



# QUEEN MOTHER'S MARKET







## **MONA JENKINS**

### **Finance and Development**

Mona is responsible for managing the Buyer's Club which includes establishing distributors and processing orders. Her previous development experience will be key in her efforts to raise funds, write grants, and build partnerships with other local businesses and organizations.



## **TERESA MARTIN**

### **Community Engagement and Leadership**

Teresa coordinates door-to-door outreach and community events. While engaging with the community, Teresa identifies individuals who are interested in serving on committees and in leadership roles.



## **KRISTA GREENLEE**

### **Marketing and Membership**

Krista manages the website and social media outlets. She also recruit new members, follows up on orders, and ensures we are meeting the needs of our members.

# **Dream Team**





# QUEEN MOTHER'S MARKET COOPERATIVE

## MISSION

To address racial, social, and economic inequities in the food system by providing local, fresh, and affordable groceries to our community.

## VISION

Queen Mother's Market Cooperative's vision is to end food insecurity by increasing access to regionally grown healthy foods. We support economic mobility through creating fair and dignified employment and workforce development opportunities. Through collaborating with our members, we build healthy local, social, and cultural networks that lead to a vibrant community.



# BRIEF HISTORY

## **FOOD APARTHEID**

In March 2017, Kroger closed the only grocery store in Walnut Hills, a historically Black neighborhood in Cincinnati, Ohio. Many elders and other vulnerable residents were left with limited access to quality food options.

## **THE RESIDENTS FIGHTBACK**

Residents of Walnut Hills decided to survey the neighborhood and hold community engagement sessions to learn about the impact of losing Kroger. Temporary solutions such as ride shares and delivery services were arranged with the ultimate goal of having another grocery store in the neighborhood. Residents also stated they wanted more control over their food options.

## **TODAY**

Due to COVID's impact on food insecurity, individual residents and neighborhood organizations have stepped in to assist folks with accessing fresh foods, prepared meals, and hygiene products. As a result, residents began the conversation again about a neighborhood grocery store and Queen Mother's Market Cooperative was created.





**True Cost of Food**  
**Measuring What Matters to**  
**Transform the U.S. Food System**



JULY 2021

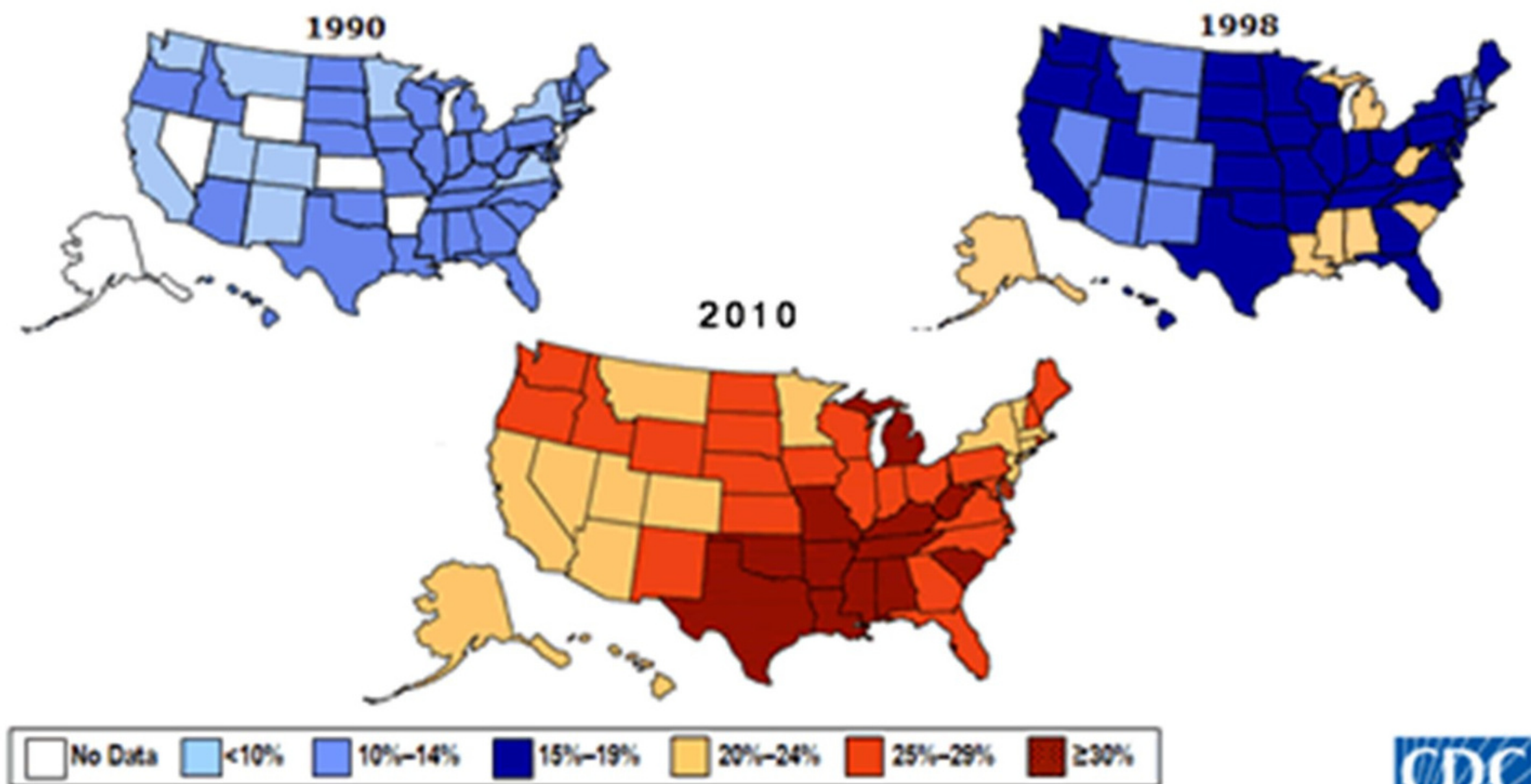
- We spend 1.1 trillion dollars a year on food
- Hidden costs: impact on health, climate, biodiversity TRIPLE this cost
- Negative impacts on health carry the greatest weight, adding 1 trillion dollars to the price we pay
- Obesity, hypertension, diabetes, cancer



## Obesity Trends\* Among U.S. Adults

**BRFSS, 1990, 1998, 2010**

(\*BMI  $\geq 30$ , or about 30 lbs. overweight for 5'4" person)

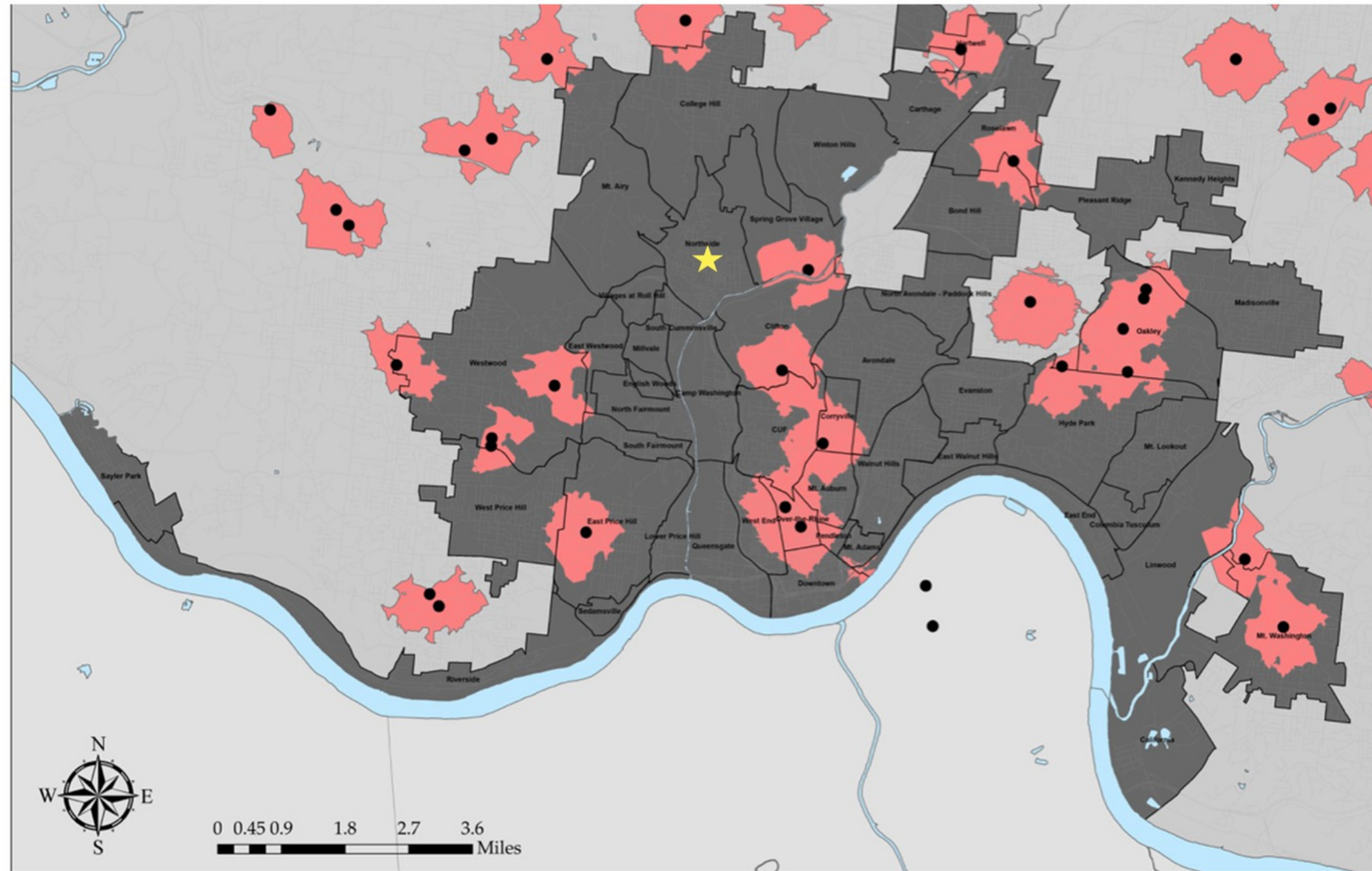


Source: CDC Behavioral Risk Factor Surveillance System.





# Poverty, Mobility, and Grocery Stores



## Legend

- Grocery Stores March 2017
- 15 Minutes Service Area (3 mph)
- ▭ Road Network
- ▭ Cincinnati Neighborhoods Boundary
- ▭ Water Body

Projected Coordinate System: NAD\_1983\_StatePlane\_Ohio\_South\_FIPS\_3402\_Feet  
Projection: Lambert\_Conformal\_Conic

References: CAGIS; Reference USA ( InfoGroup Inc.) Business Database;  
GoogleMaps, Hamilton County Health Department

Analysis Application: Arc Map 10.4. Network Analyst



# REGIONAL FOOD EQUITY STRATEGY

**THE PANDEMIC DEMONSTRATED THAT  
THE FOOD SYSTEM IS CRITICAL INFRASTRUCTURE**

*Let's lead like Chicago, Denver, Milan, and even Columbus.*

*Let's make specific, institutionalized plans now to proactively ensure all residents have healthy, local, and delicious food in the future.*

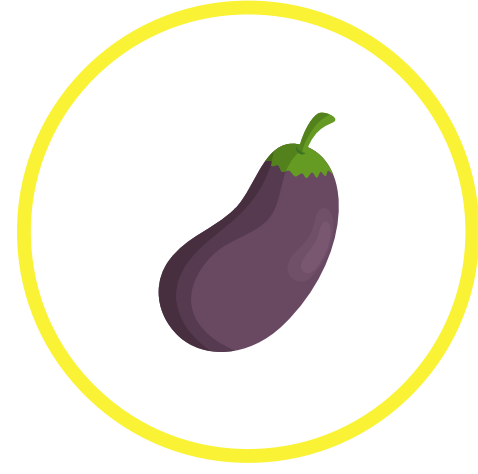


# FOOD JUSTICE

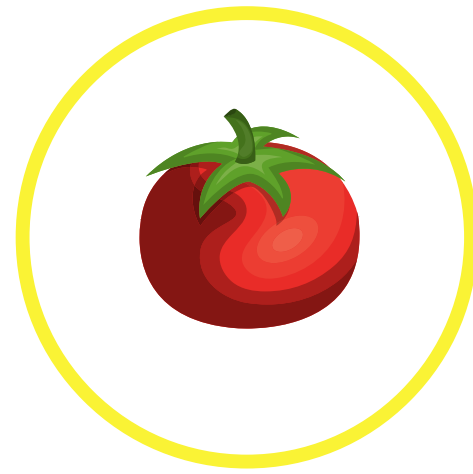
HEALTH IS WEALTH



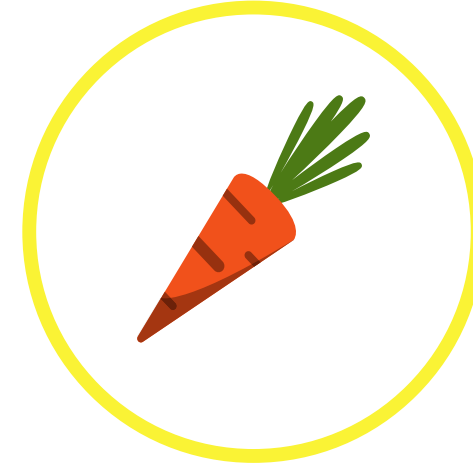
**HEALTH &  
WELLNESS**



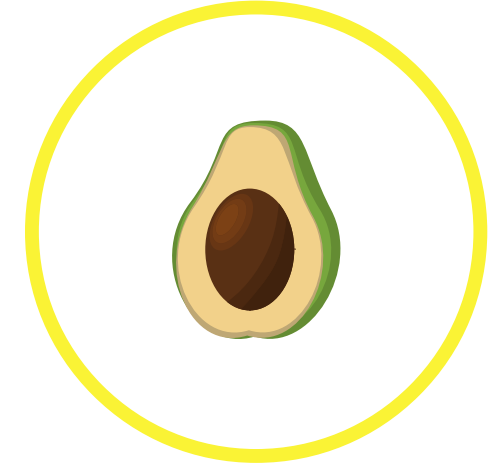
**ECONOMICS  
& LABOR**



**EDUCATION**



**SOCIAL,  
CULTURAL, &  
HEALING**



**ENVIRONMENT**



# CO-OP IMPACT

## CONSUMER CO-OP IMPACT BY THE NUMBERS



FOOD CO-OPS REPRESENT OVER  
**\$2 BILLION**  
OF THE GROCERY  
MARKET WITH OVER  
**1.3 MILLION**  
MEMBER-OWNERS<sup>2</sup>



FOR EVERY  
**\$1,000**  
SPENT AT A FOOD CO-OP,  
**\$1,604**  
IS INVESTED BACK INTO  
THE LOCAL ECONOMY<sup>3</sup>



COMPARED TO  
CONVENTIONAL GROCERY  
STORES, FOOD CO-OPS  
**RECYCLE NEARLY  
DOUBLE  
THE AMOUNT OF PLASTICS  
AND FOOD WASTE**<sup>4</sup>



LOCAL PRODUCTS MAKE UP  
**21%**  
OF FOOD CO-OP SALES,  
COMPARED TO THE NATIONAL  
GROCERY AVERAGE OF  
**1.8%**<sup>5</sup>



FOOD CO-OPS CREATE  
**9.3 JOBS**  
PER \$1 MILLION IN SALES,  
COMPARED TO  
**5.8**  
AT TRADITIONAL GROCERY STORES<sup>6</sup>



FOOD COOPERATIVES  
PAY ABOUT  
**7%**  
MORE THAN GROCERY  
STORES FOR THE  
SAME WORK<sup>7</sup>

## WORKER CO-OP IMPACT BY THE NUMBERS



**PEOPLE OF COLOR** MAKE UP  
**56.8%**  
OF WORKER-OWNERS, AND  
**PEOPLE IDENTIFYING AS FEMALE**  
MAKE UP  
**62.5%**  
OF THE WORKFORCE AT  
WORKER CO-OPS<sup>3</sup>



WORKER-OWNED  
CO-OPS ARE  
**TWO-THIRDS**  
**MORE LIKELY  
TO SUCCEED**  
THAN THE AVERAGE  
U.S. COMPANY<sup>4</sup>



WORKER-OWNED  
CO-OPS ENJOY  
**5%**  
**HIGHER PRODUCTIVITY  
LEVELS**  
THAN TRADITIONAL  
BUSINESSES<sup>5</sup>



WORKER CO-OPS EMPLOY  
**HAPPIER**  
WORKERS WITH A  
**HIGHER LEVEL OF  
JOB SATISFACTION**  
THAN TRADITIONAL  
COMPANIES<sup>6</sup>



WORKER CO-OPS  
MAINTAIN A  
**2:1 PAY RATIO**  
COMPARED TO THE  
AVERAGE CEO-TO-  
WORKER PAY RATIO OF  
**303:1**<sup>7</sup>



**ANNUAL EMPLOYEE  
TURNOVER**  
FOR WORKER CO-OPS IS  
**15%**  
COMPARED WITH  
INDUSTRY NORMS OF  
**40-60%**<sup>8</sup>



A wooden cutting board with various fresh vegetables including tomatoes, peppers, carrots, and herbs.

# OUR PLAN

Bring Queen Mother's Market Cooperative, a worker and community owned full service grocery store to life at Peebles Corner in Walnut Hills (11.7K square feet) as part of a mixed use development.



# KEY PARTNERSHIPS

## CO-OP CINCY

- Provides training, support, and technical assistance

## WALNUT HILLS REDEVELOPMENT FOUNDATION

- Participation in Friday Food Access Event
- Assistance with community engagement and partnerships

## UNITED WAY

- Black Empowerment Works Grant

## CINCINNATI BUYER'S CLUB

- Immediately address issues with food access
- Establish interest in Queen Mother's Market Cooperative

## CLOSING THE HEALTH GAP

- Support, research, training on health related issues
- Assistance with community engagement

## GREATER CINCINNATI FOOD POLICY COUNCIL

- Leading collaboration on regional health equity plan
- Assistance with research and development of curriculum





# CINCINNATI BUYER'S CLUB

- Walnut Hills
- Evanston
- Northside
- Lower Price Hill (Meiser's)
- Lincoln Heights (Our Corner Store)
- Westwood
- Avondale
- Bond Hill
- Roselawn





# PROGRESS TO DATE

- After years of connecting with the community, surveying, and working with Walnut Hills Redevelopment Foundation (WHRF) to meet food access needs, Queen Mother's Market Cooperative incorporates as a co-op in July 2021 after participating in Power in Numbers Co-op U
- Queen Mothers Market spearheads launch of a neighborhood buying club for Walnut Hills and other Cincinnati neighborhoods to make affordable groceries available through bulk buying





# PROGRESS TO DATE

- **Model Group and WHRF** fund a market study for Queen Mothers Market.
- **October 2021 -Associated Wholesale Grocers (AWG) conducted a market study demonstrating the feasibility of the site.**
  - Track record: within 10% of their weekly sales projections in their studies within the last 10 years.
- **January 2022 - Columinate** developed a 10 year operating proforma demonstrating long-term operational feasibility as long as the project can be built out with almost no debt





# KEYS TO BRINGING NEW GROCERY STORE TO LIFE IN A FOOD DESERT

## Lessons from Jeff Brown and ShopRite



**BE CONNECTED AND RESPONSIVE TO THE COMMUNITY**



**INVEST EXTRA IN TRAINING WORKERS**



**SUBSIDIES UPFRONT, MINIMIZE DEBT SERVICES**



**KEEP OPERATING COSTS AS LOW AS POSSIBLE**



**CO-LOCATE SERVICES WITHIN THE STORE TO DRIVE TRAFFIC**



# REASONS TO BELIEVE

## **SISTER STORE**

Gem City Market opened in the food desert of West Dayton in May 2021. It is a full service grocery store that is worker and community owned. QMMC is happy to schedule a tour!

## **LESSONS LEARNED**

QMMC benefits from lessons learned from Gem City Market's experience as well as a previous Cincinnati effort, Apple Street Market, whose financing and location fell through in the end.

## **SUCCESS**

Gem City Market brought Apple Street Market's business plan to life including having AWG as a distributor. Among its offerings, AWG has a private label that can compete with Save-A-Lot pricing.





# FUTURE

*What can you do to help move our region towards Food Equity?*

This is bigger than Queen Mother's Market. This is about participating in a movement towards regional food equity. We need a regional food equity strategy and plan.

*How can you get involved in this movement?*



# LET'S INVEST IN US!

**\$1.5 million in Queen Mothers Market Cooperative**

**\$3 million for Good Food Enterprise Fund**

**\$250,000 for other project costs**

**\$250,000 for a full-time Food Equity Coordinator in City administration (multi-year)**

+ incentivize developers to support neighborhood, community-driven food security





## NEXT STEPS

- THE DEVELOPER MODEL GROUP HAS GIVEN QUEEN MOTHER'S MARKET COOPERATIVE A TIMELINE TO BE INCORPORATED INTO THE MIXED USE DEVELOPMENT AT PEEBLES CORNER THAT BEGINS CONSTRUCTION IN 2023 AND WOULD BE OPENING IN 2024
- QMMC NEEDS TO RAISE ABOUT \$4.6 MILLION DOLLARS IN PLEDGES BY NOVEMBER 2022 TO MOVE FORWARD
- IN DAYTON, MORE THAN \$2.6 MILLION WAS CONTRIBUTED FROM THEIR HEALTH SYSTEMS AND INSURANCE PROVIDERS TO BRING GEM CITY TO LIFE
- OUR HEALTH SYSTEMS HAVE RECOGNIZED THE IMPORTANCE OF INCREASING FOOD ACCESS EFFORTS THROUGH COOPERATIVES
- IN THE CINCINNATI COMMUNITY HEALTH IMPROVEMENT PLAN FROM 2018. THE 2022 CHIP PLAN IS UNDERWAY AND THIS COULD BE AN EXCITING TRANSFORMATIVE CATALYTIC ACTION OUR HEALTH SYSTEMS CAN TAKE





**THANK YOU!**



**Queen Mother's Market Cooperative**



**info@queenmothersmarket.com**