamber of Commerce<br>• Social service agencies<br>• Park district<br>• Local businesses |

| Action 3.3: Plan and host a local food festival that features local farmers, food, cooking demonstrations and education that is sponsored by local health care providers. | |
|---|---|
| **Needed resources and possible sources** | • Staff time and capacity<br>• Communication plan<br>• Event funding |

| Action 3.4: Develop a local food buyers' club to work with local farmers to create affordable food options. | |
|---|---|
| **What this is and why it is important** | Food tends to be cheaper when purchased in larger quantities. A group of consumers can coordinate to aggregate their purchasing for shared products in order to lower individual costs. Doing this with a local farmer helps guarantee demand for the farmer's product. Buying groups can help to unify community around a shared outcome: increasing affordability of fresh foods. |
| **Measures of success** | • More fresh produce is purchased and consumed<br>• Increased farmer contributions<br>• Cost savings |
| **Timeframe** | • Start now<br>• 3-4 months |
| **Lead** | • Dwayne Harris, Intangible Mindz, LLC |
| **Supporting cast** | • Southside Community United for Change<br>• Local vendors<br>• Greater Peoria Economic Development Council (Tory Dahlhoff)<br>• Churches |
| **Needed resources and possible sources** | • Participants<br>• Agreements with farmers<br>• Churches<br>• Donations<br>• Grants<br>• Aggregation location |

| Action 3.5 Connect local farmers and local produce to afterschool and summer programming. | |
|---|---|
| **What this is and why it is important** | Time spent out of school, including summer break, is critical for students that may not have sufficient access to fresh foods. A program that would connect local farmers and their produce to afterschool and summer programming would assist families with their children's food needs and help establish healthy eating habits. Programming and relationship-building could take the form of community-supported agriculture (CSA), visit by farmers to the school garden or classroom, workshops for students and families, etc. A foothold in the community may blossom into wholesale partnerships between farmers and anchor institutions, restaurants, and grocery stores that serve the Southside. |

| Action 3.5 Connect local farmers and local produce to afterschool and summer programming. | |
|---|---|
| **Measures of success** | • Participation rates<br>• Quantity of local food demand increases<br>• Number of vendor participants vendor/school ratio |
| **Timeframe** | 4-12 months |
| **Lead** | Martha Ross, Southside Community United for Change |
| **Supporting cast** | • Dwayne Harris, Intangible Mindz, LLC<br>• OSF Saint Francis Medical Center<br>• Peoria Public Schools<br>• Current afterschool programs (e.g. Common Place / Neighborhood House, Crittenton Centers) |
| **Needed resources and possible sources** | • OSF Saint Francis Medical Center<br>• School system<br>• Local farmers |

## Goal 4: Provide business development and employment pathways to support a thriving food and farming community on the Southside.

For the food and farming community to thrive, it has to attract, train, and retain talent. Southside youth need more diverse activities to keep busy during out of school time and programs that support learning after high school. Prior workforce training and development programs that once operated in Peoria could be revived and new ones formed, given the current growth in interest in food and farming. A qualified workforce underpins a successful economy, so initiatives that would offer training around food production, service, marketing, sales, and other aspects of business and entrepreneurship would benefit the Southside community.

| Action 4.1: Establish a food and agriculture workforce development strategy that is inclusive of Southside residents. | |
|---|---|
| **What this is and why it is important** | The community is interested in more opportunities to engage youth in food and agriculture and provide options to learn skills that will enhance their job readiness in the future. Existing workforce development programs for agriculture and food industries can be better target youth and adult workforce in the Southside to train and build business acumen in the fields food and agriculture so that more food-based businesses can thrive in the area. |
| **Measures of success** | • A list of existing programs and employers is created.<br>• Phone calls made and contacts established with schools, community groups, interested mentors (e.g., Urban League, 4-H) |
| **Timeframe** | 3-6 months (in preparation for the 2019-2020 school year). |
| **Lead** | • Andrew Kerr, Illinois Central College<br>• Brent Baker, Greater Peoria Economic Development Council |

| Action 4.1: Establish a food and agriculture workforce development strategy that is inclusive of Southside residents. | |
|---|---|
| **Supporting cast** | • Tri-County Urban League<br>• Community Action Agency<br>• Southside Community United for Change<br>• Special K Productions & Southside Community United for Change (SCUC) & East Bluff Association (Ken Williams)<br>• University of Illinois Extension (Kathie Brown)<br>• Neighborhood associations<br>• Local churches<br>• Local businesses<br>• Peoria Public Schools and Woodruff Culinary Program<br>• University of Illinois Extension<br>• Junior Achievement |
| **Needed resources and possible sources** | • Time<br>• Communications<br>• Research |

| Action 4.2: Create and fill a position for a food systems business development coordinator (value-chain coordinator). | |
|---|---|
| **What this is and why it is important** | A Value Chain Coordinator position is designed to build capacity within the regional food system increasing the scale, consistency, and affordability of healthy food products to community organizations, institutions such as schools, food banks, hospitals, and local grocery retailers. A Value Chain Coordinator can also help to identify new business opportunities for farmers and underserved food entrepreneurs and connect them with business development resources. A focus on improving the regional food supply chain by strengthening business relationships through shared values—such as equity, transparency, and collaboration—could more effectively mitigate root causes of healthy food access and food security. A value chain coordinator would foster a supply chain that aims to deliver nutritious and sustainably produced food products that are widely available to all communities. |
| **Measures of success** | • Host organization committed<br>• Funding secured<br>• Person hired |
| **Timeframe** | 12-18 months |
| **Lead** | Tory Dahlhoff, Greater Peoria Economic Development Council / Regional Fresh Food Council |
| **Supporting cast** | • City of Peoria (Ross Black)<br>• City/County Health Department (Tracy Terlinde)<br>• University of Illinois Extension (Kathie Brown) |

| Action 4.2: Create and fill a position for a food systems business development coordinator (value-chain coordinator). | |
|---|---|
| **Needed resources and possible sources** | • Meeting location<br>• Outreach |

| Action 4.3: Build a teaching garden at each Southside school: Trewyn Middle School, Harrison Primary School, Roosevelt Magnet School, Valeska Hinton Early Childhood Development Center, Manual Academy, and Christ Lutheran School. | |
|---|---|
| **What this is and why it is important** | School gardens would be a way to introduce fresh food to students at an early age and provide the opportunity to taste and try fresh, locally grown food. Gardens encourage youth involvement in the local food system and could offer additional local produce to school neighbors. |
| **Measures of success** | • When each school in the Southside has a garden built and planted.<br>• Garden programming is funded and active. |
| **Timeframe** | 3-24 months (Likely one school at a time, possibly starting with Trewyn) |
| **Lead** | Susan Grzanich, Innovation & Grants Officer, Peoria Public Schools |
| **Supporting cast** | • Peoria Public Schools administrators, principals, and teachers (Martha Ross)<br>• Parent Teacher Organizations<br>• Southside Community United for Change<br>• Intangible Mindz, LLC (Dwayne Harris)<br>• University of Illinois Extension, SNAP Education (Kaitlyn Streitmatter)<br>• Peoria County (Rebecca Cottrell, Recycling Coordinator)<br>• Master Gardeners |
| **Needed resources and possible sources** | • Supplies for building gardens (e.g., raised beds, soil, seeds/seedlings, water)<br>• Volunteers to build gardens<br>• Funding for garden programming staff |

| Action 4.4: Incorporate school gardens into school curriculum. | |
|---|---|
| **What this is and why it is important** | Connecting the school gardens to curriculum will help secure their longevity, sustainability, and relevance as a resource. School gardens provide an additional classroom for space constrained schools and support different learning styles (i.e. kinetic). Access to school garden and outdoor exposure has been shown to improve mental and behavioral health and help students to develop important life skills.[9] |
| **Measures of success** | Great Gardening (or similar program) adopted for every grade level |
| **Timeframe** | 0-6 months after a garden is established at a school |

[9] University of Washington. Green Cities: Good Health. https://depts.washington.edu/hhwb/Thm_Mental.html. Accessed Aug. 5, 2019.

| Action 4.4: Incorporate school gardens into school curriculum. | |
|---|---|
| **Lead** | Martha Ross, Southside Community United for Change (to research and identify a permanent lead from within the public school system) |
| **Supporting cast** | Peoria Public Schools administrators, principals, and teachers (Martha Ross) |
| **Needed resources and possible sources** | USDA Great Gardening Curriculum |

***Additional actions***

1. Educate youth on the importance of employment and financial gain.
2. Prepare youth for the future.
3. Develop and implement a strategic plan for produce and flower gardens in Southside to maximize land use, train residents and generate revenue for residents.
4. Enable locally-owned existing or new small business food grocers to expand into underserved areas (this action is related to Action 2.1 & 2.2).

# IMPLEMENTATION AND NEXT STEPS

The steering committee held three calls in the weeks following the workshop to share progress updates, review the community action plan for clarity and accuracy, and discuss outreach strategies for maintaining momentum and stakeholder engagement in the process. Ongoing progress and outcomes of the workshop include the following:

- Extensive media coverage and awareness building of current initiatives and needs for the Southside community.
- A second annual neighborhood walk in Southside to share its history and good things that are happening there today. The workshop and draft action plan were discussed.
- Peoria released its *Filling the Grocery Gap in Peoria Report* and held a first community meeting to share the findings. Another community meeting is scheduled for later in July.
- Regional Fresh Foods Council met on July 19 to formalize an executive/steering committee to work on the regional food strategy. The council has to date been an informal network but now wants to transition to a more formalized leadership group that can put a strategy on paper, advocate for policy changes and resources for projects. This selection of both Peoria and Mt Pulaski to the Local Foods, Local Places program is a direct result of the early work of the Regional Fresh Foods Council that participating organizations would like to continue with more structure.
- The Great Peoria Economic Development Council and Peoria Innovation Alliance hosted the first of a series of networking events for local food businesses and aspiring entrepreneurs. The events was held at Sous Chef and about 30 people attended.
- The Regional Fresh Food Council members have all signed a six-month letter of commitment to continue their collaboration on a regional food systems plan between August 2019 and February 2020.
- A second community meeting to share the results of the Grocery report was held in July.

# APPENDICES

- Appendix A – Workshop Photo Album
- Appendix B – Community Data Profile
- Appendix C – Funding Resources
- Appendix D – References

# Appendix C:
# Workshop Photo Album


*Figure 1 – The community tour begins as participants board the bus in the Riverfront District.*

*Figure 2 – Ross Black leads the community tour through the Riverfront District and Downtown.*


*Figure 3 – The Thomas Building is the future site of the Peoria Innovation Hub in Downtown.*

*Figure 4 – The community tour stops at Riverfront Park, the site of the weekly Riverfront Farmer's Market.*

*Figure 5 – A railroad station building converted into restaurants is surrounded with sandbags to protect it from river flooding.*


*Figure 6 – Several abandoned buildings like the one pictured are for sale in the Warehouse District.*


*Figure 7 – Converted buildings in the Warehouse District now feature restaurants, boutiques, and apartments.*

*Figure 8 – St. Ann's Catholic Church provides land for the community Garden of Hope in the Southside neighborhood.*

*Figure 9 – The Garden of Hope has taller raised beds to encourage senior community members to participate in gardening.*


*Figure 10 – The Garden of Hope provides a space for children to play and learn.*

*Figure 11 – Neighborhood children decorated wooden skids line the Garden of Hope property.*

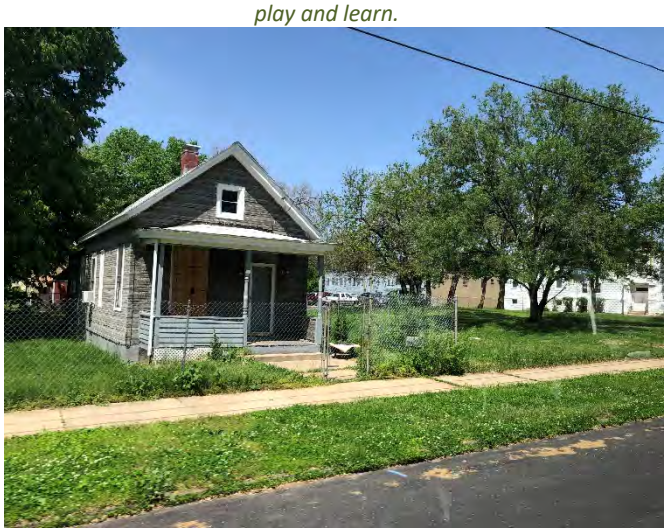


*Figure 12 – Vacant lots next to occupied houses highlight the Southside neighborhood's population loss since 1950.*

*Figure 13 – Dwayne Harris explains the urban agricultural apprenticeship program underway at the Well Farm.*

*Figure 14 – Trees at the Well Farm absorb stormwater redirected from the City's combined sewer system.*


*Figure 15 – The City hosts a pop-up event at 1312 SW Adams Street, showcasing potential demand for a food hub and community center or collectively, a food equity center.*


*Figure 16 – A variety of health, wellness, and community services are displayed at the pop-up event.*


*Figure 17 – Outside the pop-up, attendees learn about the OSF Care-A-Van.*

*Figure 18 - Ross Black leads a tour of 1312 SW Adams Street.*

*Figure 19 – The 1312 SW Adams Street rooftop overlooks Peoria's Warehouse District.*

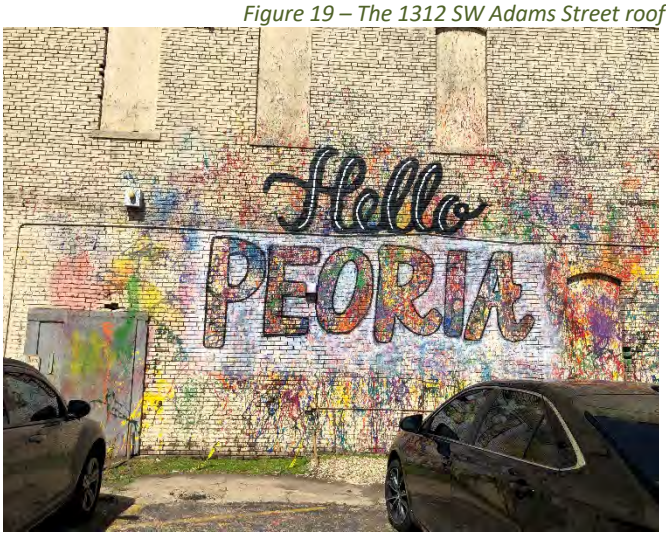



*Figure 20 – A community-made mural adorns the side of 1312 SW Adams Street.*


*Figure 21 – Pop-up attendees envision a future food hub and receive fresh produce from a local farm.*

*Figure 22 – Participants review the workshop goals during the opening evening session.*

*Figure 23 – Participants identify and map existing touchpoints, needs, and opportunities in the Southside neighborhood.*


*Figure 24 - A map illustrates workshop attendees' perspective of touchpoints, needs, opportunities, and favorite places.*

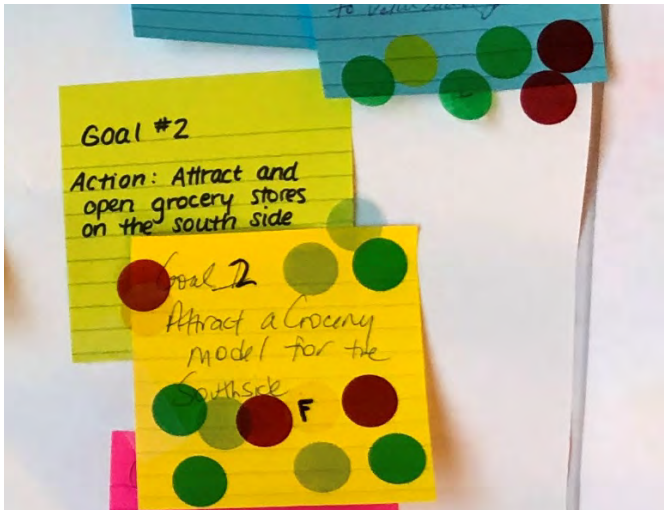



*Figure 25 - Workshop participants brainstorm actions for each goal and prioritize them using dot voting.*

*Figure 26 – During action planning, participants work in groups to order priority actions and determine roles, resources, and timing.*

*Figure 27 - Groups report out on the actions selected for each community goal.*


*Figure 28 – Participants pose for a group picture.*

# Appendix D:
# Community Data Profile

This appendix provides some key data for the Southside Neighborhood of Peoria. The Environmental Protection Agency's EJSCREEN: Environmental Justice Screening and Mapping Tool, https://www.epa.gov/ejscreen, provides demographic and environmental data. The reports from EJ Screen were generated on the City of Peoria, shown in Figure 1 below and the Southside Neighborhood (61605 zip code), shown in Figure 2 below. A second report from the Healthy Food Access Portal, Research Your Community web portal, http://www.healthyfoodaccess.org/access-101/research-your-community, provides demographic, workforce, food environment, and health indicator data by zip code. The 61605 zip code covers the Southside Neighborhood.

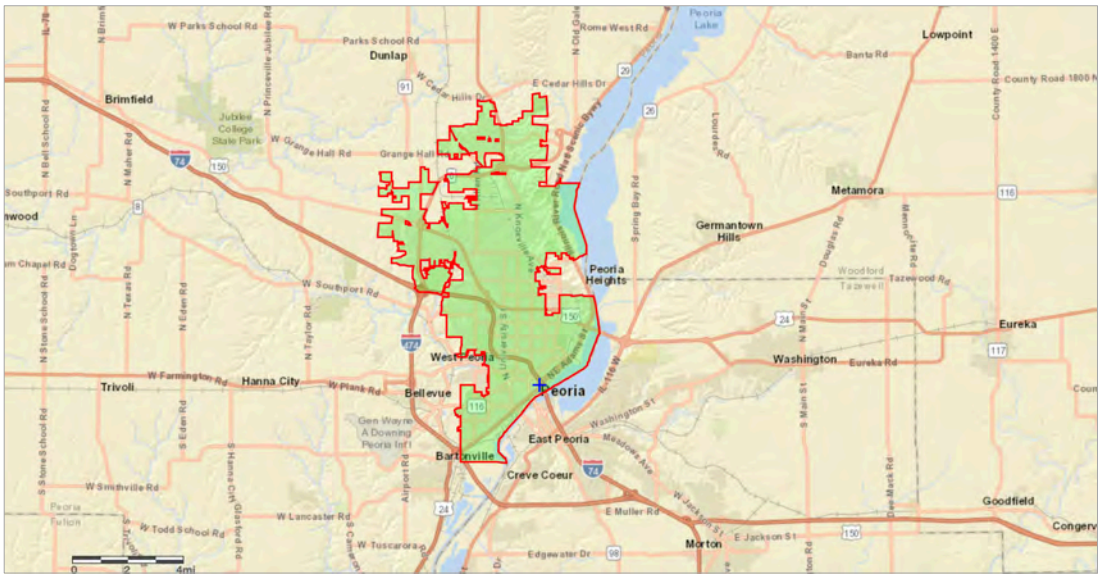



*Figure 1 – City of Peoria. Souce: EPA EJSCREEN mapping tool.*

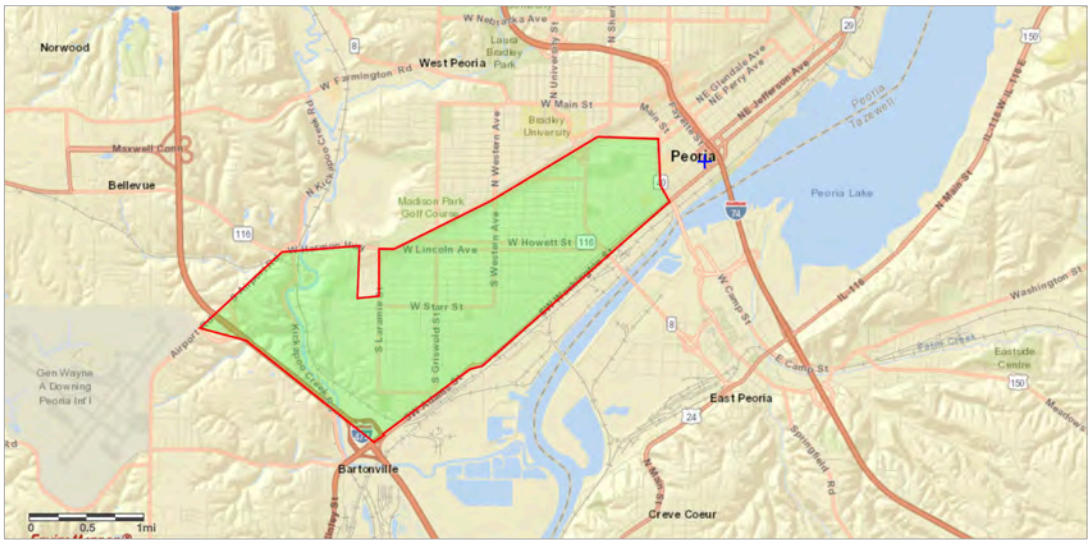



*Figure 2 – Data query for the Southside Neighborhood (61605 zip code). Souce: EPA EJSCREEN mapping tool.*

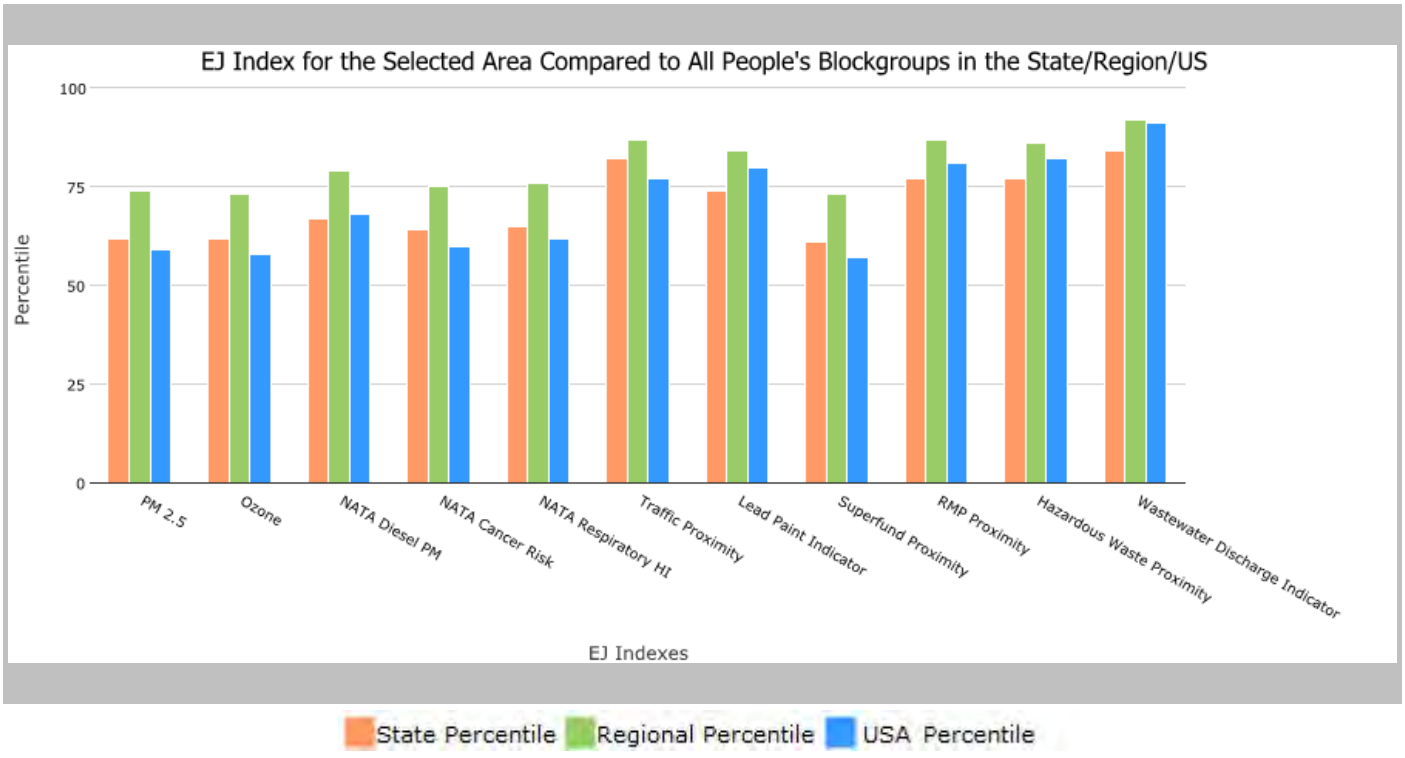
# EJSCREEN Report (Version 2018)

**City: Peoria, ILLINOIS, EPA Region 5**

**Approximate Population: 114,828**

**Input Area (sq. miles): 50.22**

| Selected Variables | State Percentile | EPA Region Percentile | USA Percentile |
|---|---|---|---|
| **EJ Indexes** | | | |
| EJ Index for PM2.5 | 62 | 74 | 59 |
| EJ Index for Ozone | 62 | 73 | 58 |
| EJ Index for NATA* Diesel PM | 67 | 79 | 68 |
| EJ Index for NATA* Air Toxics Cancer Risk | 64 | 75 | 60 |
| EJ Index for NATA* Respiratory Hazard Index | 65 | 76 | 62 |
| EJ Index for Traffic Proximity and Volume | 82 | 87 | 77 |
| EJ Index for Lead Paint Indicator | 74 | 84 | 80 |
| EJ Index for Superfund Proximity | 61 | 73 | 57 |
| EJ Index for RMP Proximity | 77 | 87 | 81 |
| EJ Index for Hazardous Waste Proximity | 77 | 86 | 82 |
| EJ Index for Wastewater Discharge Indicator | 84 | 92 | 91 |



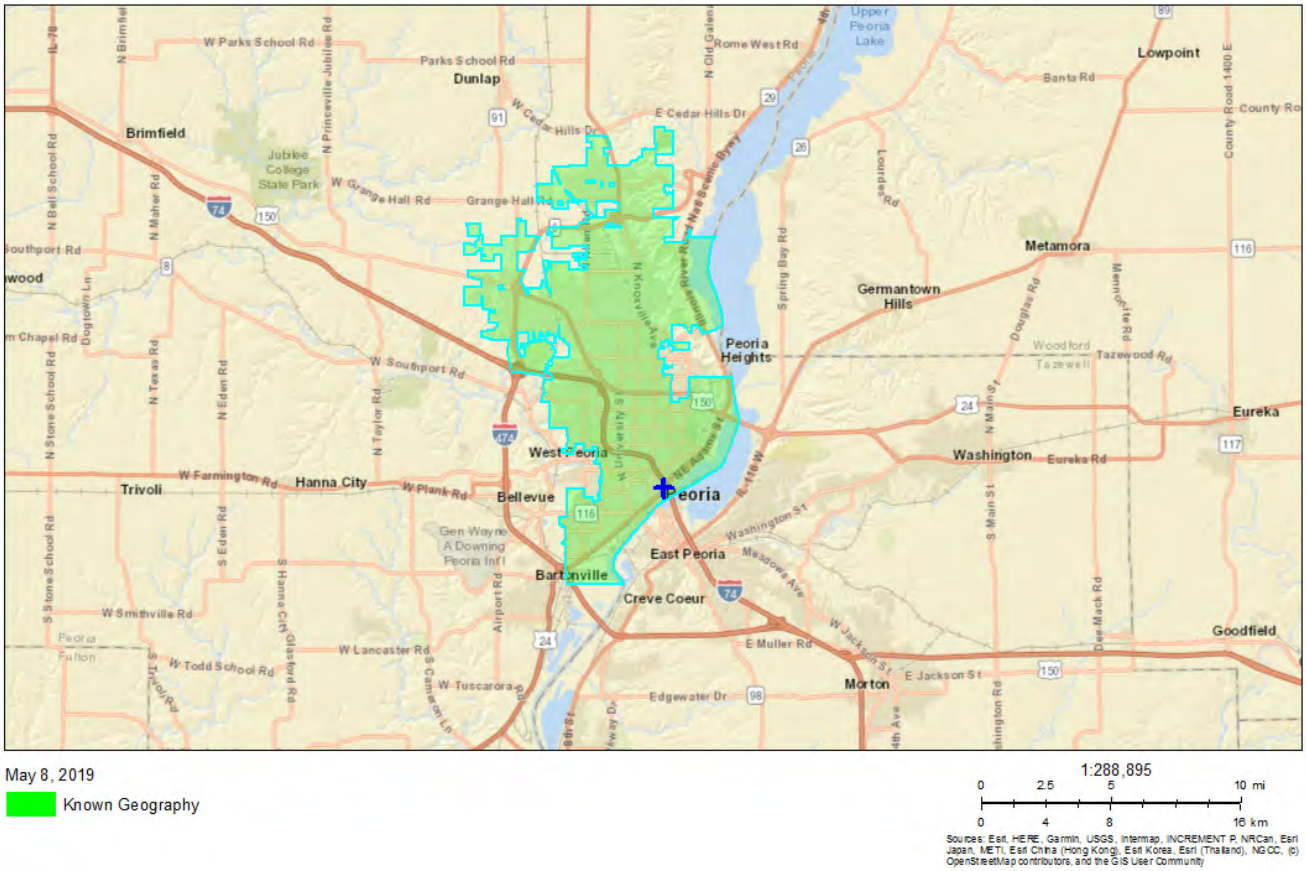

This report shows the values for environmental and demographic indicators and EJSCREEN indexes. It shows environmental and demographic raw data (e.g., the estimated concentration of ozone in the air), and also shows what percentile each raw data value represents. These percentiles provide perspective on how the selected block group or buffer area compares to the entire state, EPA region, or nation. For example, if a given location is at the 95th percentile nationwide, this means that only 5 percent of the US population has a higher block group value than the average person in the location being analyzed. The years for which the data are available, and the methods used, vary across these indicators. Important caveats and uncertainties apply to this screening-level information, so it is essential to understand the limitations on appropriate interpretations and applications of these indicators. Please see EJSCREEN documentation for discussion of these issues before using reports.

# EJSCREEN Report (Version 2018)

**City: Peoria, ILLINOIS, EPA Region 5**

**Approximate Population: 114,828**

**Input Area (sq. miles): 50.22**




| Sites reporting to EPA | |
|---|---|
| Superfund NPL | 0 |
| Hazardous Waste Treatment, Storage, and Disposal Facilities (TSDF) | 8 |

# EJSCREEN Report (Version 2018)

**City: Peoria, ILLINOIS, EPA Region 5**

**Approximate Population: 114,828**

**Input Area (sq. miles): 50.22**

| Selected Variables | Value | State Avg. | %ile in State | EPA Region Avg. | %ile in EPA Region | USA Avg. | %ile in USA |
|---|---|---|---|---|---|---|---|
| **Environmental Indicators** | | | | | | | |
| Particulate Matter (PM 2.5 in µg/m$^3$) | 11.6 | 12.1 | 35 | 10.8 | 67 | 9.53 | 88 |
| Ozone (ppb) | 43.6 | 43.3 | 65 | 42.6 | 63 | 42.5 | 61 |
| NATA* Diesel PM (µg/m$^3$) | 1.01 | 1.28 | 38 | 0.932 | 60-70th | 0.938 | 60-70th |
| NATA* Cancer Risk (lifetime risk per million) | 35 | 36 | 49 | 34 | 50-60th | 40 | <50th |
| NATA* Respiratory Hazard Index | 1.5 | 1.9 | 39 | 1.7 | <50th | 1.8 | <50th |
| Traffic Proximity and Volume (daily traffic count/distance to road) | 320 | 510 | 70 | 370 | 75 | 600 | 70 |
| Lead Paint Indicator (% Pre-1960 Housing) | 0.48 | 0.41 | 57 | 0.38 | 65 | 0.29 | 74 |
| Superfund Proximity (site count/km distance) | 0.014 | 0.091 | 3 | 0.12 | 8 | 0.12 | 14 |
| RMP Proximity (facility count/km distance) | 0.92 | 1.1 | 58 | 0.81 | 70 | 0.72 | 74 |
| Hazardous Waste Proximity (facility count/km distance) | 1.9 | 2.1 | 63 | 1.5 | 74 | 4.3 | 76 |
| Wastewater Discharge Indicator (toxicity-weighted concentration/m distance) | 0.011 | 0.44 | 58 | 4.2 | 73 | 30 | 81 |
| **Demographic Indicators** | | | | | | | |
| Demographic Index | 41% | 34% | 67 | 28% | 78 | 36% | 65 |
| Minority Population | 42% | 38% | 63 | 25% | 79 | 38% | 61 |
| Low Income Population | 40% | 31% | 69 | 32% | 69 | 34% | 65 |
| Linguistically Isolated Population | 2% | 5% | 52 | 2% | 69 | 4% | 55 |
| Population With Less Than High School Education | 11% | 12% | 61 | 10% | 65 | 13% | 55 |
| Population Under 5 years of age | 7% | 6% | 65 | 6% | 66 | 6% | 64 |
| Population over 64 years of age | 14% | 14% | 57 | 15% | 51 | 14% | 55 |

* The National-Scale Air Toxics Assessment (NATA) is EPA's ongoing, comprehensive evaluation of air toxics in the United States. EPA developed the NATA to prioritize air toxics, emission sources, and locations of interest for further study. It is important to remember that NATA provides broad estimates of health risks over geographic areas of the country, not definitive risks to specific individuals or locations. More information on the NATA analysis can be found at: https://www.epa.gov/national-air-toxics-assessment.

For additional information, see: www.epa.gov/environmentaljustice

# EJSCREEN ACS Summary Report

Location: City: Peoria city
Ring (buffer): 0-mile radius
Description:

| Summary of ACS Estimates | 2012 - 2016 |
|---|---|
| Population | 114,828 |
| Population Density (per sq. mile) | 2,401 |
| Minority Population | 47,802 |
| % Minority | 42% |
| Households | 46,606 |
| Housing Units | 52,297 |
| Housing Units Built Before 1950 | 16,556 |
| Per Capita Income | 25,364 |
| Land Area (sq. miles) (Source: SF1) | 47.82 |
| % Land Area | 95% |
| Water Area (sq. miles) (Source: SF1) | 2.44 |
| % Water Area | 5% |

| | 2012 - 2016 ACS Estimates | Percent | MOE (±) |
|---|---|---|---|
| **Population by Race** | | | |
| Total | 114,828 | 100% | 810 |
| Population Reporting One Race | 109,446 | 95% | 1,974 |
| White | 70,653 | 62% | 669 |
| Black | 30,002 | 26% | 455 |
| American Indian | 404 | 0% | 130 |
| Asian | 5,936 | 5% | 416 |
| Pacific Islander | 15 | 0% | 18 |
| Some Other Race | 2,436 | 2% | 286 |
| Population Reporting Two or More Races | 5,382 | 5% | 356 |
| Total Hispanic Population | 6,546 | 6% | 286 |
| Total Non-Hispanic Population | 108,282 | | |
| White Alone | 67,027 | 58% | 667 |
| Black Alone | 29,677 | 26% | 452 |
| American Indian Alone | 377 | 0% | 130 |
| Non-Hispanic Asian Alone | 5,936 | 5% | 416 |
| Pacific Islander Alone | 11 | 0% | 18 |
| Other Race Alone | 391 | 0% | 185 |
| Two or More Races Alone | 4,864 | 4% | 356 |
| **Population by Sex** | | | |
| Male | 54,592 | 48% | 395 |
| Female | 60,236 | 52% | 534 |
| **Population by Age** | | | |
| Age 0-4 | 8,220 | 7% | 185 |
| Age 0-17 | 28,409 | 25% | 359 |
| Age 18+ | 86,420 | 75% | 483 |
| Age 65+ | 16,143 | 14% | 203 |

**Data Note**: Detail may not sum to totals due to rounding. Hispanic population can be of any race.
N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016 .

# EJSCREEN ACS Summary Report

Location: City: Peoria city
Ring (buffer): 0-mile radius
Description:

| | 2012 - 2016 ACS Estimates | Percent | MOE (±) |
|---|---|---|---|
| **Population 25+ by Educational Attainment** | | | |
| Total | 73,288 | 100% | 411 |
| Less than 9th Grade | 2,327 | 3% | 74 |
| 9th - 12th Grade, No Diploma | 5,931 | 8% | 132 |
| High School Graduate | 17,842 | 24% | 220 |
| Some College, No Degree | 22,841 | 31% | 240 |
| Associate Degree | 6,782 | 9% | 192 |
| Bachelor's Degree or more | 24,347 | 33% | 373 |
| **Population Age 5+ Years by Ability to Speak English** | | | |
| Total | 106,609 | 100% | 718 |
| Speak only English | 94,764 | 89% | 569 |
| Non-English at Home[1+2+3+4] | 11,844 | 11% | 477 |
| [1]Speak English "very well" | 7,901 | 7% | 462 |
| [2]Speak English "well" | 2,410 | 2% | 174 |
| [3]Speak English "not well" | 1,372 | 1% | 99 |
| [4]Speak English "not at all" | 160 | 0% | 64 |
| [3+4]Speak English "less than well" | 1,533 | 1% | 113 |
| [2+3+4]Speak English "less than very well" | 3,943 | 4% | 174 |
| **Linguistically Isolated Households*** | | | |
| Total | 836 | 100% | 110 |
| Speak Spanish | 274 | 33% | 40 |
| Speak Other Indo-European Languages | 306 | 37% | 72 |
| Speak Asian-Pacific Island Languages | 194 | 23% | 83 |
| Speak Other Languages | 62 | 7% | 67 |
| **Households by Household Income** | | | |
| Household Income Base | 46,606 | 100% | 271 |
| < $15,000 | 7,807 | 17% | 153 |
| $15,000 - $25,000 | 5,404 | 12% | 190 |
| $25,000 - $50,000 | 11,475 | 25% | 207 |
| $50,000 - $75,000 | 7,648 | 16% | 153 |
| $75,000 + | 14,272 | 31% | 307 |
| **Occupied Housing Units by Tenure** | | | |
| Total | 46,606 | 100% | 271 |
| Owner Occupied | 26,267 | 56% | 216 |
| Renter Occupied | 20,338 | 44% | 208 |
| **Employed Population Age 16+ Years** | | | |
| Total | 89,293 | 100% | 519 |
| In Labor Force | 56,008 | 63% | 351 |
| Civilian Unemployed in Labor Force | 5,458 | 6% | 168 |
| Not In Labor Force | 33,285 | 37% | 269 |

**Data Note**: Datail may not sum to totals due to rounding. Hispanic population can be of any race.
N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS)
*Households in which no one 14 and over speaks English "very well" or speaks English only.

# EJSCREEN ACS Summary Report

Location: City: Peoria city
Ring (buffer): 0-mile radius
Description:

| | 2012 - 2016 ACS Estimates | Percent | MOE (±) |
|---|---|---|---|
| **Population by Language Spoken at Home*** | | | |
| Total (persons age 5 and above) | 106,609 | 100% | 718 |
| English | N/A | N/A | N/A |
| Spanish | N/A | N/A | N/A |
| French | N/A | N/A | N/A |
| French Creole | N/A | N/A | N/A |
| Italian | N/A | N/A | N/A |
| Portuguese | N/A | N/A | N/A |
| German | N/A | N/A | N/A |
| Yiddish | N/A | N/A | N/A |
| Other West Germanic | N/A | N/A | N/A |
| Scandinavian | N/A | N/A | N/A |
| Greek | N/A | N/A | N/A |
| Russian | N/A | N/A | N/A |
| Polish | N/A | N/A | N/A |
| Serbo-Croatian | N/A | N/A | N/A |
| Other Slavic | N/A | N/A | N/A |
| Armenian | N/A | N/A | N/A |
| Persian | N/A | N/A | N/A |
| Gujarathi | N/A | N/A | N/A |
| Hindi | N/A | N/A | N/A |
| Urdu | N/A | N/A | N/A |
| Other Indic | N/A | N/A | N/A |
| Other Indo-European | N/A | N/A | N/A |
| Chinese | N/A | N/A | N/A |
| Japanese | N/A | N/A | N/A |
| Korean | N/A | N/A | N/A |
| Mon-Khmer, Cambodian | N/A | N/A | N/A |
| Hmong | N/A | N/A | N/A |
| Thai | N/A | N/A | N/A |
| Laotian | N/A | N/A | N/A |
| Vietnamese | N/A | N/A | N/A |
| Other Asian | N/A | N/A | N/A |
| Tagalog | N/A | N/A | N/A |
| Other Pacific Island | N/A | N/A | N/A |
| Navajo | N/A | N/A | N/A |
| Other Native American | N/A | N/A | N/A |
| Hungarian | N/A | N/A | N/A |
| Arabic | N/A | N/A | N/A |
| Hebrew | N/A | N/A | N/A |
| African | N/A | N/A | N/A |
| Other and non-specified | N/A | N/A | N/A |
| Total Non-English | N/A | N/A | N/A |

**Data Note:** Detail may not sum to totals due to rounding. Hispanic popultion can be of any race.
N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016.
*Population by Language Spoken at Home is available at the census tract summary level and up.

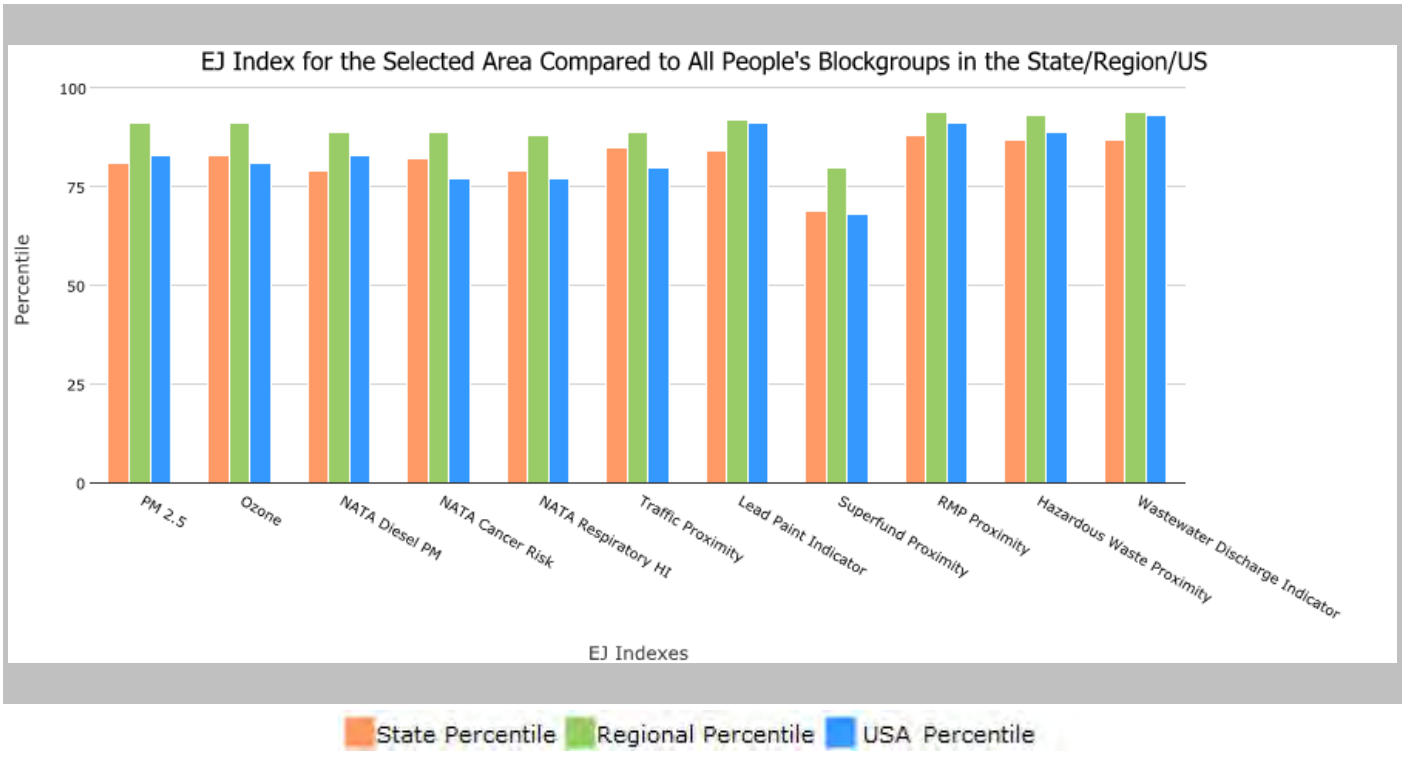
# EJSCREEN Report (Version 2018)

**the User Specified Area, ILLINOIS, EPA Region 5**

**Approximate Population: 15,857**

**Input Area (sq. miles): 4.52**

| Selected Variables | State Percentile | EPA Region Percentile | USA Percentile |
|---|---|---|---|
| **EJ Indexes** | | | |
| EJ Index for PM2.5 | 81 | 91 | 83 |
| EJ Index for Ozone | 83 | 91 | 81 |
| EJ Index for NATA* Diesel PM | 79 | 89 | 83 |
| EJ Index for NATA* Air Toxics Cancer Risk | 82 | 89 | 77 |
| EJ Index for NATA* Respiratory Hazard Index | 79 | 88 | 77 |
| EJ Index for Traffic Proximity and Volume | 85 | 89 | 80 |
| EJ Index for Lead Paint Indicator | 84 | 92 | 91 |
| EJ Index for Superfund Proximity | 69 | 80 | 68 |
| EJ Index for RMP Proximity | 88 | 94 | 91 |
| EJ Index for Hazardous Waste Proximity | 87 | 93 | 89 |
| EJ Index for Wastewater Discharge Indicator | 87 | 94 | 93 |



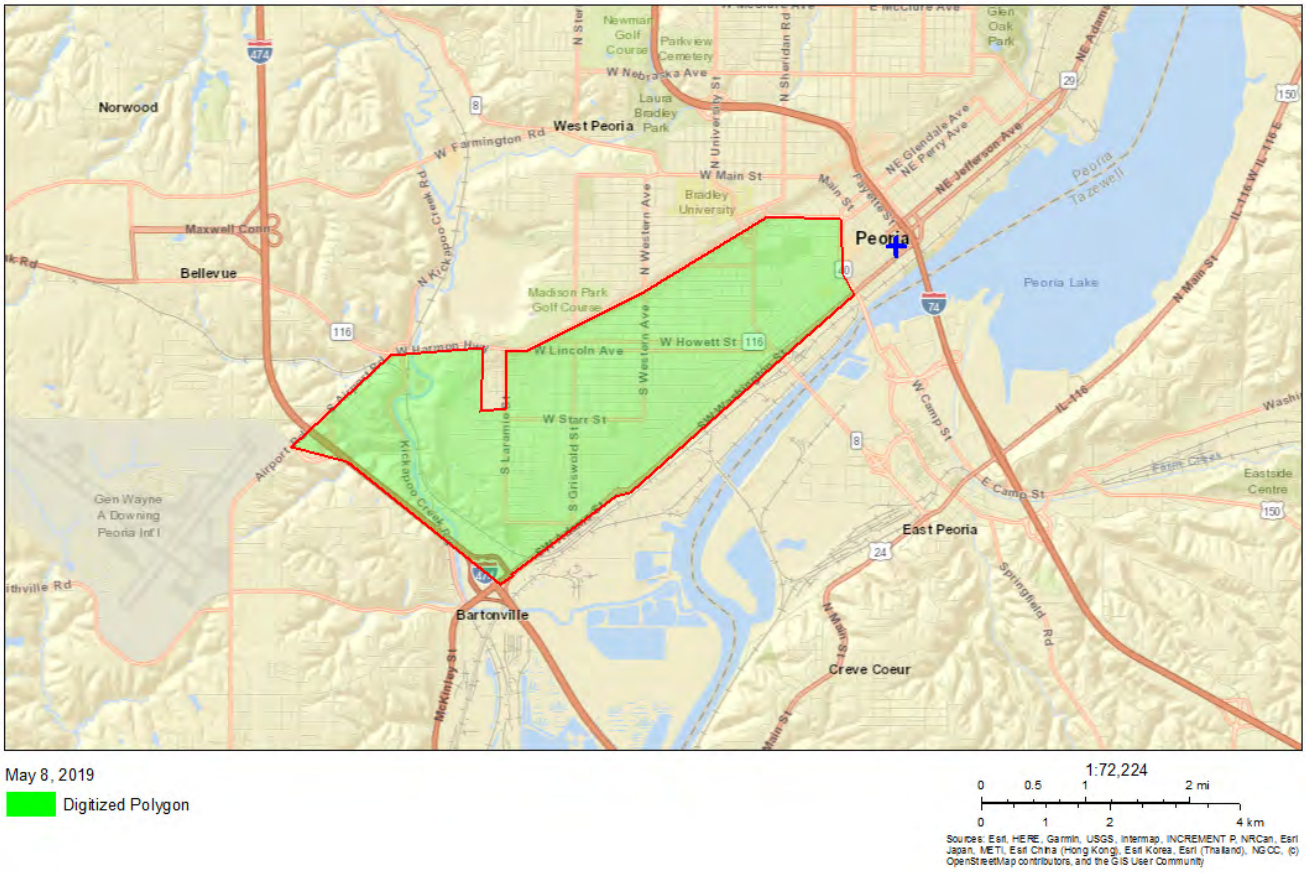

This report shows the values for environmental and demographic indicators and EJSCREEN indexes. It shows environmental and demographic raw data (e.g., the estimated concentration of ozone in the air), and also shows what percentile each raw data value represents. These percentiles provide perspective on how the selected block group or buffer area compares to the entire state, EPA region, or nation. For example, if a given location is at the 95th percentile nationwide, this means that only 5 percent of the US population has a higher block group value than the average person in the location being analyzed. The years for which the data are available, and the methods used, vary across these indicators. Important caveats and uncertainties apply to this screening-level information, so it is essential to understand the limitations on appropriate interpretations and applications of these indicators. Please see EJSCREEN documentation for discussion of these issues before using reports.

# EJSCREEN Report (Version 2018)

**the User Specified Area, ILLINOIS, EPA Region 5**

**Approximate Population: 15,857**

**Input Area (sq. miles): 4.52**




| Sites reporting to EPA | |
|---|---|
| Superfund NPL | 0 |
| Hazardous Waste Treatment, Storage, and Disposal Facilities (TSDF) | 2 |

# EJSCREEN Report (Version 2018)

**the User Specified Area, ILLINOIS, EPA Region 5**

**Approximate Population: 15,857**

**Input Area (sq. miles): 4.52**

| Selected Variables | Value | State Avg. | %ile in State | EPA Region Avg. | %ile in EPA Region | USA Avg. | %ile in USA |
|---|---|---|---|---|---|---|---|
| **Environmental Indicators** | | | | | | | |
| Particulate Matter (PM 2.5 in µg/m$^3$) | 11.7 | 12.1 | 37 | 10.8 | 70 | 9.53 | 89 |
| Ozone (ppb) | 43.4 | 43.3 | 59 | 42.6 | 60 | 42.5 | 60 |
| NATA* Diesel PM (µg/m$^3$) | 0.991 | 1.28 | 37 | 0.932 | 60-70th | 0.938 | 60-70th |
| NATA* Cancer Risk (lifetime risk per million) | 34 | 36 | 46 | 34 | 50-60th | 40 | <50th |
| NATA* Respiratory Hazard Index | 1.5 | 1.9 | 36 | 1.7 | <50th | 1.8 | <50th |
| Traffic Proximity and Volume (daily traffic count/distance to road) | 160 | 510 | 56 | 370 | 63 | 600 | 59 |
| Lead Paint Indicator (% Pre-1960 Housing) | 0.71 | 0.41 | 77 | 0.38 | 81 | 0.29 | 87 |
| Superfund Proximity (site count/km distance) | 0.013 | 0.091 | 3 | 0.12 | 7 | 0.12 | 14 |
| RMP Proximity (facility count/km distance) | 2.1 | 1.1 | 84 | 0.81 | 90 | 0.72 | 91 |
| Hazardous Waste Proximity (facility count/km distance) | 2.5 | 2.1 | 73 | 1.5 | 81 | 4.3 | 81 |
| Wastewater Discharge Indicator (toxicity-weighted concentration/m distance) | 0.028 | 0.44 | 66 | 4.2 | 80 | 30 | 85 |
| **Demographic Indicators** | | | | | | | |
| Demographic Index | 71% | 34% | 88 | 28% | 93 | 36% | 89 |
| Minority Population | 73% | 38% | 80 | 25% | 90 | 38% | 80 |
| Low Income Population | 69% | 31% | 93 | 32% | 93 | 34% | 92 |
| Linguistically Isolated Population | 2% | 5% | 56 | 2% | 73 | 4% | 58 |
| Population With Less Than High School Education | 29% | 12% | 90 | 10% | 94 | 13% | 88 |
| Population Under 5 years of age | 10% | 6% | 86 | 6% | 87 | 6% | 84 |
| Population over 64 years of age | 11% | 14% | 43 | 15% | 36 | 14% | 40 |

* The National-Scale Air Toxics Assessment (NATA) is EPA's ongoing, comprehensive evaluation of air toxics in the United States. EPA developed the NATA to prioritize air toxics, emission sources, and locations of interest for further study. It is important to remember that NATA provides broad estimates of health risks over geographic areas of the country, not definitive risks to specific individuals or locations. More information on the NATA analysis can be found at: https://www.epa.gov/national-air-toxics-assessment.

For additional information, see: www.epa.gov/environmentaljustice

# EJSCREEN ACS Summary Report

Location: User-specified polygonal location
Ring (buffer): 0-mile radius
Description:

| Summary of ACS Estimates | 2012 - 2016 |
|---|---|
| Population | 15,857 |
| Population Density (per sq. mile) | 3,580 |
| Minority Population | 11,520 |
| % Minority | 73% |
| Households | 5,658 |
| Housing Units | 7,012 |
| Housing Units Built Before 1950 | 4,086 |
| Per Capita Income | 14,968 |
| Land Area (sq. miles) (Source: SF1) | 4.43 |
| % Land Area | 99% |
| Water Area (sq. miles) (Source: SF1) | 0.06 |
| % Water Area | 1% |

| | 2012 - 2016 ACS Estimates | Percent | MOE (±) |
|---|---|---|---|
| **Population by Race** | | | |
| Total | 15,857 | 100% | 496 |
| Population Reporting One Race | 15,193 | 96% | 913 |
| White | 5,508 | 35% | 268 |
| Black | 9,068 | 57% | 406 |
| American Indian | 70 | 0% | 43 |
| Asian | 27 | 0% | 56 |
| Pacific Islander | 0 | 0% | 11 |
| Some Other Race | 521 | 3% | 129 |
| Population Reporting Two or More Races | 664 | 4% | 259 |
| Total Hispanic Population | 1,803 | 11% | 184 |
| Total Non-Hispanic Population | 14,054 | | |
| White Alone | 4,337 | 27% | 249 |
| Black Alone | 9,029 | 57% | 406 |
| American Indian Alone | 70 | 0% | 43 |
| Non-Hispanic Asian Alone | 27 | 0% | 56 |
| Pacific Islander Alone | 0 | 0% | 11 |
| Other Race Alone | 0 | 0% | 11 |
| Two or More Races Alone | 591 | 4% | 259 |
| **Population by Sex** | | | |
| Male | 7,726 | 49% | 210 |
| Female | 8,131 | 51% | 317 |
| **Population by Age** | | | |
| Age 0-4 | 1,579 | 10% | 182 |
| Age 0-17 | 5,070 | 32% | 233 |
| Age 18+ | 10,787 | 68% | 222 |
| Age 65+ | 1,789 | 11% | 119 |

**Data Note**: Detail may not sum to totals due to rounding. Hispanic population can be of any race.
N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016 .

# EJSCREEN ACS Summary Report

Location: User-specified polygonal location
Ring (buffer): 0-mile radius
Description:

| | 2012 - 2016 ACS Estimates | Percent | MOE (±) |
|---|---|---|---|
| **Population 25+ by Educational Attainment** | | | |
| Total | 9,261 | 100% | 243 |
| Less than 9th Grade | 697 | 8% | 62 |
| 9th - 12th Grade, No Diploma | 1,982 | 21% | 99 |
| High School Graduate | 3,570 | 39% | 188 |
| Some College, No Degree | 2,381 | 26% | 134 |
| Associate Degree | 442 | 5% | 69 |
| Bachelor's Degree or more | 631 | 7% | 83 |
| **Population Age 5+ Years by Ability to Speak English** | | | |
| Total | 14,278 | 100% | 442 |
| Speak only English | 12,632 | 88% | 337 |
| Non-English at Home[1+2+3+4] | 1,646 | 12% | 141 |
| [1]Speak English "very well" | 794 | 6% | 134 |
| [2]Speak English "well" | 476 | 3% | 90 |
| [3]Speak English "not well" | 352 | 2% | 99 |
| [4]Speak English "not at all" | 24 | 0% | 25 |
| [3+4]Speak English "less than well" | 376 | 3% | 99 |
| [2+3+4]Speak English "less than very well" | 852 | 6% | 122 |
| **Linguistically Isolated Households*** | | | |
| Total | 130 | 100% | 41 |
| Speak Spanish | 130 | 100% | 40 |
| Speak Other Indo-European Languages | 0 | 0% | 11 |
| Speak Asian-Pacific Island Languages | 0 | 0% | 11 |
| Speak Other Languages | 0 | 0% | 11 |
| **Households by Household Income** | | | |
| Household Income Base | 5,658 | 100% | 123 |
| < $15,000 | 1,874 | 33% | 135 |
| $15,000 - $25,000 | 1,218 | 22% | 77 |
| $25,000 - $50,000 | 1,405 | 25% | 100 |
| $50,000 - $75,000 | 664 | 12% | 92 |
| $75,000 + | 497 | 9% | 89 |
| **Occupied Housing Units by Tenure** | | | |
| Total | 5,658 | 100% | 123 |
| Owner Occupied | 2,399 | 42% | 85 |
| Renter Occupied | 3,259 | 58% | 116 |
| **Employed Population Age 16+ Years** | | | |
| Total | 11,190 | 100% | 313 |
| In Labor Force | 5,990 | 54% | 239 |
| Civilian Unemployed in Labor Force | 1,261 | 11% | 132 |
| Not In Labor Force | 5,200 | 46% | 193 |

**Data Note**: Datail may not sum to totals due to rounding. Hispanic population can be of any race.
N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS)
*Households in which no one 14 and over speaks English "very well" or speaks English only.

# EJSCREEN ACS Summary Report

Location: User-specified polygonal location
Ring (buffer): 0-mile radius
Description:

| | 2012 - 2016 ACS Estimates | Percent | MOE (±) |
|---|---|---|---|
| **Population by Language Spoken at Home*** | | | |
| Total (persons age 5 and above) | 13,067 | 100% | 393 |
| English | 11,824 | 90% | 438 |
| Spanish | 1,140 | 9% | 174 |
| French | 32 | 0% | 11 |
| French Creole | N/A | N/A | N/A |
| Italian | N/A | N/A | N/A |
| Portuguese | N/A | N/A | N/A |
| German | 9 | 0% | 13 |
| Yiddish | N/A | N/A | N/A |
| Other West Germanic | N/A | N/A | N/A |
| Scandinavian | N/A | N/A | N/A |
| Greek | N/A | N/A | N/A |
| Russian | N/A | N/A | N/A |
| Polish | N/A | N/A | N/A |
| Serbo-Croatian | N/A | N/A | N/A |
| Other Slavic | N/A | N/A | N/A |
| Armenian | N/A | N/A | N/A |
| Persian | N/A | N/A | N/A |
| Gujarathi | N/A | N/A | N/A |
| Hindi | N/A | N/A | N/A |
| Urdu | N/A | N/A | N/A |
| Other Indic | N/A | N/A | N/A |
| Other Indo-European | 0 | 0% | 11 |
| Chinese | 0 | 0% | 11 |
| Japanese | N/A | N/A | N/A |
| Korean | 0 | 0% | 11 |
| Mon-Khmer, Cambodian | N/A | N/A | N/A |
| Hmong | N/A | N/A | N/A |
| Thai | N/A | N/A | N/A |
| Laotian | N/A | N/A | N/A |
| Vietnamese | 0 | 0% | 11 |
| Other Asian | 0 | 0% | 11 |
| Tagalog | 13 | 0% | 43 |
| Other Pacific Island | N/A | N/A | N/A |
| Navajo | N/A | N/A | N/A |
| Other Native American | N/A | N/A | N/A |
| Hungarian | N/A | N/A | N/A |
| Arabic | 28 | 0% | 56 |
| Hebrew | N/A | N/A | N/A |
| African | N/A | N/A | N/A |
| Other and non-specified | 22 | 0% | 29 |
| Total Non-English | 1,243 | 10% | 581 |

**Data Note:** Detail may not sum to totals due to rounding. Hispanic popultion can be of any race.
N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016.
*Population by Language Spoken at Home is available at the census tract summary level and up.

PolicyLink

REINVESTMENT FUND

The Food Trust

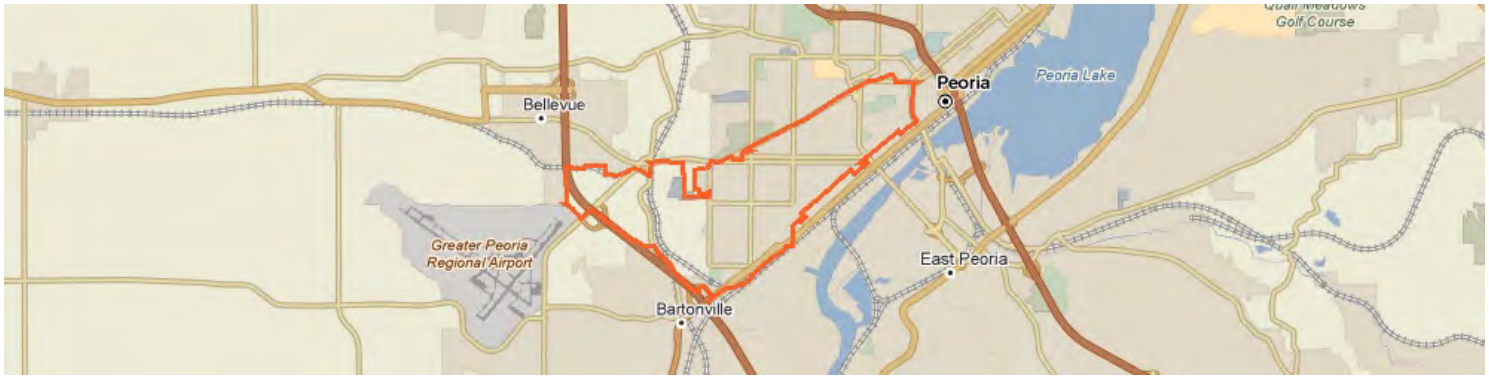
May 8, 2019

Healthy Food Access Portal

Research Your Community

# Report for 61605, IL

This report provides information about the population living within the Zip and their food environment.




# Demographics

Accessing healthy food is a challenge for some Americans - particularly those living in low-income neighborhoods and communities of color. Research has shown that, if a person is Black, Hispanic or living in a low-income block group they are more likely to live in an area with limited access to a full service supermarket.

Current estimates show that the area has has not grown since 2000 and the total population is 0 people. According to 2013-2017 American Community Survey (ACS) data, the population of a minority race was 0.00% and 0.00% were of Hispanic ethnicity. In terms of age, 0.00% were children under age 18, while 0.00% were over age 65.

| Demographics in 61605, IL | | | |
|---|---|---|---|
| 61605 | 2000 | 2010 | 2013-2017 |
| Total Population | N/A | N/A | N/A |
| Pct. Hispanic | N/A | N/A | N/A |
| Pct. Minority | N/A | N/A | N/A |
| Pct. < 18 Years | N/A | N/A | N/A |
| Pct. 65 or Older | N/A | N/A | N/A |

| Median Household Income | | |
|---|---|---|
| | 61605 | Illinois |
| **Median Household Income (2013-2017)** | $0 | $61,229 |

Source: Census 2000, Census 2010, Census ACS 2013-2017

## Workforce and Unemployment

Some communities look to improve access to food for existing residents by meeting both the demands from the daytime population (workforce) and the residential population. The table at right shows the number of people in the workforce that are employed within the

| Local Employment in 61605 | | |
|---|---|---|
| | Resident | Employed |

area and the number of people who reside in the area who are part of the workforce. This data tells us that N/A people work in 61605, while N/A workers reside in 61605 according to the Local Employer-Household Dynamics data. Increasing the number of healthy food retailers can lead to jobs and may be a force of revitalizing economically distressed communities.

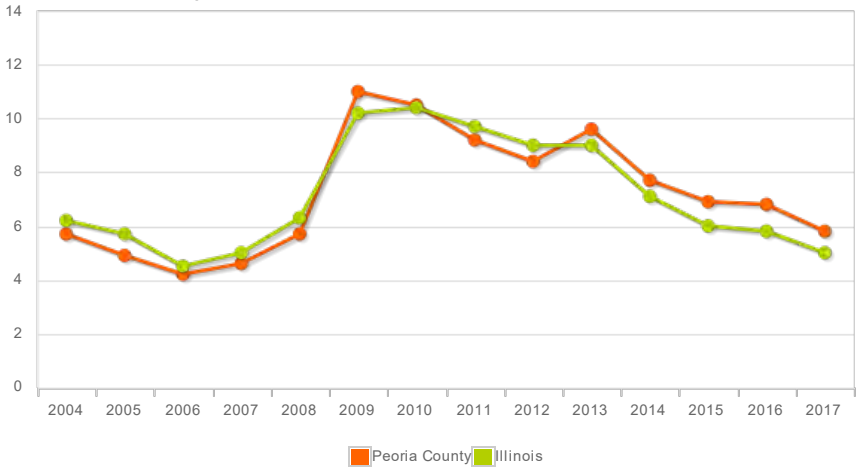
| | | |
|---|---|---|
| **Total Workers (2015)** | N/A Resident | N/A Employed |

Source: Bureau of Labor Statistics, Local Employment-Household Dynamics

61605's unemployment rate is 5.8%, compared to the statewide unemployment rate of 5%. The Supplemental Nutrition Assistance Program (SNAP) is the largest domestic hunger safety net program (according to the USDA). It serves many low-income people, including those who are currently unemployed.

Within Peoria County, 17.74% of people received SNAP benefits in 2011, amounting to $53,579,000 in benefits to program participants.

**Annual Unemployment**




Source: Bureau of Labor Statistics, Local Employment-Household Dynamics

# Food Environment

Determining if a community is underserved by healthy food retailers can be a complicated process that includes a variety of factors including population density, car ownership rates, and the quality and location of supermarkets, grocery stores and farmers markets. Researchers have produced many studies and online tools to help communities to identify areas with limited access to supermarkets and sources of healthy food. Methods and measures vary but two studies and national online data tools are Reinvestment Fund's Limited Supermarket Access (LSA) Study and the U.S. Department of Agriculture (USDA) Food Access Research Atlas. These studies seek to provide guidance on how to understand whether a new supermarket, an expansion of an existing store, or a farmer's market is the appropriate strategy to pursue.

In 2016, there were 0 full service supermarkets located in 61605. There are 7 Limited Service stores located within the study area, and 0 farmers' markets. SNAP benefits are accepted at 21 participating stores, farmer's markets, social service agencies or other non retail providers in this community.

According to the USDA, 7 of 10 census tracts in 61605 are Low-Income, Low-Access tracts. (Show/hide list of USDA Low-Income, Low-Access Tracts)

| Food Retailers in 61605 | |
|---|---|
| **Full Service Supermarkets** | 0 |
| **Limited Service Stores** | 7 |
| **SNAP Retailers** | 21 |
| **Farmers' Markets** | 0 |
| **Fast-food and Takeout Restaurants** | 1 |

Source: USDA ERS Food Access, Census County Business Patterns, USDA Agricultrual Marketing Service, Reinvestment Fund Study of Low Supermarket Access

Based on Reinvestment Fund's 2018 analysis, there is 1 LSA area within 61605. 6,784 people live in this LSA area and are considered to have limited access to a supermarket. The estimated leakage for this area is $8,767,000; this represents the amount that residents spend at stores located outside of the LSA. Please see the PolicyMap Data Directory for Reinvestment Fund's methodology.

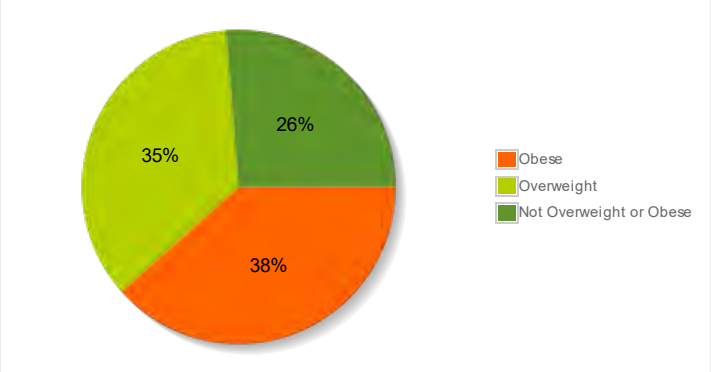
| Limited Supermarket Access in 61605 | |
|---|---|
| **Population within LSA** | 6,784 |
| **Total Grocery Leakage** | $8,767,000 |

Source: Reinvestment Fund Study of Low Supermarket Access.

# Health

The Centers for Disease Control (CDC) provides survey data about the health of the residents within an area. The chart at right displays the Body Mass Index (BMI) classification for adults in 61605. It reports that 35.25% of the population is considered overweight and 38.39% is considered obese.

**BMI Classification in 2013, 61605**

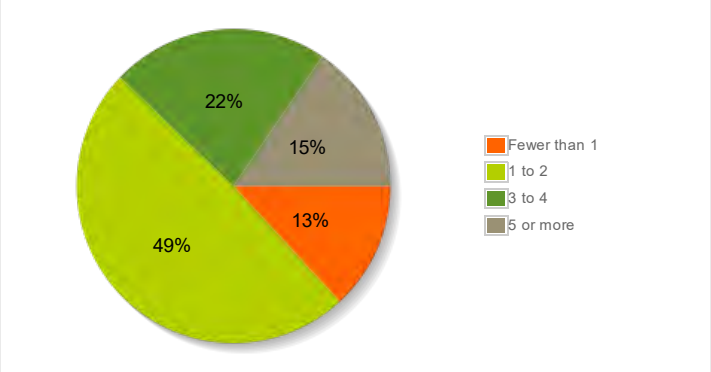



Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

## Fruit and Vegetable Consumption

According to the CDC, fruits and vegetables are critical to promoting good health. Most adults need to increase the amount of fruits and vegetables they currently eat to get the amount that's recommended every day. The CDC reports that the recommended level of consumption depends upon an individual's age, weight and current level of physical activity. Visit ChooseMyPlate.gov for specifics on how many servings to eat. Of the adult residents in 61605, 85% reported eating fewer than 5 fruits and vegetables per day, and 15% report eating five or more per day.

**Number of Fruits/Vegetables Consumed per day in 2013, 61605**




Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

# Federal Programs & Investments

Areas within 61605 may be targeted for economic development or community development activities. By working within these areas, community development entities or commercial operators may be able to seek grants or loans to finance intervention strategies that address the community's lack of food access. Some certified Community Development Financial Institutions (CDFIs) operate specific programs designed to finance food retailers that choose to locate in an area that otherwise lacks healthy food access. The New Markets Tax Credit (NMTC) Program is another federal incentive structure that can provide financing to large commercial developments in eligible areas.

Community Development Block Grant (CDBG) eligible block groups are places that the Department of Housing and Urban Development (HUD) has designated for targeted resources. Within this target area, there are 21 CDBG eligible block groups and 8 NMTC eligible tracts. There are 34 CDFIs working to improve distressed areas of the state. (See list of certified CDFIs in Illinois)

| Federal Program and Investment Dollars in 61605, IL | |
|---|---|
| New Markets Tax Credit Investments (QLICI) 2012-2016 | $579,900 |
| CDFI Loans/Investments 2007-2016 | $1,650,000 |

Source: CDFI Fund, HUD

| AGRICULTURE | Jurisdiction | Statistic |
|---|---|---|
| **Total Farms 2012[1]** | Peoria County | **917** |
| **Farms by Type[2]** | Peoria County | |
| **Vegetable Farms** | | **N/A** |
| **Fruit, Tree Nut, and Berry Farms** | | **N/A** |
| **Livestock, Poultry, and their Product Farms** | | **N/A** |
| ***Change Over Time*** | | |
| **Change in number of farms, 2007-2012[3]** | Peoria County | **Sparse Data (1.32)** |
| **Change in number of farms, by size, 2007-2012[4]** | Peoria County | |
| **<9 acres** | | **Significant Decrease (-5.77)** |
| **10-49 acres** | | **Significant Increase (4.11)** |
| **50-179 acres** | | **Slight Increase (1.76)** |
| **180 – 499 acres** | | **Sparse Data (-0.89)** |
| **500 – 999 acres** | | **Sparse Data (0.19)** |
| **1000 -1999 acres** | | **Sparse Data (-1.72)** |
| **>2000 acres** | | **Sparse Data (-1.29)** |
| **Change in acreage of harvested cropland, 2007-2012[5]** | Peoria County | **Sparse Data (-1.23)** |
| ***Sales*** | Peoria County | |
| **Total agricultural sales 2012[6]** | Peoria County | **N/A** |
| **Farms with direct sales[7]** | Peoria County | **N/A** |
| **Total amount of direct farm sales[8]** | Peoria County | **N/A** |
| **Percentages of farms with sales <$10k[9]** | Peoria County | **39.48** |
| **Percentages of farms with sales $10k-250k[10]** | Peoria County | **40.46** |
| **Percentages of farms with sales >$250k[11]** | Peoria County | **20.07** |
| ***Crops/Produce*** | Peoria County | |
| **Vegetable acreage as percentage of harvested cropland[12]** | Peoria County | **0.92** |
| **Value of vegetables sold as percentage of total agricultural products sold[13]** | Peoria County | **0.87** |
| **Orchard acreage as percentage of cropland[14]** | Peoria County | **0.0** |
| **Value of fruits and nuts sold as percentage of total agricultural products sold[15]** | Peoria County | **0.17** |

[1] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[2] Ag Census Full Report, https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level
[3] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[4] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[5] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[6] Ag Census Full Report, https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level
[7] USDA Food Environment Atlas, http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx
[8] USDA Food Environment Atlas, http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx
[9] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[10] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[11] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[12] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[13] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[14] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/
[15] Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

# **Appendix E:** Funding

## Contents

Cities and towns can strengthen their local food systems through a variety of federal, state, local, and philanthropic projects and programs. USDA and other federal agencies help support local food systems by working with producers, engaging with communities, financing local processing and distribution, or helping retailers develop local food connections. Below are some of the resources available.

## USDA Agricultural Marketing Service

### Farmers Market Promotion Program

The program aims to increase domestic consumption of and access to locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. This program can support the development, improvement, and expansion of farmers markets, agritourism activities, and other direct producer-to-consumer market opportunities. Grant awards range from $50,000 to $250,000 for capacity-building projects and $250,000 to $500,000 for community development, training, and technical assistance projects.

- https://www.ams.usda.gov/services/grants/fmpp

### Local Food Promotion Program

The program offers grant funds with a 25 percent match to support the development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. Planning grants fund the planning stages of establishing or expanding a local and regional food business enterprise. Activities can include but are not limited to market research, feasibility studies, and business planning. Implementation grants help establish, improve, or expand local and regional food business enterprises. Activities can include but are not limited to training and technical assistance for the business enterprise and/or for producers working with the business enterprise; outreach and marketing to buyers and consumers; and non-construction infrastructure improvements to business enterprise facilities or information technology systems.

- https://www.ams.usda.gov/services/grants/lfpp

### Organic Certification Cost Share Programs

Two Organic Certification Cost Share Programs help certified organic operations defray the costs associated with organic certification. Organic operations can be reimbursed for 75 percent of their certification costs up to $750.

- https://www.ams.usda.gov/services/grants/occsp

### USDA Programs in the Local Food Supply Chain

The Agricultural Marketing Service created a fact sheet to help identify which USDA grants and programs apply to you depending on your place in the local and regional food system.

- https://www.ams.usda.gov/sites/default/files/media/FoodSupplyChainFactSheet.pdf

## USDA Rural Development

### Community Facilities Direct Loan and Grant Program

This program provides funding to develop essential community facilities in rural areas with no more than 20,000 residents. Funds can be used to purchase, construct, and/or improve local food system facilities such as community gardens, food pantries, community kitchens, food banks, food hubs, and greenhouses. The program offers grants of up to 75 percent of eligible project costs, low-interest loans, and loan guarantees.

- http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program

### Economic Impact Initiative Grant Program

Funding for essential community facilities is also available through this program for communities with extreme unemployment and severe economic depression.

- http://www.rd.usda.gov/programs-services/economic-impact-initiative-grants

### Rural Business Development Grants

These grants fund technical assistance, training, and other activities leading to the development or expansion of small businesses in rural areas with no more than 50,000 residents. Generally, grants range from $10,000 up to $500,000 and do not require cost sharing. The program can support activities such as training and technical assistance; acquisition or development of land; construction or renovation of buildings, equipment, roads, and utilities; capitalization of revolving loan funds; rural transportation improvements; feasibility studies and business plans; and rural business incubators.

- http://www.rd.usda.gov/programs-services/rural-business-development-grants

### Value-Added Producer Grants

These grants help agricultural producers with the processing and marketing of value-added products. The program aims to generate new products, create and expand marketing opportunities, and increase producer income. Planning grants of up to $75,000 can be used for activities such as conducting feasibility studies and developing business plans for processing and marketing a value-added product. Working capital grants of up to $250,000 can be used for processing costs, marketing and advertising expenses, and some inventory and salary expenses. The grants require matching funds of 50 percent of total project costs.

- http://www.rd.usda.gov/programs-services/value-added-producer-grants

## USDA National Institute of Food and Agriculture

### Beginning Farmer and Rancher Development Program

This program provides grants to collaborative partnerships of public or private entities for education, mentoring, and technical assistance initiatives for beginning farmers or ranchers.

- https://nifa.usda.gov/program/beginning-farmer-and-rancher-development-program-bfrdp

**Rural MicroEnterprise Assistance Program**

This micro-loan program can fund agriculture production activities. Potential loan recipients would need to find out if there is an existing loan fund in their geographic area, or an experienced lending organization could apply to Rural Develpent to start a loan fund.

- https://www.rd.usda.gov/programs-services/rural-microentrepreneur-assistance-program

**Community Food Projects Competitive Grant Program**

This program helps private nonprofit entities fight food insecurity by funding community food projects that help promote the self-sufficiency of low-income communities. Community food projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. Preferred projects develop linkages between two or more sectors of the food system, support the development of entrepreneurial projects, develop innovative linkages between the for-profit and nonprofit food sectors, encourage long-term planning activities, and build long-term capacity of communities to address the food and agricultural problems of communities. Grants range from $10,000 to $400,000 and require a dollar-for-dollar match in resources.

- https://nifa.usda.gov/program/community-food-projects-competitive-grant-program-cfpcgp

**Food Insecurity Nutrition Incentive Grant Program**

This program supports projects to increase the purchase of fruits and vegetables among low-income consumers participating in the Supplemental Nutrition Assistance Program by providing incentives at the point of purchase. It funds pilot projects at up to $100,000 over one year; multi-year, community-based projects at up to $500,000 over no more than four years; and multi-year, large-scale projects of more than $500,000 over no more than four years. USDA gives priority to projects that provide locally or regionally produced fruits and vegetables.

- https://nifa.usda.gov/program/food-insecurity-nutrition-incentive-fini-grant-program

## USDA Natural Resources Conservation Service

**Environmental Quality Incentives Program**

The program provides financial and technical assistance to agricultural producers to plan and implement conservation practices that improve soil, water, plant, animal, air, and related natural resources on agricultural land. Producers are eligible for payments totaling up to $450,000 for completed high tunnel systems that can extend the growing season for high-value crops in an environmentally safe manner. The program can also provide up to $20,000 per year for organic producers and those transitioning to organic to address natural resource concerns and meet requirements for the National Organic Program.

- http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/eqip/

## USDA Farm Service Agency

### Farm Storage Facility Loan Program

This program provides low-interest financing so producers can build or upgrade permanent facilities to store commodities. Eligible facilities include cold storage facilities for fruits, vegetables, dairy, and meat products. Producers may borrow up to $500,000.

- http://www.fsa.usda.gov/programs-and-services/price-support/facility-loans/farm-storage/index

### Microloan Program

The Microloan Program helps finance small, beginning, niche, and non-traditional farm operations; farms participating in direct marketing and sales such as farmers markets; and farms using hydroponic, aquaponic, organic, and vertical growing methods. Eligible uses of funds include to make a down payment on a farm; build, repair, or improve farm buildings; purchase hoop houses, tools, and equipment; gain GAP (Good Agricultural Practices), GHP (Good Handling Practices), and organic certification; and market and distribute agricultural products. The maximum loan amount is $50,000.

- http://www.fsa.usda.gov/programs-and-services/farm-loan-programs/microloans/index

## USDA Food and Nutrition Service

### Farm to School Grant Program

These grants support farm-to-school programs that improve access to local foods in schools.

- Support service grants of $65,000 to $100,000 help state and local agencies, Indian tribal organizations, agricultural producers, and nonprofit entities develop and provide support services to farm-to-school initiatives.
- Implementation grants of $65,000 to $100,000 help schools or school districts scale or further develop existing farm-to-school initiatives.
- Planning grants of $20,000 to $45,000 help schools or school districts just getting started on farm-to-school activities organize and structure their efforts for maximum impact by embedding known best practices into early design considerations.
- Training grants of $15,000 to $50,000 help state and local agencies, Indian tribal organizations, agricultural producers, and nonprofit entities support trainings that strengthen farm-to-school supply chains or provide technical assistance in local procurement, food safety, culinary education, and/or integration of an agriculture-based curriculum.

- http://www.fns.usda.gov/farmtoschool/farm-school-grant-program

### Senior Farmers' Market Nutrition Program

This program, similar to the WIC Farmers' Market Nutrition Program, awards grants to state agencies and Indian Tribal organizations to provide low-income seniors with coupons for fruits and vegetables at

farmers markets. The state agencies provide nutrition education to participants and authorize farmers markets to accept the benefits. For a list of state program contacts, visit:

- http://www.fns.usda.gov/sfmnp/sfmnp-contacts

**Supplemental Nutrition Assistance Program (SNAP)**

SNAP offers nutrition assistance to low-income individuals and families. Benefits can be used to purchase many of the foods sold at farmers markets, including fruits and vegetables, dairy products, breads and cereals, and meat and poultry. The Food and Nutrition Service works with state agencies, nutrition educators, and neighborhood and faith-based organizations to help that those eligible for nutrition assistance access benefits. The Food and Nutrition Service also has resources for farmers markets and retailers interested in accepting SNAP benefits.

- http://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program-snap

**USDA Grants and Loans that Support Farm to School Activities**

The Office of Community Food Systems created a 2018 fact sheet listing USDA funding available to assist farms, schools, and every link in between in feeding kids healthy local meals; teaching them about food, farming and nutrition; and supporting local agricultural economies.

- https://www.fns.usda.gov/farmtoschool/grantsandloans

**WIC Farmers' Market Nutrition Program**

The program is associated with the Special Supplemental Nutrition Program for Women, Infants and Children, popularly known as WIC. It awards grants to state agencies and Indian Tribal organizations to provide coupons for fresh, unprepared, locally grown fruits and vegetables to WIC participants for use at farmers markets. The state agencies provide nutrition education to participants and authorize farmers markets to accept the benefits. For a list of state program contacts, visit:

- http://www.fns.usda.gov/fmnp/fmnp-contacts

## U.S. Environmental Protection Agency

**Brownfields Area-Wide Planning Program**

This program provides grants to develop an area-wide plan for assessing, cleaning up, and reusing brownfield sites. Plans focus on a specific project area, such as a neighborhood, downtown district, commercial corridor, old industrial corridor, waterfront, or city block affected by a single large or multiple brownfield sites.

- https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-5

**Brownfields Assessment Grants**

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to sites potentially contaminated by hazardous substances, pollutants, contaminants, or petroleum. The maximum grant amount is $350,000.

- https://www.epa.gov/brownfields/types-brownfields-grant-funding

**Brownfields Cleanup Grants**

Cleanup grants provide funding to carry out cleanup activities at sites contaminated by hazardous substances, pollutants, contaminants, or petroleum. The maximum grant amount is $200,000 per site. Awardees must contribute 20 percent of the amount of funding provided by EPA, although waivers of this requirement are available. An applicant must own the site for which it is requesting funding at time of application.

- https://www.epa.gov/brownfields/types-brownfields-grant-funding

**Environmental Justice Collaborative Problem-Solving Cooperative Agreement Program**

This program provides financial assistance to organizations for projects that address local environmental and/or public health issues in their communities using EPA's Environmental Justice Collaborative Problem-Solving Model. The program helps recipients build collaborative partnerships to help them understand and address environmental and public health concerns in their communities.

- https://www.epa.gov/environmental-justice/environmental-justice-collaborative-problem-solving-cooperative-agreement-0

**Environmental Justice Small Grants**

This grant program supports and empowers communities working on solutions to local environmental and public health issues. The program is designed to help communities understand and address exposure to multiple environmental harms and risks and funds projects up to $30,000. Previously funded projects include Educating South Florida's Residents on Hydroponic Urban Gardening; Promoting Sustainable Agriculture and Healthy Food Production in Athens, Georgia; Creating Safe Soil for Healthy Gardening; and Promoting Urban Agriculture and Food Sustainability in Brooklyn, New York.

- https://www.epa.gov/environmentaljustice/environmental-justice-small-grants-program

**Targeted Brownfields Assessments**

This program helps states, tribes, and municipalities minimize the uncertainties of contamination often associated with brownfields. This program supplements other efforts under the Brownfields Program to promote the cleanup and redevelopment of brownfields. Services include site assessments, cleanup options and cost estimates, and community outreach. Services are for an average of $100,000. The sites for this program are selected locally, once a year. Applicants should currently have redevelopment plans for the contaminated property.

- https://www.epa.gov/brownfields/targeted-brownfields-assessments-tba

**Technical Assistance to Brownfields Communities Program**

This program funds three organizations who—with their extensive team of subgrantees, contractors, partners, and other network contacts—provide technical assistance to communities and other stakeholders. The program helps communities tackle the challenge of assessing, cleaning up, and

preparing brownfield sites for redevelopment, especially underserved, rural, small and otherwise distressed communities.

- https://www.epa.gov/brownfields/epas-technical-assistance-brownfields-tab-communities-program-providing-technical

**Urban Waters Small Grants**

This grant program helps protect and restore urban waters, improve water quality, and support community revitalization and other local priorities. Projects address local water quality issues related to urban runoff pollution, provide additional community benefits, actively engage underserved communities, and foster partnerships. The grants are competed and awarded every two years, with individual award amounts of up to $60,000.

- https://www.epa.gov/urbanwaters/urban-waters-small-grants

## U.S. Department of Housing and Urban Development

**Community Development Block Grants (CDBG) Entitlement**

This program provides funding to help entitled metropolitan cities and urban counties meet their housing and community development needs. This program provides annual grants on a formula basis to entitled communities to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services.

- https://www.hudexchange.info/programs/cdbg-entitlement/

**CDBG Non-Entitlement Communities Program for States and Small Cities**

This program provides funding to help states and units of local government in non-entitled areas meet their housing and community development needs. The program provides grants to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services. All CDBG activities must meet at least one of the following national objectives: benefit low- and moderate-income persons, aid in the prevention or elimination of slums and blight, or meet certain urgent community development needs. No less than 70 percent of the funds must be used for activities that benefit low- and moderate-income persons over a period specified by the state, not to exceed 3 years.

- https://www.hudexchange.info/programs/cdbg-state/

**CDBG §108 Loan Guarantee Program**

This program provides loan guarantee assistance for community and economic development. Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program. Under this section, HUD offers communities a source of financing for certain community development activities, such as housing rehabilitation, economic development, and large-scale physical development projects. Loans may be for terms up to 20 years.

- https://www.hudexchange.info/programs/section-108/

**Programs of HUD**

This 2017 document provides a complete listing of all HUD programs including major mortgage, grants, assistance, and regulatory programs.

- https://www.hud.gov/hudprograms

## Others

**National Endowment for the Arts Our Town Grant Program**

Our Town supports creative placemaking projects that integrate arts and culture into community revitalization work—placing arts at the table with land use, transportation, economic development, education, housing, infrastructure, and public safety strategies. Projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Matching grants range from $25,000 to $200,000. In 2016, the American Dance Institute and the village of Catskill, New York, received an Our Town grant to renovate a former lumberyard and associated buildings into a permanent home for the institute's artist residency, which will include a theater, artist housing, and an open interior courtyard for performances, visual arts displays, and the local farmers market.

- https://www.arts.gov/grants-organizations/our-town/introduction

**Surface Transportation Block Grant Program Transportation Alternative Set Aside**

This program provides set-aside funding for programs and projects defined as transportation alternatives (including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity); recreational trail projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former divided highways. Funds are allocated to state departments of transportation, which select projects through a competitive process. Local governments, school districts, and nonprofit organizations responsible for the administration of local transportation safety programs are among the entities eligible to apply for funding.

- http://www.fhwa.dot.gov/environment/transportation_alternatives/guidance/guidance_2016.cfm

## Private Grant Funding

While funding programs of individual foundations can change from year to year, these resources are good starting points to look for philanthropic and other private support:

**Aetna Foundation**

The Aetna Foundation funds community groups that are advancing healthy eating and active living in homes, schools, and neighborhoods. A major part of this effort is connecting people of limited means with fresh fruits and vegetables through community gardens, urban farms, and farmers markets.

- https://www.aetna-foundation.org/grants-partnerships/health-eating-living.html

**American Community Gardening Association**

The American Community Gardening Association offers a list of grant opportunities for community gardens and other related projects.

- https://communitygarden.org/resources/funding-opportunities/

**Farmers Market Coalition**

The Farmers Market Coalition website includes funding resources for farmers markets and other community food projects.

- https://farmersmarketcoalition.org/education/funding-opportunities/

**Healthy Food Access Portal**

The Healthy Food Access portal was created by PolicyLink, The Food Trust, and Reinvestment Fund to better support communities seeking to launch healthy food retail projects. The portal has a funding section including grants, loans, and incentives suited for healthy food projects.

- http://www.healthyfoodaccess.org/funding

**Kresge Foundation**

Kresge Foundation's Developing Healthy Places focus area offers programs and grants to promote health equity among people in low-income neighborhoods and foster improved health for entire communities. In 2015, Kresge offered planning grants under the initiative "Fresh, Local & Equitable: Food as a Creative Platform for Neighborhood Revitalization," which "seeks to help create a sense of place in communities where culinary ventures are integrated into community life, creating synergies that exceed the sum of their parts."

- https://kresge.org/grant/build-healthy-places-network

**Robert Wood Johnson Foundation**

The Robert Wood Johnson Foundation supports research and programs to help build a national culture of health. Projects that link local foods assets such as community gardens and farmers markets with recreation and alternative transportation projects that seek to improve access to healthy foods could fit with the foundation's giving. The foundation has programs that help to transform local environments in ways that remove health barriers and make it easier for people to lead healthier lives.

- http://www.rwjf.org/en/our-focus-areas/topics/built-environment-and-health.html

The foundation also has programs to increase the ability to provide more free fresh produce in low-income communities, raise public awareness about food insecurity, and encourage healthier eating.

- http://www.rwjf.org/en/library/collections/healthy-food-access.html

**W.K Kellogg Foundation**

The W.K. Kellogg Foundation helps communities transform school food systems, improve community access to good food, and create environments for active living. The foundation accepts grant applications from organizations and institutions throughout the year.

- https://www.wkkf.org/grants

## State Funding

**2019 OMEE Notice of Funding Opportunity**

This Notice of Funding Opportunity (NOFO) sets forth the requirement of the 2019 Department of Commerce and Economic Opportunity (DCEO) Minority-Owned Business Capital and Infrastructure Program. The Office of Minority Economic Empowerment's (OMEE) newly created state funded capital and infrastructure program, as per Public Act 100-0586, aims to equip minority-owned firms with resources to create jobs, build scale and capacity, increase revenues, and expand regionally.

*$10 million of the grant funding is available for minority-owned businesses*
Capital access remains the most important factor limiting the establishment of minority-owned businesses. It also inhibits the ability of economic growth in minority and underserved communities. The goal is to ensure minority enterprises have an equal opportunity to contribute to the growth of Illinois' economy and serve as an advocate for businesses, entrepreneurs and start-ups in traditionally economically-disadvantaged groups. Applicants are eligible for up to $500,000.

*$5 million of the funding is available for incubators who serve or would like to serve minority-owned businesses*
Business incubators provide support to increase survival for new start-ups to assist in growth during the start-up period when many businesses are vulnerable. Incubators can assist by providing space or capacity; networking and consulting opportunities; professional services and training; and, they can supply resources including research and development. Applicants are eligible for up to $250,000.

- Eligibility requirements for minority-owned businesses
- Eligibility requirements for incubators who serve or would like to serve minority-owned businesses

The deadline to apply is June 30, 2019. All applicants must be pre-qualified through the Grant Accountability and Transparency Act (GATA) Grantee Portal. Application is not a guarantee of funding.

Direct questions to: ceo.accountability@illinois.gov

- https://www2.illinois.gov/dceo/AboutDCEO/Pages/2019_OMEE_NOFO.aspx?utm_source=May+2019+Small+Business+Connection&utm_campaign=May+20019+Small+Business+Connection&utm_medium=email

# **Appendix F:** References

Additional resources available are grouped into the following categories:



## I. Bicycle and Pedestrian Connectivity

**Case Studies in Delivering Safe, Comfortable and Connected Pedestrian and Bicycle Networks**

This 2015 Federal Highway Administration document provides an overview of pedestrian and bicycle network principles and highlights examples from communities across the country.

- https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/network_report/

**Design Guidance**

The National Center for Bicycling & Walking compiled resources that provide design guidance for bicycling and pedestrian facilities.

- http://www.bikewalk.org/thepractice.php

**Guidebook for Developing Pedestrian and Bicycle Performance Measures**

This 2016 Federal Highway Administration document helps communities develop performance measures that can fully integrate pedestrian and bicycle planning in ongoing performance management activities.

- http://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/performance_measures_guidebook

**Resources for Implementing Built Environment Recommendations to Increase Physical Activity**

The Centers for Disease Control and Prevention has created a 2017 compilation of real world examples, a 2018 Implementation Resource Guide, and a 2018 Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity.

- https://www.cdc.gov/physicalactivity/community-strategies/beactive/index.html

**Safety Demonstration Projects: Case Studies From Orlando, FL, Lexington, KY, And South Bend, IN**

The National Complete Streets Coalition helped three cities build skills in safer street design, creative placemaking, and community engagement, and then put those skills into practice. This 2018 report includes case studies of local demonstration projects in Orlando, Florida; Lexington, Kentucky; and South Bend, Indiana where communities transformed their streets, intersections, and neighborhoods into slower, safer places for people.

- https://smartgrowthamerica.org/resources/safety-demonstration-projects-case-studies-from-orlando-fl-lexington-ky-and-south-bend-in/?fbclid=IwAR0qTdwv8j1H1NUiC9LLg-j7m0K3ozRSKFeBOQkPj3t9GDHcxY0Y6JRbi9c

**Small Town and Rural Multimodal Networks**

This 2016 Federal Highway Administration document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

- https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahep17024_lg.pdf

## II. Community Gardens

**Cultivating Community Gardens**

The Local Government Commission created a fact sheet on the role of local government in supporting community gardens, including case studies, best management practices, resources, and tools for policy-makers.

- https://www.lgc.org/community-gardens/

**Elder-Accessible Gardening: A Community Building Option for Brownfields Redevelopment**

This 2011 EPA document provides a tip sheet for starting a community garden accessible to people of all age groups and physical activity levels. It includes guidance on starting a garden on a brownfield property.

- https://www.epa.gov/brownfields/brownfields-elder-accessible-gardening

**Garden Organizer Toolkit**

The Vermont Community Garden Network provides tools to help organizers, managers, coordinators, and supporters of community-based gardens, including resources for starting, organizing, and learning in community-based gardens.

- http://vcgn.org/garden-organizer-toolkit/

## III. Community Kitchens

**The Shared Kitchen Toolkit: A Practical Guide to Planning, Launching, and Managing a Shared-Use Commercial Kitchen**

The Food Corridor, Fruition Planning and Management, and Purdue Extension Services co-created this 2018 toolkit that delivers guidance on feasibility and planning for new kitchen projects, as well as management practices for the day-to-day operations of shared-use kitchens. It also provides an overview of emerging kitchen models and highlights opportunities for kitchens to expand their community impact and enhance financial sustainability.

- http://www.thefoodcorridor.com/announcing-the-shared-kitchen-toolkit/

**Commercial Kitchen Guide**

The Minnesota Institute for Sustainable Agriculture published a guide that provides information on policies and regulations for those looking to open or operate in a community commercial kitchen.

- http://www.misa.umn.edu/publications/commercialkitchenguide

**Culinary Incubator Map**

CulinaryIncubator.com is a nonprofit website to help small food businesses locate commercial kitchens. It includes an interactive map with descriptions of commercial kitchens across the United States.

- http://www.culinaryincubator.com/maps.php

## IV. Farm to School

**Farm to School Resources**

The National Farm to School Network has compiled resources for communities working to bring local food sourcing, school gardens, and food and agriculture education into schools and early care and education settings.

- http://www.farmtoschool.org/resources

**The USDA Farm to School Planning Toolkit**

The USDA Food and Nutrition Service created a guide of questions to consider and helpful resources to reference when starting or growing a farm-to-school program. It is designed for use by schools, school districts, and community partners.

- https://www.fns.usda.gov/sites/default/files/f2s/F2S-Planning-Kit.pdf

**Farm to Child Nutrition Programs Planning Guide**

The USDA Office of Community Food Systems created a guide that directs you through questions to consider when starting or growing a farm to school, farm to child care, for farm to summer program. It includes guiding questions, a planning template, and a sample of a completed planning guide.

- https://www.fns.usda.gov/farmtoschool/farm-school-resources

## V. Farmers Markets

**Creating a Farmers Market Living Lab: Lessons Learned in Growing a Farmers Market**

This booklet from the Historic Lewes Farmers Market is the result of asking the question: What can we do to increase sales and attendance at our market? It is a summary of lessons learned.

- https://www.historiclewesfarmersmarket.org/living-lab-report/

**Local and Regional *Market News***

USDA Market News works with state departments of agriculture and local and regional food systems to provide prices, volume, and other information on agricultural commodities sold at local and regional markets throughout the United States.

- https://www.ams.usda.gov/market-news/local-regional-food

**Market Makeover: 25 Best Practices for Farmers' Markets**

This report from the Appalachian Sustainable Agriculture Project provides guidance for making market improvements and dealing with common issues in the areas of management, regulations, risk management, food safety, improving vendor sales, and marketing.

- http://asapconnections.org/downloads/market-makeover-25-best-practices-for-farmers-markets.pdf

**National Farmers Market Directory**

The USDA Agricultural Marketing Service maintains a directory of information about farmers markets, including locations, directions, operating times, product offerings, and accepted forms of payment.

- https://www.ams.usda.gov/local-food-directories/farmersmarkets

**National Farmers Market Managers Survey**

Nearly 1,400 farmers market managers responded to this national survey that the USDA Agricultural Marketing Service conducted in 2014.

- https://www.ams.usda.gov/file/2014-farmers-market-managers-survey-summary-report-final-july-24-2015pdf

**Supplemental Nutrition Assistance Program (SNAP) at Farmers Markets: A How-To Handbook**

This 2010 report from the USDA Agricultural Marketing Service, USDA Food and Nutrition Service, and Project for Public Spaces, Inc. describes how to accept SNAP benefits at farmers markets, including what equipment is required, how to install electronic benefit transfer (EBT) systems, and how to make SNAP EBT succeed at farmers markets.

- https://www.ams.usda.gov/sites/default/files/media/SNAPat%20Farmers%20Markets%20Handbook.pdf

**Sharing the Harvest: A Guide to Bridging the Divide between Farmers Markets and Low-Income Shoppers**

This 2012 report from the Appalachian Sustainable Agriculture Project provides tips and tools to improve the accessibility of local markets and increase consumption of healthy local produce.

- http://asapconnections.org/downloads/asap-farmers-market-access-guide.pdf

**Understanding the Link Between Farmers' Market Size and Management Organization**

This 2007 report by the Oregon State University Extension Service examines common management tools and structures for farmers markets of different sizes to guide strategic planning and resource allocation for new markets and for established markets confronting growth or other significant changes.

- https://catalog.extension.oregonstate.edu/sr1082

## VI. Food Co-ops

**Capital Campaign Workbook**

The Food Co-op Initiative's 2016 workbook helps consumer-owned food co-ops design and implement successful capital campaigns that effectively engage their owners and meet their capital needs.

- http://www.foodcoopinitiative.coop/sites/default/files/Capital%20Campaign%20Workbook%20Food%20Co-op%20Initiative%20March%202016.pdf

**The FCI Guide to Starting a Food Co-op**

This 2017 updated guide from the Food Co-op Initiative provides organizers, board members, and development centers with an introduction to starting a food co-op and an overview of the basic steps and procedures.

- https://www.fci.coop/sites/default/files/Startup%20guide-02.2017.pdf

**How to Start a Food Co-op Manual**

The Cooperative Grocers' Information Network created a guide in 2010 that provides an overview of the basic steps and procedures for starting a food co-op.

- http://www.cooperativegrocer.coop/library/start-a-food-coop

**Publications for Cooperatives**

USDA Rural Development provides publications, reports, and educational materials for cooperatives, including Cooperative Information Reports that provide descriptive information about the cooperative form of business and various cooperative topics, Research Reports, and Service Reports that include USDA's annual compilation of farm cooperative statistics.

- https://www.rd.usda.gov/publications/publications-cooperatives

## VII. Food Hubs

**Findings of the 2017 National Food Hub Survey**

This document by the Michigan State University Center for Regional Food Systems in cooperation with the Wallace Center at Winrock International details the scope and scale of food hub activities, their challenges, and their regional influence based on a survey of more than 100 food hubs across the country.

- https://www.canr.msu.edu/resources/2017-food-hub-survey

**Moving Food Along the Value Chain: Innovations in Regional Food Distribution**

This 2012 report from the USDA Agricultural Marketing Service shares lessons learned and best practices from eight producer networks and their partners distributing locally or regionally grown food to retail and food service customers.

- https://www.ams.usda.gov/sites/default/files/media/Moving%20Food%20Along%20the%20Value%20Chain%20Innovations%20in%20Regional%20Food%20Distribution.pdf

**Regional Food Hub Resource Guide**

This 2012 report from the USDA Agricultural Marketing Service examines the role of food hubs in regional food systems and compiles information on the resources available to support them.

- https://www.ams.usda.gov/sites/default/files/media/Regional%20Food%20Hub%20Resource%20Guide.pdf

**Running a Food Hub series**

USDA Rural Development developed a technical report series in partnership with Virginia Foundation for Agriculture, Innovation and Rural Sustainability and Matson Consulting that offers new and existing food hubs information on how to plan for success, address challenges, and achieve viability.

- Vol 1 – Lessons Learned from the Field (2015)
  https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_1.pdf
- Vol 2 – A Business Operations Guide (2015)
  https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_2.pdf
- Vol 3 – Assessing Financial Viability (2016)
  https://www.rd.usda.gov/files/publications/SR%2077%20FoodHubs%20Vol3.pdf
- Vol 4 – Learning from Food Hub Closures (2017)
  https://www.rd.usda.gov/files/publications/SR77_FoodHubs_Vol4_0.pdf

## VIII. Food Waste

**Excess Food Opportunities Map**

EPA created the Excess Food Opportunities Map, a national, interactive map that identifies more than 500,000 potential generators of excess food and estimated generation quantities, as well as over 4,000 potential recipients of excess food. The map can help users identify potential sources of food for rescue; potential feedstocks for compost and anaerobic digestion; potential infrastructure gaps for managing excess food; and, alternatives to sending food to landfill. This resource is intended to give users the tools to understand the potential magnitude of excess food in their communities and help make connections between generators and recipients such that more food is diverted from landfills and put toward beneficial uses.

- https://www.epa.gov/sustainable-management-food/excess-food-opportunities-map?fbclid=IwAR1rCQWWKbR6yYZqxnE-fRRWNyWarqvKtoRbP7m1AKGeinRFGJm7uuAdMns

**Food Recovery Challenge**

As part of EPA's Food Recovery Challenge, organizations pledge to improve their sustainable food management practices and report their results. Food Recovery Challenge participants and endorsers include groups such as grocers, educational institutions, restaurants, faith organizations, sports and entertainment venues, and hospitality businesses. Participants can reduce their environmental footprint, help their community, receive recognition, and get free technical assistance.

- https://www.epa.gov/sustainable-management-food/food-recovery-challenge-frc

**Tools for Preventing and Diverting Wasted Food**

EPA offers a variety of wasted-food assessment tools to suit a food service establishment's specific circumstances. Several of the tools are described below.

- https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food

**A Guide to Conducting and Analyzing a Food Waste Assessment**

Retail, food service, and other food management establishments can use EPA's 2014 guidebook to learn how to take a "snapshot in time" of their wasted food by either manually sorting through materials in a garbage sample or visually observing and estimating waste.

- https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food#assessguide

**Toolkit for Reducing Wasted Food and Packaging**

This 2014 toolkit is designed to help food service establishments and commercial kitchens save money by reducing wasted food and packaging with suggested strategies, templates, and case studies. It includes a tool to track the daily amount, type of, and reason for wasted food and packaging. Users enter information into a spreadsheet, which automatically creates graphs and data summaries to help identify patterns of waste generation. Based on these patterns, a business can make strategic changes to its operation to maximize waste reductions and cost savings.

- https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food#packaging

## IX. Healthy Living

**Community Health Online Resource Center**

The Centers for Disease Control and Prevention created this database of webinars, model policies, toolkits, guides, fact sheets, and other practical materials to help implement changes to prevent disease and promote healthy living. Content areas include healthy and safe physical environments and healthy eating.

- https://www.cdc.gov/nccdphp/dch/online-resource/

**Making the Business Case for Prevention Video Series**

This series from the Centers for Disease Control and Prevention shows how healthy living initiatives can help businesses increase profits, bring in more customers, and build goodwill. The series includes videos about healthy food programs, city planning, and community partnerships.

- https://www.cdc.gov/nccdphp/dnpao/multimedia/videos.html

**SNAP-Ed Evaluation Framework and Interpretative Guide**

The USDA Food and Nutrition Service created this 2016 guide to measure the success of SNAP-Ed programs. It provides information on evidence-based obesity prevention interventions and policy, systems, and environmental change interventions. It also provides information on outcome indicators' background and context, outcome measures, surveys and data collection tools, and more.

- https://snaped.fns.usda.gov/evaluation/evaluation-framework-and-interpretive-guide

## X. Smart Growth and Placemaking

**The Built Environment: An Assessment Tool and Manual**

The Centers for Disease Control and Prevention's 2015 assessment tool helps communities measure the core features and qualities of the built environment that affect health, including walkability, bikeability, and access to grocery stores, convenience stores, and farmers markets.

- https://www.cdc.gov/nccdphp/dch/built-environment-assessment/

**Creative Placemaking on Vacant Properties: Lessons Learned from Four Cities**

This Center for Community Progress 2018 report offers practical guidance for communities curious about how to leverage the power of creative placemaking to transform vacant properties. It includes a creative placemaking primer and key takeaways based on work conducted over the course of two years. It also explores emerging practices in four communities: Kalamazoo, Michigan; Wilkinsburg, Pennsylvania; Newburgh, New York; and Macon, Georgia.

- http://action.communityprogress.net/p/salsa/web/common/public/signup?signup_page_KEY=11388&fbclid=IwAR3Xx0Md0abEeL0VNfIHJbSdgCKIiwV9h0C5qeIc7ydsxiPRne1bQp4GsJ0

**Growing Food Connections**

This website from the American Planning Association provides planning and policy briefs and other resources to help increase food security in vulnerable areas, strengthen the sustainability and economic resilience of urban and rural communities, and support farms engaged in local and regional food systems that use sustainable practices.

- https://www.planning.org/research/foodconnections/

**Smart Growth**

EPA's smart growth website provides publications, tools, and other information on a range of development and conservation strategies that help protect our health and natural environment and make our communities more attractive, economically stronger, and more diverse.

- https://www.epa.gov/smartgrowth

## XI. Urban Agriculture

**Aquaponics Business Plan User Guide**

This 2016 EPA document is modeled after the Urban Farm Business Plan Handbook (see below) and provides an outline and guidance for the development of a business plan for an aquaponic farm.

- https://www.epa.gov/land-revitalization/aquaponics-business-plan-user-guide

**Brownfields and Community Supported Agriculture**

EPA's Brownfields program provides information on community supported and urban agriculture projects on brownfield properties.

- https://www.epa.gov/brownfields/brownfields-and-community-supported-agriculture

**Brownfields and Urban Agriculture: Interim Guidelines for Safe Gardening Practices**

This EPA document is a condensation of the input of 60 experts from academia, state, and local government, and the nonprofit sector who gathered in Chicago on October 21 and 22, 2010 to outline the range of issues which need to be addressed in order to safely grow food on former brownfields sites.

- https://www.epa.gov/brownfields/brownfields-and-urban-agriculture-interim-guidelines-safe-gardening-practices

**How Does Your Garden Grow? Brownfields Redevelopment and Local Agriculture**

This 2009 EPA document provides some insight on how best grow safe food during brownfields redevelopment.

- https://www.epa.gov/brownfields/how-does-your-garden-grow-brownfields-redevelopment-and-local-agriculture

**Industrial Properties Renewed Through Agriculture: Reusing Land to Support Agriculture and Food Systems**

This 2010 EPA document discusses reusing industrial brownfields that might serve a wide variety of agriculture-related reuses, including important public health considerations as well as environmental and planning and zoning considerations.

- https://www.epa.gov/brownfields/brownfields-industrial-properties-renewed-through-agriculture

**Steps to Create a Community Garden or Expand Urban Agriculture**

EPA's Brownfields Program offers information on how to create a community garden or expand urban agriculture, particularly in areas that might be at risk from potential contaminants.

- https://www.epa.gov/brownfields/steps-create-community-garden-or-expand-urban-agriculture

**Urban Agriculture Toolkit**

This 2016 toolkit from USDA lays out the common operational elements that most urban farmers must consider as they start or grow their operations. It also contains a section on resources for developing indoor growing operations, such as aquaponic facilities. For each element, the toolkit identifies technical and financial resources from federal, state, and local partners.

- https://www.usda.gov/sites/default/files/documents/urban-agriculture-toolkit.pdf

**Urban Farm Business Plan Handbook**

This 2011 document from EPA, the U.S. Department of Housing and Urban Development, and the U.S. Department of Transportation provides guidance for developing a business plan for the startup and operation of nonprofit and for-profit urban farms.

- https://www.epa.gov/brownfields/urban-farm-business-plan-handbook

The associated Urban Farm Business Plan Worksheets provide a framework in which to compile and organize the information needed to draft a business plan.

- https://www.epa.gov/brownfields/urban-farm-business-plan-worksheets

## XII. General

**Communities for Healthy Food: The Toolkit – A Practical Guide for Integrating Healthy Food Access and Social Justice into Community Development**

This 2018 toolkit from LISC NYC helps community organizations use healthy food access strategies and food justice principles to enhance their community development efforts. The toolkit presents a flexible and comprehensive approach to planning, designing, and implementing a portfolio of programs to ensure low-income communities and communities of color have access to healthier food options, a voice in the food movement, and economic opportunities.

- http://www.lisc.org/media/filer_public/bd/63/bd6327a3-8841-45b0-9eba-1b9fa3f90ce6/lisc_nyc_communities_for_healthy_food_toolkit_march_2018.pdf?fbclid=IwAR3njWOP1Nz3eHGBOQ8wKuehF5z7NvH1XVnWACLbWQ6LcEM7Pn2gmtIkEro

**The Economics of Local Food Systems: A Toolkit to Guide Community Discussions, Assessments and Choices**

This 2016 toolkit produced by the USDA Agriculture Marketing Service helps guide and enhance the capacity of local organizations to make more deliberate and credible measurements of local and regional economic activity and other ancillary benefits.

- https://www.rd.usda.gov/files/ILAMSToolkit.pdf

**The Economics of Local Food: An Emerging Community of Practice**

Colorado State University hosts a website aimed to help communities understand agriculture and food enterprise viability, market dynamics, and other key socio-economics metrics of local and regional food systems.

- https://localfoodeconomics.com/

**Farmland Access Legal Toolkit**

The Center for Agriculture and Food Systems at Vermont Law School created this online resource to help farmers and landowners affordably access, transfer, and conserve farmland. The toolkit explains legal arrangements that provide farmers more affordable and equitable farmland access and help

landowners balance earning income for retirement with making their land affordable to the next generation of farmers.

- https://farmlandaccess.org/?fbclid=IwAR12aAoLz84nRya9R-vdPBjFg9pjSHKQzyMsZuk0BlCcmR_ab5K6eFPrk8A

**Food Value Chains: Creating Shared Value to Enhance Marketing Success**

This 2014 report by the USDA Agricultural Marketing Service provides guidance on how food value chains are initiated and structured, how they function, and the benefits they provide to participants.

- https://www.ams.usda.gov/services/local-regional/food-value-chain

**Good Agricultural Practices (GAP) & Good Handling Practices (GHP) Auditing and Accreditation Programs**

The USDA Agricultural Marketing Service provides voluntary audit and accreditation programs that let producers and suppliers of agricultural products assure customers of their ability to provide consistent quality products or services. The programs are paid through hourly user fees.

- https://www.ams.usda.gov/services/auditing/gap-ghp

**Harvesting Opportunity: The Power of Regional Food System Investments to Transform Communities**

The Federal Reserve Bank of St. Louis, the Board of Governors of the Federal Reserve System, and the U.S. Department of Agriculture's agencies of Rural Development and the Agricultural Marketing Service published a 2017 book that focuses on regional food systems as a means for enhancing economic opportunity. It explores recent findings; highlights models for collaboration between policymakers, practitioners, and the financial community; and discusses research, policy, and resource gaps that, if addressed, might contribute to the success of regional food systems strategies.

- https://www.stlouisfed.org/community-development/publications/harvesting-opportunity

**Local Food Compass Map**

The USDA Agricultural Marketing Service hosts the Local Food Compass Map to provide a quick way for farmers, ranchers, market managers, consumers, and others to learn more about local and regional food projects in their communities and across the United States. The searchable map can be filtered and selected by state or tailored regions to see farmers markets, food hubs, and assets like meat processors and farm to school programs. The map also includes local food projects and programs funded through USDA and other federal agencies.

- www.ams.usda.gov/local-food-sector/compass-map

**Local Food Directories**

USDA's voluntary Local Food Directories help producers and customers locate farmers markets, on-farm markets, CSAs, and food hubs across the country. These listings can help potential vendors, partners, and customers find local food market opportunities.

- www.ams.usda.gov/services/local-regional/food-directories

**Local Food Research & Development**

The USDA Agriculture Marketing Service produces research-based publications on a range of local food market channels to help producers, market managers, planners, and others better understand the impact of these outlets on local economic development, food access, and farm profitability.

- https://www.ams.usda.gov/services/local-regional

**Measuring Rural Wealth Creation: A Guide for Regional Development Organizations**

This 2016 document by the National Association of Development Organizations introduces concepts of measuring progress in rural wealth creation for regional development organizations that are involved in a range of community and economic development within their regions. The guide includes information on developing a measurement plan, measuring multiple forms of community capital beyond jobs, measuring inclusiveness and local ownership of assets, and more strategies and tips for measuring and communicating progress.

- https://www.nado.org/measuring-rural-wealth-creation-a-guide-for-regional-development-organizations/

**National Good Food Network - Webinar Archive**

The Wallace Center Winrock International supports the National Good Food Network, which offers monthly interactive webinars to learn and connect with on-the-ground practitioners and experts. Topic areas include: aggregation/distribution; business/finance; certification; farm to school; farming; food hubs; food safety; funding; infrastructure; metrics/evaluation; policy; processing/value add; retail/foodservice; social justice/food access; training/education; value chains; food hubs; food safety; research.

- http://ngfn.org/resources/ngfn-cluster-calls/ngfn-cluster-calls

**Pesticide Environmental Stewardship Program**

EPA's Pesticide Environmental Stewardship Program is a voluntary membership program that promotes the adoption of innovative, alternative pest control practices such as integrated pest management. It publicly recognizes members who have demonstrated their commitment to environmental stewardship and made progress in reducing pesticide risk. Members can receive technical support for transitioning to lower-risk pest management practices and developing integrated pest management strategies.

- https://www.epa.gov/pesp

**Wholesale Markets and Facility Design**

The USDA Wholesale Markets and Facility Design Team provides technical assistance on the construction or remodeling of wholesale markets, farmers markets, public markets, and food hubs.

- https://www.ams.usda.gov/services/local-regional/facility-design

**Green Infrastructure**

Green infrastructure is a cost-effective, resilient approach to managing wet weather impacts that provides many community benefits. Learn more about green infrastructure elements that can be woven into a community, from small-scale elements integrated into sites to larger scale elements spanning entire watersheds.

- https://www.epa.gov/green-infrastructure/what-green-infrastructure
- Downspout Disconnection
- Rainwater Harvesting
- Rain Gardens
- Planter Boxes
- Bioswales
- Permeable Pavements
- Green Streets and Alleys
- Green Parking
- Green Roofs
- Urban Tree Canopy
- Land Conservation

# Filling the Grocery Gap in Peoria.

This report intends to bring the local challenge of filling the grocery gap in underserved neighborhoods into focus with local, regional and national factors and grocery industry trends. It also aims to provide foundational market insights for public and private organizations and individuals interested in pursuing the development of new grocery stores in Peoria's underserved neighborhoods.

Any developments that may arise from information gleaned from this report should be used first and foremost to serve the community and address the ultimate question: **what can be done to provide appropriately priced and accessible fresh and healthy foods, and financially sustainable grocery businesses in Peoria's underserved neighborhoods?**

Beyond the intention to be used as a tool to catalyze and inform action-oriented conversations related to grocery stores, this report should not be considered professional financial advice for any person or business. Those with the spark to start healthy, accessible, food-based businesses in their community should consult appropriate business development professionals, such as those listed in this report's resource section.

Before digging in to the whole report, here are a few highlights regarding the information you will find inside:

## PRIMARY TAKEAWAYS

- The global grocery industry is rapidly changing and experiencing major disruptions.
- Competition is extremely high among chain grocery retailers as discount stores as online retailers claim more of the market share.
- Brick-and-mortar grocery retail is actually on the rise, although it will look different than the traditional supermarket landscape with more small format stores and incorporation of new technologies.
- Due to low purchasing power and low population density, the Southside and East Bluff neighborhoods are likely overlooked as they do not meet the standard market indicators for traditional chain grocers.
- Surveyed residents near the closed Kroger stores desire a new grocery option to fill the resulting grocery gap despite having found alternative places to shop.
- Alternative grocery retail models must be identified and piloted to fill a gap that traditional larg.e-format grocery stores may no longer fill.
- Numerous existing efforts and resources exist related to fresh food access in Peoria; these should be coordinated and leveraged in any future effort to launch new grocery retail options that best serve communities with low access

## NEXT STEPS

- Community meetings to share the report, discuss the conclusions and recommendations, and discuss the opportunities and challenges of operating a grocery business.
- Identify entrepreneurs and/or organizations interested in launching and operating a grocery business that serves the Southside and/or East Bluff neighborhoods.
- Use data collected for the report, along with further market analyses and business development resources, to assist in the creation of feasible grocery business plans for the Southside and East Bluff neighborhoods.
- align these efforts with the overall regional food system strategy.

# Introduction

Healthy food access in mid-sized cities continues to present a challenge to policymakers, nongovernmental organizations, and activists working to eliminate disparities in equitable access to healthy food.

Even in predominantly agricultural regions such as the Greater Peoria area in Central Illinois, Peoria County persists as one of the highest rates of household food insecurity in the state. With 36% of the population eligible for federal nutrition programs such as SNAP and WIC, the region continues to place a great deal of pressure on the community's emergency food system. At the same time, the closure of supermarkets and grocery stores in low-income neighborhoods presents a new challenge for obtaining affordable food.

Rapid changes and growing competition in the national retail grocery industry further complicate the issue. Like any major industry, national and global grocery companies base their business decisions—such as store locations and product offerings—on U.S. consumer trends, population densities, commuting patterns, and other market factors in their ultimate effort to maximize profits and minimize cost. Because of this, business decisions by national and global grocery retailers may overlook the food access needs at the neighborhood level, especially historically underserved neighborhoods.

The added challenges of technological innovation, increasing fragmentation of consumer food dollars, and shrinking profit margins in retail grocery further disrupt the marketplace. These industry disruptions must also be considered in the pursuit of healthy, affordable grocery access in underserved neighborhoods.

## THE CATALYST FOR A GROCERY RETAIL STUDY

In January of 2018, Peoria residents experienced first-hand the impact on grocery access generated by a market-driven decision of a national grocery chain. Kroger—the world's largest supermarket chain by revenue, headquartered in Cincinnati, Ohio—shuttered the stores on Harmon Highway and Wisconsin Avenue. These stores served Peoria's Southside and East Bluff neighborhoods respectively. These two neighborhoods contain the metro area's highest levels of poverty and lowest levels of food access.

Following the closure of the Kroger stores, an action group developed through a series of meetings led by Illinois Senator Dave Koehler. As a result of these meetings, partners in the Regional Fresh Food Council embarked

upon a study to examine the impact of the closure on local residents and reveal potential factors that led to the closures.

This report discusses findings from the study, which included **a resident survey, interviews with local independent and chain grocery store managers, a regional demographic and market analysis, and additional grocery industry research**. While the focus of the study centered around the impact of the grocery store closures on residents in the Southside and East Bluff neighborhoods, the analysis was expanded to include additional perspective provided by looking at the Greater Peoria Region and national retail grocery trends shaping the market.

Ultimately, this report aims to support the development of grocery retail options in underserved Peoria neighborhoods with local, regional, and national market data and analyses and provide recommendations of actions to strengthen the local/regional food economy.

The data and research collected throughout the study and delivered in this report aims to encourage data-informed and market-aware decision making for new local/independent grocery businesses, chain grocery retail attraction, and provide insights to help tie any future grocery store efforts to existing food security initiatives in the region.

## DRIVEN BY THE REGIONAL FRESH FOOD COUNCIL

The RFFC, formed in 2015, is a growing network of 100+ organizations and individuals working, volunteering, or interested in local food system development. The vision is to create a region with a thriving food system that efficiently produces affordable, accessible, healthy food, and acts as a driver food-based community and economic development.

# The Changing Grocery Retail Landscape

The brick-and-mortar retail industry continues to face immense challenges as shopping habits of consumers shift to online platforms. This has become increasingly visible in recent years during the so-called “retail apocalypse” that has hollowed out box stores and shopping centers around the country. We have grown accustomed to closure, consolidation, and bankruptcy announcements from major retailers of consumer goods such as Bon Ton, Sears, Toys R Us and Payless Shoes. By 2026, one recent analysis predicts, another 75,000 retail locations in the U.S. will be shuttered.

Contrary to this retail dilemma for consumer goods, brick-and-mortar for grocery retail business has expanded. In 2018 grocery retailers added an estimated 17 million square feet to their brick-and-mortar footprint, a nearly 30% increase. This reflects both the unique nature of grocery retail (more necessity than other goods) and the ability of majors grocers to keep pace with industry changes.

Given the overall expansion of the grocery industry, what might prompt Kroger to close two Peoria-area locations? Although a specific and detailed explanation for the two Peoria-area Kroger closures may forever remain within the walls of the company’s corporate headquarters in Cincinnati, OH, an overview of grocery retail intelligence may shed light on their decision. Despite the apparent boom, the grocery industry is fraught with disruption, thinning profit margins, and growing competition.

In any case, a better understanding of the state of the industry-at-large can put local matters into the national context and better prepare local residents, businesses, and governments for the future of grocery shopping. Continuous monitoring of this rapidly changing industry can inform both the business planning for alternative local/independent grocery businesses and any business attraction efforts intending to fill the grocery gap in Peoria's most underserved neighborhoods.

## RAPID CHANGES TO THE GROCERY INDUSTRY

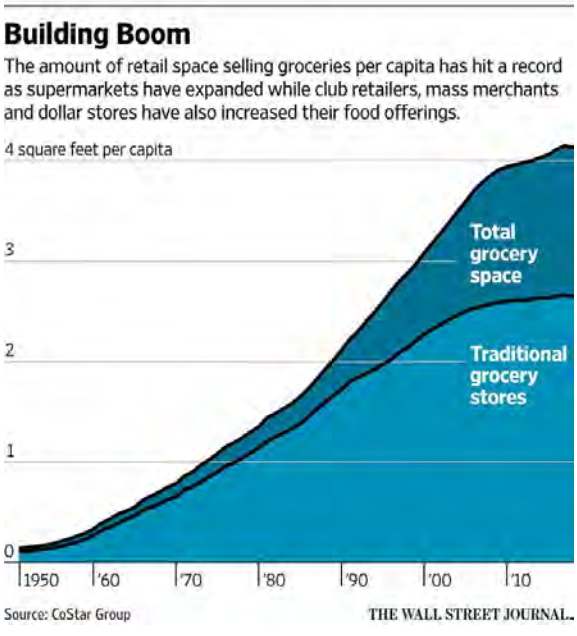
The retail grocery industry is rapidly changing at the national and global scale. The disruption caused by e-commerce corporations such as Amazon; a proliferation of technologies to streamline and enhance the customer shopping experience; and growing competition from discount stores are driving grocery corporations to rethink their traditional models of operation to remain profitable.

Before more recent reports that show an increase in overall grocery square footage last year, the decade of growth previous to the January 2018 closures had resulted in an overabundance of grocery retail space. Mainstream grocery retailers had slowed openings in the face of an increasingly saturated market. And although the grocery industry has continued to grow, U.S. grocery sales have recently been in decline.

At the same time that mainstream supermarkets are dealing with an overcapacity of retail space, discount stores (such as Aldi and Dollar General) continue to expand, further fragmenting the share of consumer dollars. The addition of discount grocers continue to drive prices down while at the same time raising the expectation for cheaper food products. Beyond discount grocers, online grocery sales increased by 15% between 2016 and 2018.

A report by McKinsey & Company predicts a gloomy forecast for traditional grocers. They say by 2026 massive shifts in revenues to new channels could drastically alter the grocery retail landscape:

*Much of the $5.7 trillion global grocery industry is in trouble. Although it has grown at about 4.5 percent annually over the past decade, that growth has been highly uneven—and has masked deeper problems….And it could get much worse. If grocers don't act, they'll be letting $200 billion to $700 billion in revenues shift to discount, online, and non grocery channels. Monumental forces are disrupting the industry….When the dust clears, half of traditional grocery retailers may not be around.*




This report goes on to attribute the industry disruption to: changing consumer habits and preferences; aggressive competitors and the emergence of alternative sales channels; and the emergence of new technologies.

In the report's outline of critical areas of focus for grocers to remain competitive it suggests companies "rethink" all of their real estate. Mainstream grocers such as Kroger appear to doing just that. For instance, Kroger states in their Restock Kroger corporate strategy:

*Kroger will reallocate significantly more of the capital that has been traditionally ear-marked for brick and mortar projects to fund technology and infrastructure upgrades and to create alternative revenue streams.*

The closures in the Peoria area may fall into this overall strategy for Kroger and other major grocery retailers as they retool their real estate footprint and direct more resources to keep pace technologically and logistically. The closures appear to be linked to a shuffling of locations during the 2017 fiscal year. Kroger closed 40 stores

nationwide throughout the same fiscal year as the Peoria-area closures and opened 42 new or relocated stores according to their FY2017 shareholder report.

At the time of the Peoria-area closures, Kroger officially stated that poor financial performance at the stores forced the decision. In the time leading up to the closures, Kroger experienced a period of lower revenues and a drop in operating income. This may have been a factor in choosing to close certain locations. As the demographic and market analysis overview points out later in this report, the waning population and lower purchasing power of the neighborhoods surrounding the closed locations may have in fact impacted the revenue performance of those stores resulting in their inclusion in that year's closure list.

Kroger is also putting focus into attracting customers with greater purchasing power by increasing organic offerings and expanding into affluent markets in cities such as Baltimore and Washington D.C. The company's attempt to capture more of this key market with greater profit margin potential is likely demonstrated in the two Peoria-area closures. The closures likely increased foot traffic to their other Peoria-area locations, in areas with greater population and traffic density and proximity to competitors such as Hy-Vee.

According to Business Insider, while the largest retailers rethink their strategies, the discount stores continue to expand and increase their influence on the grocery market:

*This no-frills, bargain-hunters' paradise is growing at a level that is largely "unthinkable" in retail, Credit Suisse analysts wrote in June. In 2017, Dollar General opened new locations at a rate of around four stores a day. In 2018, it opened 900 stores, and in 2019, it plans to open 975 more.*

The same report also shows that although the majority of Dollar General stores do not currently carry fresh food, their interest in expanding these offerings continues to grow as they look to better compete with Walmart for mid-week shopping. This interest is encouraged by a significant increase in sales at their 300 stores that currently carry fresh produce. Dollar General also continues to dominate in rural and low-income suburban areas that are often considered food deserts. This gives additional incentive to consider more fresh food offerings and take advantage of the gap in access.

In fact, in March of 2019, Dollar General announced a rapid expansion of their fresh produce program, as well as a new streamlined self-checkout program, in their report to shareholders:

*Looking ahead to 2019, we are excited to introduce two new transformational strategic initiatives, DG Fresh and Fast Track. DG Fresh, which is designed to enable self-distribution of fresh and frozen products, is already up and running in approximately 300 stores and Fast Track, which we believe will enhance in-store labor productivity and customer convenience, is launching soon.*

Their 2019 goal is to expand DG Fresh program to over 5,000 stores and further invest in refrigeration in both their distribution centers and stores. The expansion of Dollar General into fresh foods should be of particular interest to Peoria-area residents living near a Dollar General as well as independent grocers given the potential for disruption of the food retail market. A report for the Institute for Local Self-Reliance states:

*"Although dollar stores sometimes fill a need in places that lack basic retail services, there's growing evidence that these stores are not merely a byproduct of economic distress. They're a cause of it. In small towns and urban neighborhoods alike, dollar stores are leading full-service grocery stores to close. And their strategy of saturating communities with multiple outlets is making it impossible for new grocers and other local businesses to take root and grow."*

Further research and analysis of the proliferation of discount stores is needed and is critical in the ongoing efforts to establish sustainable retail grocery options in Greater Peoria's underserved urban and rural communities.

Additionally, Hy-Vee and Amazon both have launched small store models which they intend to replicate. Hy-Vee's Fast & Fresh convenient

store concept—piloted in 2018 in Davenport, IA—offers all the standard groceries as well as prepared meal kits within a 10,000 square-foot location. The store also operates as a gas station and houses a full-service Starbucks. This store

Amazon, in an attempt to compete with Walmart and discount retailers, is retooling the Whole Foods 365 stores as discount grocery stores. They are also exploring rural locations that may double as both grocery stores and distribution centers. Both of these models, and others like them, could be furthered explored for their potential to locate in underserved Peoria-area neighborhoods.

Beyond the new brick-and-mortar models of global players, grocery delivery services are also set to expand. Wal-Mart and Amazon recently launched a pilot program in New York to accept SNAP payments for online grocery shopping. This two-year pilot is intended to develop best practices for scaling the acceptance of SNAP by online grocery retailers.

The Lyft Grocery Access Program will also expand in 2019 to include a total of 15 cities to offer discounted flat-rate rides to grocery stores for residents with limited transportation options.

Given the rapid changes throughout the global grocery industry due to relentless disruptions to the traditional model, community members and business leaders interested in filling the fresh grocery gap in underserved neighborhoods need to focus on the industry's leading edge to either attract newly available grocery store models and/or develop independent businesses able to withstand this growing competition and sustainably fill the grocery gap.

# Demographic & Market Analysis

Understanding regional demographics is key to this study. Population and median household incomes for the region and in the neighborhoods impacted by the grocery store closures highlight critical issues for business sustainability. Retailers are constantly assessing regional market conditions for proposed and existing stores utilizing market data.

Researchers with University of Illinois Extension collected and analyzed demographic and market data relevant to the areas impacted by the stores closures. The researchers analyzed data at the census tract level of the Southside and East Bluff neighborhoods likely to have been impacted the greatest by the recent Kroger closures. They also included analysis of the cities of Peoria and East Peoria, as well as Peoria, Tazewell and 10 surrounding counties to put the neighborhoods in context of the larger region.

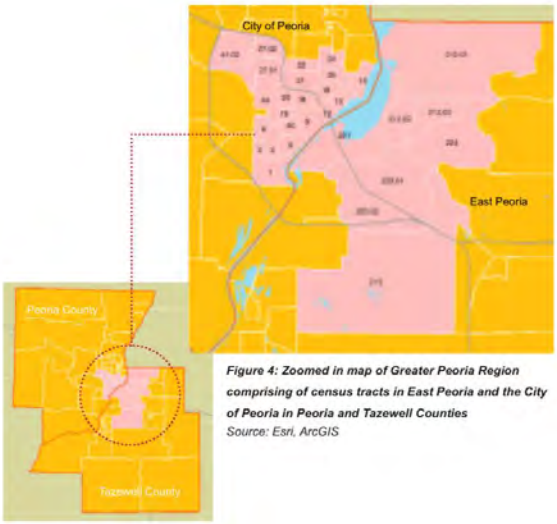



*Figure 4: Zoomed in map of Greater Peoria Region comprising of census tracts in East Peoria and the City of Peoria in Peoria and Tazewell Counties*
*Source: Esri, ArcGIS*

Following are the general takeaways from that analysis that may play a role in Peoria's changing grocery retail landscape. The analysis highlights that population changes, purchasing power, and retail grocery saturation are leading considerations.

*Note: Figure numbers correspond with those in the referenced analysis*

# POPULATION CHANGES

**Tazewell County is growing at a much faster rate than Peoria County.**

Within the 10 County Intra-region, Peoria and Tazewell counties continue to be major population centers. From 1950-2010, both of these counties constituted approximately 50% of the regional population. Though Peoria has steadily continued to gain people (24% of the regional population in 1900 to 27% in 2010), Tazewell County's population change has been more pronounced, from 9% of the regional population in 1900 to 20% in 2010.

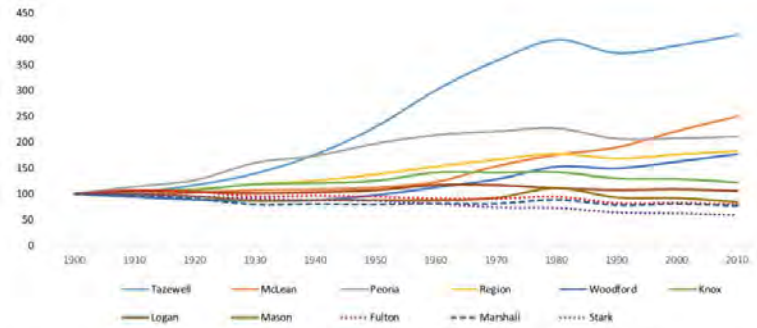



***Figure 2: Indexed Population trends Peoria, Tazewell, and its surrounding 10 County Intra-region (1900-2010)***

*Source: Census U.S. Decennial County Population Data, 1900-1990, Census Data-2000 and 2010*

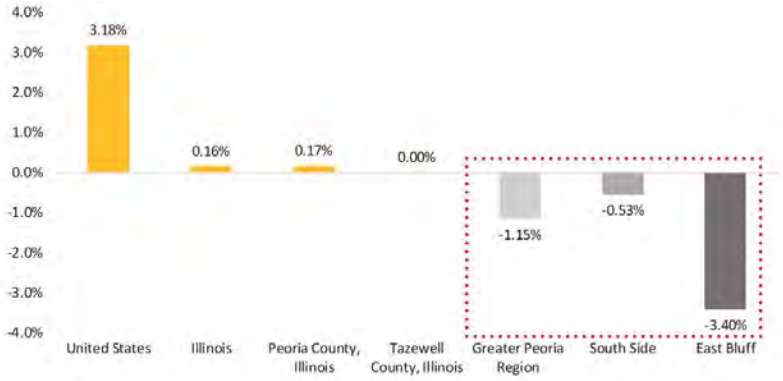



***Figure 6:* Population change *(2010-2016)***

*Source: 2010 Census and ACS 2012-2016, U.S. Census Bureau*

**The population has declined in the East Bluff and Southside neighborhoods.**

The East Bluff neighborhood experienced a higher population decline than the Southside neighborhood. From 2010 to 2016, within the Greater Peoria Region, the total population of the East Bluff neighborhood decreased by 3.4% (from 12,259 to 11,842 residents), compared to the Southside neighborhood, which experienced a 0.53% decrease in its overall residents (12,837 to 12,769 residents).

**Population Pyramid for East Bluff and Southside Neighborhoods.**

The East Bluff and Southside Neighborhoods, like the Greater Peoria Region, have fewer men than women. The population pyramids for these neighborhoods are almost the shape of a "pyramid" - a broad base and narrow top, indicating a "growing and younger population;" East Bluff has more "working age group individuals" -30-34 years of age, compared to Southside, which has a growing population of "5 years and under" age group.


***Figure 11:* Population Pyramid (by percentage) of the South Side and East Bluff neighborhoods *(2012-2016)***

*Source: ACS 2012-2016, U.S. Census Bureau*

# PURCHASING POWER

### Median incomes lowest in Southside and highest in Tazewell County

In 2016, across all geographies (United States, Illinois, Peoria County, Tazewell County, the Peoria/East Peoria targeted study area, East Bluff, and Southside neighborhoods), the median income of Tazewell County residents at $60,178, was the highest.

Residents of the Peoria/East Peoria Study Area, East Bluff, and Southside neighborhoods had median incomes less than the national, state, and county averages. In 2016, the median income of Southside residents at $22,247, was a third of the median income of Tazewell County residents. Table 13 also shows that for almost the same number of households (approx. 4,500 total households), the median income of Southside residents was almost 40% less than that of East Bluff residents.

*Table 13:* **Median household income** ***(2012-2016)***

| Geography | Total households | Median household income (dollars) |
|---|---|---|
| United States | 117,716,237 | 55,322 |
| Illinois | 4,802,124 | 59,196 |
| Peoria County, Illinois | 75,406 | 51,632 |
| Tazewell County, Illinois | 54,612 | 60,178 |
| Greater Peoria Region | 41,136 | 39,543 |
| South Side | 4,379 | 22,247 |
| East Bluff | 4,661 | 38,488 |

*Source: ACS 2012-2016, U.S. Census Bureau*

### Concentration of poverty in Southside and East Bluff neighborhoods

The 10-county Greater Peoria Region had a poverty rate of 22.7%, higher than the national and state average. Approximately 45.1% of Southside residents and 23.2% of East Bluff residents had income below poverty level.

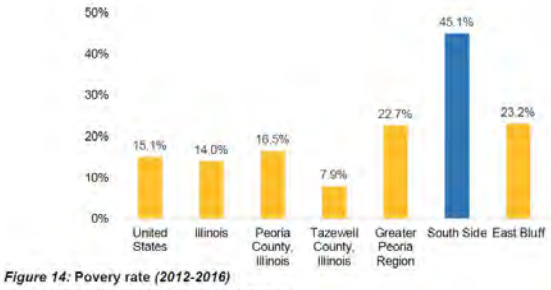



***Figure 14:*** **Povery rate** ***(2012-2016)***

*Source: ACS 2012-2016, U.S. Census Bureau*

Across the region, children have higher poverty rates. Even though the overall poverty rate for the region is 22.7%, 34.3% of children under the age of 18 were living in poverty. Likewise, the poverty rates for children of East Bluff and Southside Neighborhoods are elevated as well—60.9% of South Side children under the age of 18 years of have the highest poverty rate compared with national, state, county and local averages.

By race, the highest poverty rates in the Greater Peoria Region were for American Indians and Alaska Natives (71.5%) and Blacks or African Americans (40.7%). Approximately 47% of all Blacks or African Americans in the Southside neighborhood had income below the poverty level. A third of all Blacks or African Americans in the East Bluff neighborhood had income below the poverty level, the highest for that area. For the Hispanic or Latina population within the Greater Peoria Region, 37.4% had income below the poverty level. Likewise, a third of all East Bluff's Hispanic or Latina residents and less than half of Southside's Hispanic or Latina residents had income below the poverty level.

*Table 7: Poverty rate by race and ethnicity (2012-2016)*

| Geography | White alone | Black or African American alone | American Indian and Alaska Native alone | Asian alone | Hispanic or Latino origin (of any race) |
|---|---|---|---|---|---|
| United States | 12% | 26% | 28% | 12% | 23% |
| Illinois | 10% | 30% | 21% | 12% | 20% |
| Peoria County, Illinois | 12% | 37% | 32% | 11% | 27% |
| Tazewell County, Illinois | 8% | 31% | 34% | 5% | 7% |
| Greater Peoria Region | 15% | 41% | 71% | 22% | 37% |
| South Side | 38% | 47% | 95% | 0% | 45% |
| East Bluff | 17% | 32% | 0% | 64% | 30% |

*Source: ACS 2012-2016, U.S. Census Bureau*

**High utilization of Supplemental Nutrition Assistance Program (SNAP) in Southside and East Bluff**

SNAP is a federal program to supplement and improve nutrition needs of low-income people by increasing their food purchasing power. In fiscal year 2016, SNAP assisted nearly 44.2 million people; about 14% of the total U.S. population, about one in seven Americans.

Within the Peoria/East Peoria targeted study area, 21.6% (8,866) of all households received SNAP benefits, which is higher than the national (13%), state (13.3%), and county (Peoria at 14.1% and Tazewell at 9.7%) averages.

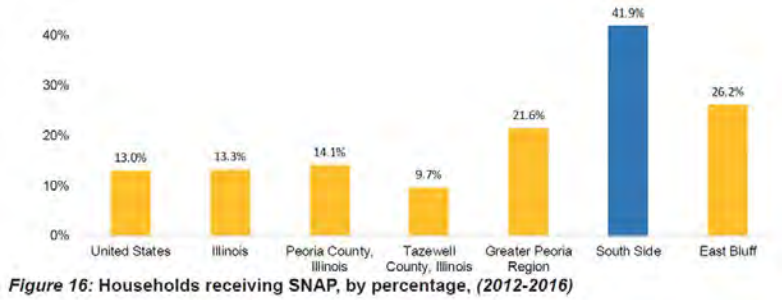



***Figure 16:* Households receiving SNAP, by percentage, *(2012-2016)***

*Source: ACS 2012-2016, U.S. Census Bureau*

Likewise, about 42% of all Southside and 26% of all East Bluff residents received SNAP benefits, which is higher than the national, state, county, and local averages.

Of all households receiving food stamps, 65% of Southside and 58% of East Bluff residents were below the poverty level and 54% of South Side and 60% of East Bluff residents had children under 18 years of age.

**Lower than average food expenditures in Southside and East Bluff**

Table 14 provides a more detailed look at average estimated household spending on retail goods and services. As with the Household Budget Expenditures, spending in each category is indexed against the national average. The average expenditures in the food sub-categories in each geographic area mirror the estimates in the household budget expenditures table.

Within the Food category, spending in the 10-County Region is near the national average. The East Bluff and Southside are estimated in this category at 66% and 47% respectively. These levels are unsurprising given the household income profile of these areas in comparison to the U.S. national average household income.

***Table 14:* Estimated Household Budget Expendtures**

| | Ten County Intra-Region | | Greater Peoria Region | | East Bluff Neighborhood | | South Side Neighborhood | |
|---|---|---|---|---|---|---|---|---|
| | Spending Potential Index | Average Spent | Spending Potential Index | Average Spent | Spending Potential Index | Average Spent | Spending Potential Index | Average Spent |
| Total Expenditures | 93 | $64,404.65 | 75 | $51,672.08 | 65 | $44,834.35 | 45 | $31,289.44 |
| Food | 94 | $7,848.63 | 76 | $6,346.67 | 66 | $5,553.31 | 47 | $3,925.54 |
| Food at Home | 95 | $4,767.93 | 77 | $3,863.07 | 67 | $3,390.50 | 48 | $2,411.11 |
| Food Away from Home | 92 | $3,080.70 | 75 | $2,483.60 | 65 | $2,162.81 | 45 | $1,514.43 |
| Alcoholic Beverages | 92 | $509.71 | 74 | $412.16 | 64 | $356.48 | 43 | $241.67 |
| | | | | | | | | |
| Housing | 92 | $19,488.07 | 75 | $15,968.00 | 65 | $13,809.19 | 46 | $9,873.28 |
| Shelter | 90 | $14,675.95 | 74 | $12,082.99 | 64 | $10,410.33 | 46 | $7,388.69 |
| Utilities, Fuel and Public Services | 96 | $4,812.12 | 77 | $3,885.01 | 67 | $3,398.86 | 49 | $2,484.59 |
| Household Operations | 91 | $1,687.33 | 72 | $1,335.81 | 62 | $1,148.43 | 42 | $785.06 |
| Housekeeping Supplies | 95 | $678.62 | 76 | $542.04 | 66 | $470.08 | 47 | $332.47 |
| Household Furnishings and Equipment | 94 | $1,828.41 | 75 | $1,450.81 | 65 | $1,267.85 | 44 | $864.09 |

# TAPESTRY SEGMENTATIONS

Tapestry segments are a classification of household types. According to ESRI, Tapestry Segmentation "provides an accurate, detailed description of America's neighborhoods—U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition."

Each segment has a full profile that includes demographic information and market preferences. The segment profiles can be further explored at the ESRI Demographics website. This tool informs business planning to better understand consumer preferences and purchasing power in a given area. Below are the top Tapestry Segmentations with the study area.

**Regional Study Area (10-county and Peoria/East Peoria): Rustbelt Traditions**

The backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes:

While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes but an average net worth of nearly $400,000. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

**East Bluff: Traditional Living**

For the East Bluff, the Traditional Living Segmentation ranked highest and is described as residents who live primarily in low-density, settled neighborhoods in the Midwest:

The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

**Southside: Modest Income Homes**

The Modest Income Homes Tapestry Segmentation tops the list in the Southside neighborhood. ESRI provides the following description:

Families in this urban segment may be nontraditional; however, their religious faith and family values guide their modest lifestyles. Many residents are primary caregivers to their elderly family members. Jobs are not always easy to come by, but wages and salary income are still the main sources of income for most households. Reliance on Social Security and public assistance income is necessary to support single-parent and multigenerational families. High poverty rates in this market make it difficult to make ends meet. Nonetheless, rents are relatively low, public transportation is available, and Medicaid can assist families in need.

## RETAIL GROCERY SATURATION

*It should be noted that the gap/surplus estimates and store location map have likely changed since the closures of grocery stores within the area. This section of the report was created with the most current data available in late 2018. Additional updates will be made when new data are available.*

**Gaps & Surplus in Retail Grocery**

Where demand exceeds sales—when the spending of residents exceeds the amount purchased in a geography—leakage has occurred. This means that the demand in a given category is not totally satisfied within the geography and there is **retail gap** as residents of the geography are making some of their purchases of that good or service outside the geography's boundaries. A retail gap may present the opportunity for business development.

When a greater amount of a retail good type is purchased within the geography than is demanded by residents of that geography a **retail surplus** has occurred. In this case, businesses within the geography

have not only met local demand, but they have attracted spending from outside of the geography's boundaries.

In the **10-county region** surrounding Peoria, in 2017 there was an estimated **retail surplus of $399 million for grocery stores** and a retail gap of $23.1 million for specialty food stores.

For the **Peoria/East Peoria area** there was an estimated **$10.7 million retail gap for grocery stores** and a retail surplus of $3.3 million for specialty food stores.

In the **East Bluff** neighborhood in 2017 there was an estimated **retail surplus of $19.5 million for grocery stores** and a retail gap of $943,000 in specialty food stores.

In the **Southside** neighborhood in 2017 there was a **retail gap of $3.4 million for grocery stores** and a retail gap of $636,000 in specialty food stores.

*It should be noted that these estimates have likely changed since the closures of grocery stores within the area.*

Additional information about the methodology that ESRI uses to create the Retail MarketPlace Profile is available at the following link: https://support.esri.com/en/white-paper/3569

**Grocery Store Locations**

These map show the location of grocery stores and superstores within the study area. In total the analysis found eight grocers within the Southside neighborhood and four stores selling groceries within the East Bluff neighborhood.  When analyzing a ring within 5 miles of the two neighborhoods there were a total of 44 grocery stores and five superstores.

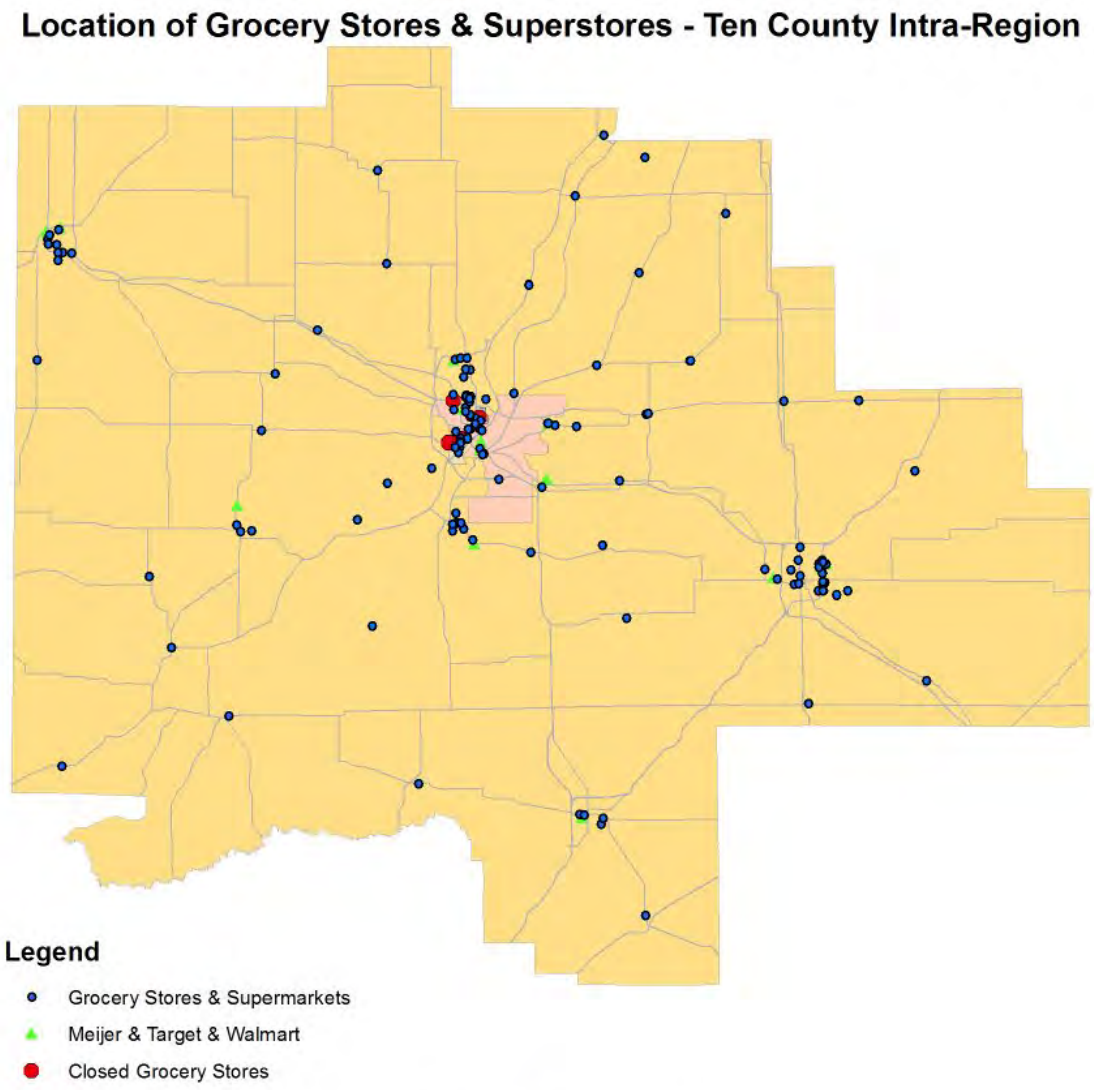



***Figure 22:*** **Location of Grocery Stores and Superstores**

Since the Kroger closures, a community member compiled this map of existing grocery and convenient store locations via an informal survey process. This map can be further developed and regularly updated to provide a current directory of area grocery stores.

**Commuting Patterns**

It's important to note that the regional market is further impacted by the labor market. For the 98,622 workers who are employed in Peoria County, approximately 30% live in the City of Peoria, small percentages are from East Peoria, Pekin, Washington, and Morton, and 51% of workers coming into Peoria from the larger region. Daytime population increases by 15,759 workers.

## FACTORS SUPPORTING AND HINDERING GROCERY RETAIL IN THE IMPACTED NEIGHBORHOODS

**Factors supporting Grocery Retail**

Net Job Inflow for the targeted study area of Peoria/East Peoria 20,717 workers who live in other areas are coming into the community to work

Market analysis illustrates gap in speciality food market as an opportunity

Strong preferences indicated by Grocery Store Access Resident Survey respondents for neighborhood market

Rustbelt Traditional tapestry segmentation with strong ties to the area

Limited access to fresh foods

Limited means for transportation

Growing population of “5 years and under” age group in Southside Neighborhood

In the South Side neighborhood in 2017, there was a retail gap of $3.4 million for grocery stores and a retail gap of $636,000 in specialty food stores.

**Factors that may hinder Grocery Retail in the Impacted Neighborhoods**

Concentrated poverty

Limited transportation alternatives

Loss in overall population

Saturation of the grocery retail market at the regional level

Lower than national averages in household budget expenditure for food (both food at home and food away from home)

Utilization of SNAP benefits higher than state and national levels

In the East Bluff neighborhood in 2017, there was an estimated retail surplus of $19.5 million for grocery stores (possibly changed following the Kroger closure).

Want to take a deeper diver into the demographic and market analysis? Find it on the resources page.

# Resident Survey Summary

This survey aimed to answer two main questions about the residents in the neighborhoods adjacent to the former Kroger stores:

How did the closures **impact shopping ability and access to food**?

What are the **shopping preferences** of residents?

The results intend to provide insights for both food access initiatives and for the startup, expansion or attraction of future grocery stores.

*It is important to note that this survey is based on a convenience sampling process. Although promotion of the survey was focused in the neighborhoods served by the Kroger stores that closed in 2018, a random sample was not established. It is important to note that participants self selected and do not necessarily represent the grocery shopping needs and habits of the overall population. Learn more about the survey process in the methods section of this report.*

The residence location of survey participants was established by asking their zip code. The Southside is generally defined by the 61605 zip code, the East Bluff is generally defined by the 61603 zip code, and 61604 covers additional adjacent neighborhoods that may have been impacted.

**918** people responded to the survey, with **245** (27%) respondents living in 61603, **130** (14%) in 61604, and **245** (27%) in 61605. **620** (68%) survey respondents lived in these zip codes assumed to have been impacted greatest by the closures. The remainder either lived in other zip codes or did not provide an answer.

## SURVEY DEMOGRAPHICS

Respondents represented an ethnically diverse population, with significant participation from the Black or African American residents from Southside and East Bluff neighborhoods.

**Key descriptors for those who shopped at Harmon Highway and Wisconsin avenue.**

63% of respondents were between 25-64 years of age, 13% of respondents were over 64 years of age

Roughly half of respondents who shopped at either location are living with someone under the age of 18.

588 (64%) of all survey respondents regularly shopped at one of the closed Kroger stores.

Of those, 285 indicated that they shopped at **Wisconsin Avenue Kroger** location with:

175 respondents (61%) residing in 61603;

25 respondents (8%) residing in 61604,

21 respondents (8%) residing in 61605

Of the 284 who indicated that they shopped at **Harmon Highway Kroger** location

177 respondents (62%) reside in 61605

6 respondents (2%) reside in 61606

7 respondents (2%) reside in 61603

30 respondents (11%) reside in 61604

## IMPACT OF CLOSURES

**The closures had an impact on access; Most were adjusting, but some continued to struggle.**

Survey respondents from both the East Bluff and the Southside neighborhoods indicated that the closing of Kroger store impacted their ability to get the groceries they need, but the majority said they were adjusting.

For those who had indicated one of the closed Kroger locations as their primary grocery location for buying groceries, 42% of respondents who shopped at the Harmon Highway location and 36% who shopped at the Wisconsin Avenue location indicated they were still struggling to adjust six months following the Kroger closures.

While portions of the Southside and East Bluff neighborhoods meet USDA criteria for food deserts, for the most part, respondents indicated they have readily found a nearby grocery alternative. Some choosing another Kroger store, while for others Aldi's and Hy-Vee have become their new grocer.

**Driving the dominant mode of transportation, before and after closures.**

While the majority of individuals drive or ride with another family member or friend, access by bus follows national patterns with around 12% of the respondents indicating travel by bus for groceries. Walking to the grocery store was reported as a mode of transportation for approximately 5% of respondents.

Since the closings, respondents reported increased travel by vehicle to purchase groceries and a reduction in walking. Although respondents have chosen alternative places to shop, there are now additional travel expenses and the mode of transportation can also affect their purchases. Riding the bus or with others may limit the number of bags of groceries purchased or their abilities to buy in bulk.

**Less than half reported sufficient access to healthy foods**

Ease of access to healthy food remains the most critical concern, with research clearly demonstrating the food environment influences consumer food selection and health outcomes (Beaulac et al., 2009, Gustafson et al., 2013).

Survey respondents echoed these concerns with only 48% of all respondents indicating their household has access to healthy food. That number dipped to 40% for respondents who shopped at Harmon Highway and 52% for respondents who shopped at the Wisconsin Avenue Kroger stores.

Only 48% of all respondents indicated someone in their household can afford to buy all the food needed for the family (42% of respondents who shopped Harmon Highway and 50% of respondents who shopped Wisconsin Avenue Kroger Stores previously). When asking about whether an individual in the household can afford fresh food products, for those who shopped at either Wisconsin or Harmon Highway Kroger locations, approximately 46% of respondents indicated that they could always afford fresh food products.

**Food pantries are a likely option for many**

Being able to afford all the food needed for the family remains a critical concern. Approximately 49% of respondents indicated that they were either likely or very likely to get their groceries from a food pantry if available in their neighborhood. For those who shopped at the Harmon Highway Kroger location, 52% of respondents indicated the same concern, and similar for those who shopped the Wisconsin Avenue location. Additionally, 45% of respondents indicated they are likely or very likely to get food from a food pantry.

Approximately 42% of respondents reported getting their groceries at a food pantry sometimes or often. 47% of those who previously shopped at Harmon Highway Kroger and 40% who shopped at Wisconsin Avenue Kroger indicated they sometimes or often received groceries from a food pantry with the most frequent response being “sometimes.”

## SHOPPING PREFERENCES

**Residents wanted a new grocery store, preferably a conventional store similar to Kroger**

Despite having found an alternative to the previous Kroger stores, there was still a keen interest in a neighborhood grocery store with 92% of the survey respondents who primarily shopped at the closed Kroger locations indicated a need for a new grocery store in their area and 81% of respondents indicating a willingness to shop at a new store if located within a 15-minute walk of their home.

The preferred type of grocery for all respondents was a conventional grocery store with approximately 75% of respondents indicating this preference, followed by a large retail stores (such as Walmart and Target) at 47% and discount grocers (such as Aldi) preferred by 45% of respondents.

**Most important products for a store to carry: fresh produce, meat, dairy and eggs**

Respondents placed the highest values on the following food items as most important factors in where they get groceries: offers fresh produce (88%), and fresh meats and dairy (89%). Respondents also indicated the importance of having a full-service grocery with a wide variety of options, and not just a convenient store. Overwhelmingly respondents indicated the need for a nearby store that offers fresh meats(75% ), dairy (89%), and fresh produce (88%). Convenience stores were near the bottom of the list as a place to shop for groceries with 12% of respondents indicating they often shopped there.

# Interviews with Grocers

A series of interviews with area grocery store managers reminded us that shifts in the grocery retail market have been occurring on a number of fronts—and for existing stores the changes have been continuous. These conversations highlighted the importance of recognizing that changes in the marketplace are not limited to the 2018 Kroger closures. It also revealed how some of the previously discussed national and global pressures are felt locally.

Below are takeaways and quotes that highlight the recurring themes raised by the grocery store managers in the interviews conducted during the Fall of 2018. The stores were a mix of local independents and national chains, but they shared many sentiments concerning both their challenges and opportunities.

The process of interviewing business owners and managers to discuss opportunities and challenges is often practiced by economic development organizations with larger employers that comprise a region's economic base. Business Retention and Expansion programs are used to assist businesses and ensure their sustained success. Adapting this practice more regularly to food establishments and grocery retailers should be considered as part of the strategy to improve food access by retaining and expanding existing businesses.

## IT'S NOT JUST ABOUT THE NUMBERS

We heard repeatedly from managers that we spoke with about the importance of community involvement. Store loyalty is hard to come by and grocery store operators are aware of the need to do their part as a member of the community. According to one of the independent grocers:

The community is a key piece of this location…people grew up in this neighborhood and are buying homes, staying a tight-knit community looking out for one another.

With this culture of community connectivity comes customer loyalty to the store that is reciprocal for organizations. Everyone working for the benefit of the whole contributing to scouts, fire department, etc. Building community is a continuous practice.

## LOCATION IS AS CRITICAL TO SMALL INDEPENDENT GROCERS AS TO THE NATIONAL CHAINS

Every manager interview discussed the importance of store location, surrounding amenities, and neighborhood features as part of their business success. Retail, especially restaurants, coffee shops, and farmer's markets, were mentioned as complementary businesses. One of the grocers said:

This central location attracts a diverse clientele base. Through the week and during the summer the farmer's market complements the business very well.

When nearby retail vacancies occur, it creates a good deal of concern for grocers. Although the retail "apocalypse" mentioned earlier has not directly impacted grocery stores in quite the same way as consumer goods, the impact is still felt by grocery stores as vacancies reduce foot traffic and and shopping centers fall into disrepair.

Grocery operators were also aware of commuters and recognize that their customers may live within a 30-45 minute drive. Depending on a store's location, some may have a greater advantage for drawing in daytime commuters who shop before returning home from work.

## MANAGERS STRESSED THE IMPORTANCE OF WORKFORCE CARE

The participants recognized the value and importance of jobs to youth and families. As many youth are helping with expenses at home, they want to make people's lives better. Investing in training will provide greater opportunities for their employees as well as support sales growth. There is a great deal of strength and talent in our grocery retail community, as most all of the businesses interviewed had more than five years of business experience and several of the small grocers were generational businesses.

## THEFT IS A CHALLENGE TO MANAGE

Some stated that retail theft is one of the greatest challenges to overcome. Following a low-risk model, some managers avoid stocking high-theft items such as health/beauty, liquor, cigarettes, and formula. One of the participants commented:

Conditions of unemployment, poor housing, education levels are all contributing to issues of theft. I am often surprised by what they steal. There is good police support, but they do not often catch theft.

## EMPATHY FOR STRUGGLING FAMILIES

Managers were all quite empathic to individuals situations. As one participant stated their belief that a lot of theft in their store is committed by people suffering from hunger and that they worked closely with social service agencies to see that families get the assistance they need. Some stores have added affordable food bundles that help to make a family's food dollars go further.

## SNAP & WIC WIDELY ACCEPTED BUT ADDS CHALLENGES FOR GROCERS

All of the managers interviewed accepted Supplemental Nutrition Assistance Program (SNAP) and other forms of public assistance the percentage of customer base utilizing food assistance programs ranged from 5% to 20%, with the majority of respondents indicating between 0 and 10% of customers.

Of concern was the timing of monthly disbursement of SNAP benefits. For the two weeks surrounding the release of SNAP funds, grocers mentioned the need to increase stock and staffing significantly, while the remaining two weeks in the month required a reduction in staffing and invetory. This especially impacts operations for small independent grocery stores.

Food assistance support provided by Women Infants, and Children (WIC) presents much greater challenges for store managers and some stores have stopped working with the program because they were not always able to meet the reimbursement requirements due to the strict product guidelines of the program and constant changes in product packaging.

## AN AWARENESS OF CONSUMER TRENDS AND AND INTEREST IN TECHNOLOGY AND INNOVATION

Some of the larger stores interviewed emphasized current or future projects to fund technology and infrastructure upgrades and to create alternative revenue streams with online shopping. Although only a couple of the managers interviewed indicated online shopping as a significant portion of their store's current revenues. A 2018 Nielsen report for the National Grocers Association indicated that only 11% of those interviewed shopped for groceries online, but of those purchases 76% chose the store's delivery option.

All were aware of increased demand for health-conscious and specialty food items (local, organic, restricted diets, etc.) and an increased interest in food ingredients and sourcing. Some were actively

offering prepared foods and meal kits and looking toward models similar to Blue Apron, a company that delivers prepared meal kits to a customer's home.

# CONCLUSIONS & RECOMMENDATIONS

The challenge of providing adequate, affordable, and healthy food options still remains in Peoria's limited resource neighborhoods. Negative health outcomes and associations of access to energy dense, nutrient-poor foods have been well documented among urban areas (Kirkup et al., 2004, Lake and Townshend, 2006, Laska et al., 2010). Low access to healthy foods promotes reliance on pre-packaged foods (commonly nonperishable and energy-dense, nutrient-poor foods and beverages) (Moore et al., 2012). Environmental and policy interventions that promote access to healthy choices may achieve the greatest benefits and broadest reach (Brennan et al., 2011, Frieden et al., 2010).

Increasing access to and consumption of fresh, healthy foods is no simple task given our complex and globalized food system coupled with community and economic development challenges in Peoria's underserved neighborhoods. Systematic strategies are required to move the needle in any meaningful way. Developing new grocery retail options is one effort, but this should by no means replace the work of emergency food programs, nutrition education, or the numerous other healthy food access measures throughout the community. Neighborhood residents and entrepreneurs, businesses, government, and not-for-profit organizations must orchestrate efforts to foster a sustainable and accessible food system fueled by both private and public, for-profit and not-for-profit enterprises and programs.

With that comprehensive approach in mind, this report aimed specifically to explore and support grocery retail business development. Approaching food access issues via grocery stores and other food-based businesses is of particular interest as it has the potential to advance both community and economic development goals. Grocery stores increase healthy food access, improve the quality of life in a neighborhood, generate economic returns for the local business owners (if owned by a local individual or cooperative), provide neighborhood jobs, and generate tax revenue for public bodies. Additionally, grocery stores that choose to source local/regional food products can create new revenue streams for farmers and producers of value-added products.

Any developments that may arise from information gleaned from this report should be used first and foremost to serve the community and address the ultimate question: **what can be done to provide appropriately priced and accessible fresh and healthy foods, and financially sustainable grocery businesses in Peoria's underserved neighborhoods?**

## CREATE NETWORK MAP OF THE VARIOUS ORGANIZATIONS AND PROJECTS ENGAGED IN FOOD ACCESS AND FOOD SYSTEMS WORK AND INCREASE COLLABORATION AND COMMUNITY ENGAGEMENT.

When it comes to addressing healthy food access in the Peoria area, there is no lack of interest, effort, and devotion on the part of numerous individuals and organizations. Efforts must increase to pull these various individuals and organizations together around a shared vision, strategy, and plan to close the grocery gap and the multitude of other healthy food access-related issues.

The Regional Fresh Food Council, Partnership for a Healthy Community: Healthy Eating Active Living, and Building Healthy Communities stand as just three examples of active groups with overlapping participants, projects, and shared goals. Greater communication and collaboration amongst these and other groups is critical to make the most efficient use of resources and move developments more rapidly toward completion. All of these groups must also increase their inclusion of residents and neighborhood associations living and operating within the underserved neighborhoods that programs and projects intend to serve.

## SUPPORT AND INCENTIVIZE SMALL SCALE DEVELOPMENT IN THE EAST BLUFF AND SOUTHSIDE NEIGHBORHOODS

Place matters, and the state of a neighborhood's built environment can foster or deter business development and in turn access to grocery stores. The food environment influences consumer food selection and health outcomes (Beaulac et al., 2009, Gustafson et al., 2013). Without grocery stores offering healthy foods, chances of consuming those foods is lower; without redeveloping commercial corridors in underserved neighborhoods, grocery stores have few reasonable sites for location.

Organizations such as the Incremental Development Alliance focus on building capacity for locals to invest in their own communities through small scale real estate development. Groups such as Small Scale Development 309 (a result of a 2018 Small Scale Development Workshop hosted by the City of Peoria Innovation Team and facilitated by the Incremental Development Alliance) should be expanded and focus on inclusion of East Bluff and Southside current or prospective property and business owners interested in developing neighborhood markets or other food-based businesses while also improving the building stock and commercial corridors of their own neighborhoods.

Small-scale development should be further explored alongside the traditional finance tools mentioned above—as well as TIF, Opportunity Zones and any other incentives the City of Peoria has made available— to support grocery stores (or other healthy food-based businesses) locating within locally-owned real estate developments.

Corridor planning projects also present great opportunities for implementing tactical urbanism and street plans that begin to activate targeted areas in a neighborhood. Short term changes in a corridor can lead to long term community change. Current City of Peoria Corridor Planning projects in the Southside include the MacArthur Highway corridor and the Wisconsin Avenue corridor in the East Bluff.

## SUPPORT AND BUILD PARTNERSHIPS WITH CURRENT AND DEVELOPING ALTERNATIVE GROCERY MODELS FOR LOW-INCOME, LOW-ACCESS COMMUNITIES IN THE REGION

A creative, collaborative, and community-driven approach is necessary and should leverage and network existing projects, programs, businesses, and organizations. Below are a few suggested places to focus in the near future:

The City of Peoria has been exploring the feasibility of mixed-use developments in the East Bluff and Southside neighborhoods that would address healthy food access, as well as other health-related issues and placemaking efforts. Peoria's Invest Health team (supported by the Robert Wood Johnson Foundation), and the Connect Capital group looking at funding streams for local food systems, merged in 2018 to form the Building Healthy Communities team. This group is now further supported by the Local Foods, Local Places technical assistance program through the EPA (launched in May 2019 during a two-day workshop). This program aims to gather community input and support for a food-based mixed-use development to serve the residents of 61605, as well as an action plan for implementation. These teams have focused on alternative models such as ReFresh in New Orleans and Harvest Market in Toledo. Other cities such as Memphis and Indianapolis, have adopted a "live, buy, hire" approach which requires that decisions are informed by the needs and values brought to the table by the anchor institutions and residents alike. The city has identified a potential properties to house such a development at the threshold of the Warehouse District and the Southside.

Sous Chef opened in the fall of 2018 at the southern end of the Warehouse District. This small grocery concept offers customers fresh, local produce, local frozen meat and dairy, prepared

meal kits, and basic staple dry goods. They are marketing themselves to both incoming Warehouse District residents as well as established Southside residents to establish an economically diverse customer base. They accept SNAP. The owners are actively involved in the Regional Fresh Food Council and have demonstrated a keen interest in community engagement and development, and a willingness to share their best practices and challenges and collaborate on future food-based business developments in the area.

Many rural communities in the region face the same fresh food access challenges as underserved urban neighborhoods. The Illinois Institute for Rural Affairs is working with small towns in the Greater Peoria region interested in developing "micro" cooperatively-owned grocery stores similar to the Great Scott Community Market that opened in Winchester, IL in 2018. As more towns engage in this work, a desire to network with other independent grocery stores to improve profit margins through shared distribution arrangements and the utilization of food hubs. The potential for collaboration in Peoria's underserved urban neighborhoods should not be ignored.

Additionally, existing and developing farmer-operated food aggregation and marketing businesses (e.g. Down at the Farms, PrairiErth Farm, The Mill at Janie's Farm) seek additional wholesale opportunities in the Greater Peoria region to sell fresh produce, grains, and meats. These and other operations are increasingly engaged in groups such as the Regional Fresh Food Council and the Greater Peoria Farm Forums to build mutually beneficial partnerships and build a strong regional values-based food supply chain. It is critical to further engage this community of farmers in any food-based and community focused business developments in Peoria.

## DEVELOP A ROUTINE FOR ENGAGEMENT OF EXISTING FOOD-BASED BUSINESSES AND COMMUNITY-BASED ORGANIZATIONS

Conduct environmental scans to identify critical changes occurring in the food access and food security arena. With many different organizations actively working in this space, there is a critical need to utilize best practices in community planning and development to monitor changes and create and maintain strategic actions that best serve our most vulnerable populations. Increased collaboration of existing groups (RFFC, Invest Health/Connect Capital/Building Healthy Communities, HEAL, and more)

## BIANNUAL NEIGHBORHOOD REPORTS

Consistent tracking of key neighborhood socioeconomic data to inform local business planning and community and economic development activities. These could be championed by neighborhood associations, district city council members, or other identified neighborhood leaders. Providing regular reports to neighborhood residents may improve their understanding of and support for specific community and economic development projects (e.g. the development of a grocery cooperative)

## FOCUS ON LOCALLY-OWNED AND COMMUNITY-BASED GROCERY STORE MODELS

Although emerging discount models from many of the national grocery chains show promise and should be further explored, the purchasing power of the Peoria neighborhoods impacted by the closures suggests the major retail chains may no longer find it in their best interest to locate their traditional stores in those areas.

Focus should perhaps shift to alternative small-scale models such as micro community-owned stores, partnerships with existing stores (e.g. the Healthy Corners initiative in Washington D.C.)

and further engagement with existing retail grocers who have an expressed interest in enhancing community development and food access.

This report should find a primary audience through the Minority Business Development Center and Small Business Development Center to support further market research and planning with entrepreneurs interested in developing food retail businesses that serve Peoria's limited resource neighborhoods.

Traditional development financing tools should also be furthered explored to assist local entrepreneurs in launching or expanding local food-based businesses. There is growing interest in approaching local/regional food systems businesses as a financeable asset class to utilize traditional tools such as revolving loan funds, loan guarantees, linked-deposit programs, and micro-enterprise lending.

## REVISIT AND UPDATE 2015 LOCAL FOODS LANDMARKS REPORT FOR GREATER PEORIA

Build upon the research performed in Local Foods Landmarks Report for Greater Peoria (Smebak, 2015) and work toward the development of a comprehensive regional food systems strategy and implementation plan. This strategy and plan can enhance our understanding of opportunities for supporting small scale and alternative grocery store models.

## INCLUSION OF A REGIONAL FOOD SYSTEMS STRATEGY AND IMPLEMENTATION PLAN IN THE GREATER PEORIA 2020 CEDS

A regional food systems strategy and implementation plan, containing specifics regarding grocery store access, needs to be included in the 2020 Comprehensive Economic Development Strategy (CEDS) administered by the Greater Peoria EDC and submitted to the U.S. EDA. Explicitly addressing food access and the larger food economy in this document will expose the lead regional, state, and federal agencies and funding bodies to the issues and confirm our region's earnest effort to improve social and economic outcomes via food systems. This may help in securing funding or other resources for food-based community developments such as cooperative grocery stores and food hubs.

## ESTABLISH A FULL-TIME VALUE CHAIN COORDINATOR POSITION

A Value Chain Coordinator position is designed to build capacity within the regional food system increasing the scale, consistency, and affordability of healthy food products to community organizations, institutions such as schools, food banks, hospitals, and local grocery retailers. A Value Chain Coordinator can also help to identify new business opportunities for farmers and underserved food entrepreneurs and connect them with business development resources.

A focus on improving the regional food supply chain by strengthening business relationships through shared values—such as equity, transparency, and collaboration—could more effectively mitigate root causes of healthy food access and food security. A value chain coordinator would foster a supply chain that aims to deliver nutritious and sustainably produced food products that are widely available to all communities.

## CONDUCT RETENTION VISITS FOR FOOD-BASED BUSINESSES, SERVICES, AND PROJECTS

Just as business retention visits are conducted with large employers, an organization in the city or region should consider business retention visits with the region's urban and rural grocery stores, food pantries, community gardens, summer food programs and any other business, service, or project connected to food access. Too often stores close, services end, or projects are folded much to the surprise and chagrin of community stakeholders. Regular visits, which would establish stronger relationships and build trust, would help to identify challenges before they result in disruption. Conversely, these visits can identify opportunities for expansion and collaboration. Explore desire for business development workshops for grocery stores to improve or expand operations.

## CONTINUE TO MONITOR THE LOCAL, REGIONAL, AND NATIONAL GROCERY RETAIL INDUSTRY

Using this and other reports and analyses as a foundation, an organization should continue monitoring and forecasting changes in the grocery industry and deliver a biannual report to the community. This would foster a proactive culture that is better prepared for changes such as store closures and support developments that have greater chances of sustainability. For example, the market data included in the original analysis did not yet reflect retail gap and surplus numbers following the closures. These and other data should be updated as often as the data allow.

## MONITOR JOB CREATION AND WORKFORCE OPPORTUNITIES PROVIDED BY GROCERY RETAIL.

Retail jobs may be a primary income, an entry level job for high school students, or supplemental income - all contribute greatly to the stability of neighborhoods. A better understanding of the economic impact of food retail businesses in a neighborhood may help to increase attention by decision-makers to provide resources for these businesses.

## CONNECT RETAIL GROCERS WITH RESOURCES & COLLABORATIVE OPPORTUNITIES

Make market analyses such as this report more widely available. Connect stores to opportunities that are developing around the aggregation and distribution of local-regional foods and developing relationships with farmer cooperatives. Collaborating to develop local-regional supply chains could strengthen independent stores models, offer chains an opportunity to offer locally sourced products, increase the amount of fresh local foods available, and support the region's farmers.

## DEVELOP CORPORATE RELATIONSHIPS

A local and/or regional organization should explore establishing dialogues and relationships with corporate offices of retail grocery stores. Human connection to decision makers at these corporations may increase the chances of them piloting alternative store models in underserved areas or engaging in community and economic development activities as corporate sponsors. Many corporations possess foundations as well as health and sustainability goals in their

strategic plans and they may seek local partnerships and projects to advance those corporate obligations.

Examples of Emerging Offerings from Chain Stores:

Kroger Express (partnership with Walgreens)

Hy-Vee Fast & Fresh

DG Fresh (Dollar General)

Lyft Grocery Access Program

Amazon Go

Hy-Vee Healthmarket

# Methods

## SECONDARY DEMOGRAPHIC AND MARKET DATA ANALYSIS

University of Illinois Extension conducted a retail market analysis utilizing secondary data providing demographic, socio-economic and health data at the neighborhood, county and regional levels. Extension staff utilized ESRI's Business Analyst to analyze consumer spending patterns, market potential, and consumer profiles using Tapestry Segmentation. Tapestry Segmentation provides a detailed typology of America's neighborhoods—segments based on their socioeconomic and demographic composition.

The highlights and general takeaways from this analysis most relevant to the grocery access study have been extracted for this report. The results of this analysis have been mingled with the resident survey results and the additional market research to inform the conclusions and recommendations section of the report.

DEMOGRAPHIC AND MARKET ANALYSIS

## NATIONAL GROCERY MARKET RESEARCH

Greater Peoria Economic Development Council and University of Illinois Extension staff looked beyond primary and secondary data collection, for additional insights into the macro trends of the grocery industry, numerous industry websites and reports were reviewed to identify trends and highlight potential changes in the future. This additional research serves as an example of the proactive and forward-looking approach needed by public and private entities working to create sustainable grocery access solutions in underserved communities. A better understanding of the "big picture" of the grocery industry will improve planning for food initiatives and business.

This information was collected via numerous web-based sources and is presented through a series of highlighted excerpts and preliminary analysis. Additional expert analysis and a continuing culture of trend analysis and forecasting is needed. This dynamic industry requires constant attention for one to remain "ahead of the curve".

RESEARCH SOURCES

## RESIDENT SURVEY

Understanding of the impact of the grocery store closures was increased by a residential survey conducted with the support of University of Illinois Extension, Bradley University, City of Peoria, Greater Peoria Economic Development Council, and the Caterpillar Community Analytics Team (CAT). More than 900 resident surveys were collected utilizing a volunteer cross sectional sampling methodology which provided the best fit for the purpose of this study.

The survey covered the following subject matter with 38 questions:

- Impact of nearby Kroger closure on shopping patterns and access to grocery categories
- Changes in shopping location since closures
- Grocery product availability at the current store or pantry location
- Preference for types of grocery stores
- Preference for types of grocery products
- Transportation methods to obtain groceries
- Affordability of nearest grocery options
- Demographics

(Link to the survey instrument)

Resident surveys for the study were collected and various community events and with the help of multiple organizations and volunteers.

**Survey Distribution Method**

The team officially launched the survey during the week of July 22, 2018. Distribution was both digital and physical with promotion via local traditional media, social media, organization websites,paper flyers, and at public events.


*It is important to note that this is convenience sample. Participants were not randomly selected from the Peoria area or the neighborhoods served by the Kroger stores that closed in 2018. Given that, it is important note that participants self selected and that they may be less diverse in terms of their grocery shopping needs and habits than the overall population of interest.*

*Primary Flyer Lo*cations: Wisconsin Business corridor, Garden Street Businesses

SCUC meetings, Peoria Regional Fresh Food Council meetings, Lincoln Branch Library

Neighborhood House, Human Services Center, EBNHS, East Bluff Community Center

Dream Center Backpack Event, Night Out Against Crime, PCCEO, RFFC meetings

Peoria County Health Dept., University of Illinois Extension

*Media Coverage* - Peoria Journal Star, WMBD, WPNV, River City Word, Traveler Weekly Facebook Page,

GPEDC newsletter, Peoria Public Schools Newsletter, University of Illinois Extension Social Media, Youth Services Network, RFFC Facebook boosted post - 3,350 people reached.

*Paper Surveys and Drop Box Locations* - Peoria City Hall, Downtown Peoria Library, Heartland Health Center, East Bluff Neighborhood Housing Association, Southside Mission,

Lincoln Branch Library, Neighborhood House, City of Refuge Church, Carver Center, Heartland Clinic, Southside Human Services Center, Neighborhood House, East Bluff Community Center,

Tri-County Urban League, Common Place, SCUC meetings, Back to School Backpack Event

*Survey Distribution at Community Programming Events* - East Bluff Neighborhood Housing Services, Glen Oak Christian Church, Heartland Health Services, Moonlight Coalition, Proctor Center Afterschool Program, Logan Center, ELITE Program, PCCEO, Peoria Public Schools,

Mobile Food Bank, Peoria City/County Health Dept, Adopt a Block – Southside Ministerial Alliance, Southside Community Center, Jehan Gordon- Booth Expungement Summit,

Night Out Against Crime, University of Illinois Extension – EFNEP & SNAP-ED Programs,

East Bluff Community Center, St Ann's Garden of Hope event.

The survey was closed on October 5, 2018. Survey analysis was supported by University of Illinois Extension, Caterpillar Community Analytics, Bradley University, and Greater Peoria EDC. Additional assistance, and data visualization was provided by Caterpillar Community Analytics and Greater Peoria EDC.

**918** people responded to the survey, with **245** (27%) respondents living in 61603(East Bluff), **130** (14%) in 61604 (East Bluff), and **245** (27%) in 61605 (Southside). **620** (68%) survey respondents were from the impacted zip code - Map

*It's important to note that not every survey submitted contained answers to every question and 193 survey respondents did not provide zip codes. In addition, surveys from outside the targeted area of study were also collected and included in the 918 total completed surveys. In our overview, we will denote the difference between all responses and those who responded in each of the targeted neighborhoods.*

Respondents represented an ethnically diverse population, with significant participation from the Black or African American residents from the Southside and East Bluff neighborhoods.Tthe charts provided show the demographic similarities and differences when comparing respondents to census data.

Key descriptors for those who shopped at Harmon Highway and Wisconsin Avenue Krogers.

63% of respondents were between 25-64 years of age,

13% of respondents were over 64 years of age

Age (bar chart)

**323** (35%) respondents were from households with children under the age of 18. When we look at families impacted from the Southside or East Bluff Neighborhoods, roughly half of respondents who shopped at either closed location are living with children under the age of 18.

**588** (64%) of all survey respondents regularly shopped at one of the closed Kroger stores.

Of those, 285 indicated that they shopped at **Wisconsin Avenue Kroger** location with:

175 respondents (61%) residing in 61603;

25 respondents (8%) residing in 61604,

21 respondents (8%) residing in 61605

Of the 284 who indicated that they shopped at **Harmon Highway Kroger** location

177 respondents (62%) reside in 61605

6 respondents (2%) reside in 61606

7 respondents (2%) reside in 61603

30 respondents (11%) reside in 61604

SURVEY INSTRUMENT

## GROCERY MANAGER INTERVIEWS

University of Illinois Extension in partnership with the Greater Peoria Economic Development Council developed a key informant interview protocol, for conversations with grocery store managers to help us better understand to what extent the Kroger closures impacted other grocery retail businesses. Managers of independent grocers, chain stores and big box retail managers in the Greater Peoria region were approached to participate in interviews. The questions were designed to learn more about consumer shopping patterns from the neighborhoods included in our study as well as shifting grocery retail trends in our region.

The following stores agreed to participate in this key informant study: Kroger, Schnucks, HyVee, WalMart, Aldi, Target, CostCo, Sous Chef, Pottstown, Haddads, Alwan and Sons Meat Company, and La Esquina de Oro. Due to staffing changes and corporate policies some stores that we approached were not able to participate in the study.

GROCER INTERVIEW INSTRUMENT

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## CREDITS

The final report was compiled and written by Kathie Brown, University of Illinois Extension and Tory Dahlhoff, Greater Peoria Economic Development Council.

The Demographic and Market Data Analysis was researched and written by Zaheeda Dervesh and Zachary Kennedy, University of Illinois Extension.

The resident survey data was prepared by Nancy Ouedraogo, University of Illinois Extension.

Tableau visualizations were prepared by Mark Renick, Greater Peoria Economic Development Council and members of the Caterpillar Community Analytics Team.

The webpages for the report were prepared by Mark Renick and Tory Dahlhoff.

Grocer interviews performed and data analyzed by Kathie Brown with assistance from Tory Dahlhoff.

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