



Philadelphia's Healthy Corner Store Initiative

2010–2012



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Executive Summary

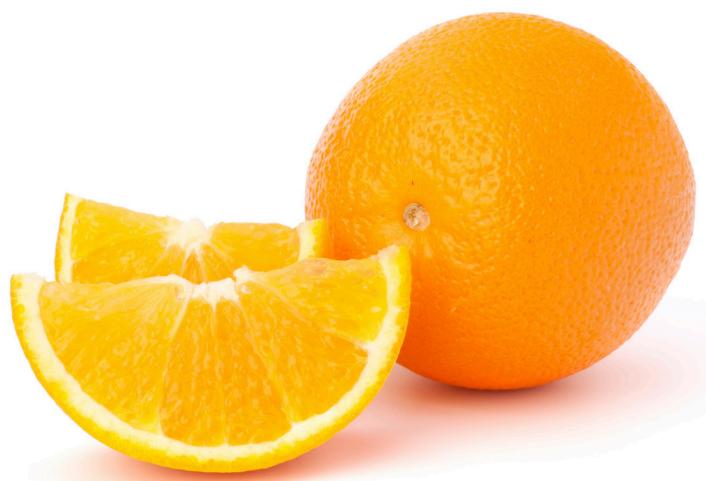
The Food Trust, a nationally recognized nonprofit, has developed the Philadelphia Healthy Corner Store Network, a citywide network of 600-plus corner stores committed to improving healthy food access in underserved communities. The Philadelphia Healthy Corner Store Network is part of the Healthy Corner Store Initiative, which works in partnership with the Philadelphia Department of Public Health (PDPH) and their Get Healthy Philly initiative. Each corner store in the network added a minimum of four new products with at least two healthy products in at least two food categories including: fruits and vegetables, low-fat dairy, lean meats and whole grains. Through the Healthy Corner Store Initiative, stores in the network have received marketing materials, training and, in some cases, equipment to transform the businesses into health-promoting food retailers.

KEY FINDINGS INCLUDE:

- 1. Partnering with corner stores can be an effective strategy to improve healthy food access in underserved communities.** Store owners have positively responded to the initiative, expressing a concern for the health of the communities they serve and a belief that selling healthy foods can be profitable. Over 600 Philadelphia corner store owners committed to selling healthy products and 83% of stores met basic participation requirements.
- 2. Corner store owners are willing to introduce healthy inventory, but they need support and simple steps to follow.** Asking store owners to make small, gradual changes and giving them simple steps to follow can help overcome the challenge of introducing new inventory and taking on new risk. To build profitability and sustainability, training on selling healthy, perishable products was provided to many store owners. Over 480 hours of training were provided to store owners with 80% of store owners accepting at least one training, demonstrating a strong interest from store owners in learning how to profitably sell healthy products.
- 3. Making small investments in equipment for corner stores can significantly increase the stores' capacity to sell healthy products.** Corner stores often lack the equipment to stock perishable goods, although typically this equipment does not require large investments or renovations in order to accommodate new products. As part of the initiative, 100 customized conversions—infrastructural changes such as shelving and small refrigeration units—were completed, successfully expanding each store's inventory of healthy products. On average, each conversion cost \$1,390. The average conversion store introduced 44 new healthy products, almost half of which were fresh fruits and vegetables.

The Healthy Corner Store Initiative is a successful model for increasing the availability of healthy food in corner stores by identifying a continuum of readiness for store changes; it is achieving measurable results. The Healthy Corner Store Initiative builds relationships with store owners and asks them to make gradual changes with support and training. With this assistance, store owners are willing to sell healthy products and believe these changes can be sustainable and profitable.

By building relationships with store owners and asking them to make gradual changes with support and training, the Healthy Corner Store Initiative has found that store owners are willing to sell healthy products and that these changes can be sustainable and profitable.



Introduction and Background

WHAT IS THE HEALTHY CORNER STORE INITIATIVE?

In Philadelphia, corner stores are a ubiquitous part of the urban landscape. In communities that lack supermarkets, families depend on these stores for food purchases, but most of these stores sell packaged foods with few healthy options¹. In 2004, The Food Trust created the Healthy Corner Store Initiative to motivate youth and adults to purchase healthier items through classroom education and direct marketing in the corner stores.

This work grew out of The Food Trust's School Nutrition Policy Initiative (SNPI), a school-based nutrition education and policy program implemented in Philadelphia from 2002 through 2005. SNPI combined nutrition education with improvements in the schools' food environments; evaluation showed that the multifaceted initiative reduced the incidence of childhood overweight by 50%².

However, SNPI did not address the food environment surrounding the schools, where corner stores are prevalent. A study conducted in 2007 by Temple University's Center for Obesity Research and Education and The Food Trust found that³:

- On average, students were spending \$1.07 per visit and consuming 356 calories in snack and beverages per purchase.
- 53% of youth reported shopping in corner stores at least once a day.

In the years following The Food Trust's initial pilot project in 2004, the Healthy Corner Store Initiative grew steadily and substantially, working to increase the availability and awareness of healthy foods in corner stores in Philadelphia through a multifaceted approach including:

- Increasing store capacity to sell and market healthy items in order to improve healthy options in communities
- Training and offering technical assistance to store owners to provide the skills to make healthy changes profitable
- Marketing healthy messages to youth and adults to encourage healthy eating choices
- Educating youth in schools near targeted corner stores to reinforce healthy messages and provide nutrition education through the Snackin' Fresh program
- Linking corner store owners to community partners, local farmers and fresh food suppliers to create and sustain healthy corner stores.

HEALTHY CORNER STORE INITIATIVE & GET HEALTHY PHILLY

In 2010, the Healthy Corner Store Initiative became a part of the Philadelphia Department of Public Health's Get Healthy Philly initiative, a two-year \$15 million cooperative agreement to promote nutrition and increase physical activity funded through the Centers for Disease Control and Prevention. In partnership with Get Healthy Philly, the initiative expanded the Philadelphia Healthy Corner Store Network from 40 to more than 600 corner stores and introduced trainings, marketing materials and other resources to assist corner stores to stock and promote more healthful foods, providing city residents greater access to healthy foods in their communities.



CORNER STORE DEFINITION

While there is no universal definition for corner stores, The Food Trust defines corner stores as having:

- Less than 2,000 square feet
- Four aisles or less
- One cash register

Stores that meet the criteria outlined above are eligible to participate in the Philadelphia Healthy Corner Store Network and access the initiative's resources and technical support.

TARGET NEIGHBORHOODS

The Healthy Corner Store Initiative and Get Healthy Philly target Philadelphia zip codes with the lowest income by U.S. census data. Of the 25 targeted high priority zip codes, tier 1 represents the highest poverty, followed by tier 2 and tier 3, which is illustrated in the map below. 92% of participating corner stores are located in the 25 targeted high-priority zip codes.

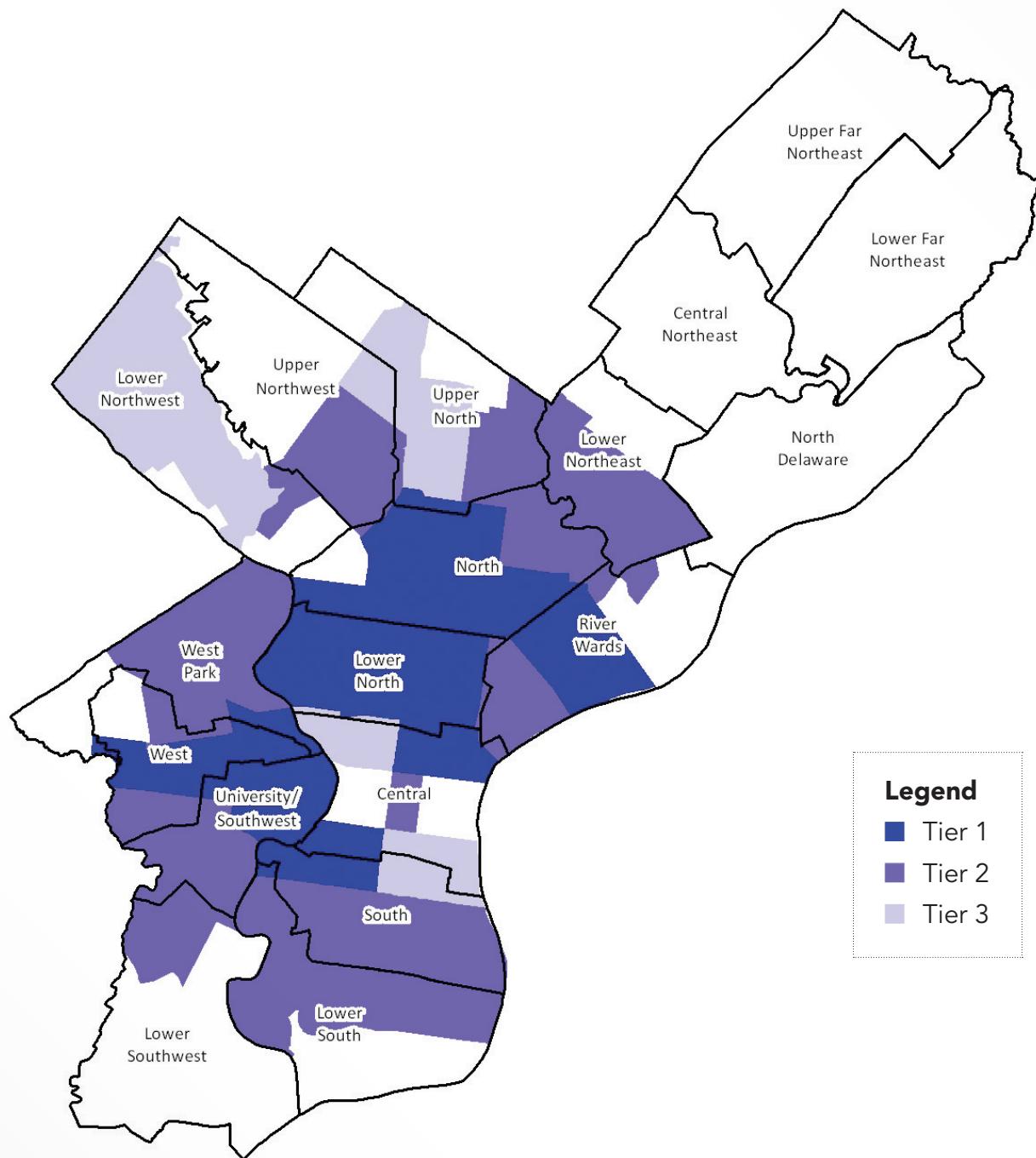
Tier 1: Lower North, North, Riverwards, West, University/Southwest

Tier 2: West Park, Lower Northeast, portions of Upper North, Central, South, Lower South

Tier 3: Lower Northwest, portions of Upper North

These neighborhoods suffer from the highest rates of obesity and diabetes and the lowest access to healthy foods. The majority of stores in the network are located in tier 1 (48%), tier 2 (37%) or tier 3 (7%).

High-Priority Philadelphia Zip Codes



Legend

- Tier 1
- Tier 2
- Tier 3

Get Healthy Philly's Healthy Corner Store Initiative

To enroll more than 600 corner stores into the Philadelphia Healthy Corner Store Network, a process of mapping, outreach and marketing was developed. Stores were initially assessed for their readiness to introduce healthy products and progressed from levels of basic change to higher levels of change through owner participation in trainings on business management and the profitable sale of healthy foods. One hundred stores were eligible to apply for a customized mini-conversion, including refrigeration and shelving, to expand their inventory of healthy products.

STORE RECRUITMENT & SELECTION

Stores were identified using a list of SNAP- and WIC-certified businesses and street canvassing by The Food Trust staff as well as through print materials and radio advertisements (Appendix A) throughout the city. In Philadelphia, approximately 1,500 stores are eligible for enrollment based on the corner store definition (page 3). Selected stores agreed to the activities listed below and signed a memorandum of understanding to formally participate in the program. The majority of store recruitment into the Philadelphia Healthy Corner Store Network occurred in the first six months of the Get Healthy Philly initiative (April–September 2010), with additional stores joining the network on a rolling basis.

IN-STORE ACTIVITIES

Stores progress from a level of basic change, in which they introduce four new healthy products (Phase 1) and implement a Healthy Food Identification marketing campaign (Phase 2), to owner participation in training on business management and the profitable sale of healthy perishable foods (Phase 3). The highest level of change is a customized conversion to help expand a store's inventory of healthy products (Phase 4).

Phase 1: Inventory Changes

Store owners choose from a list of qualifying products (Appendix B) and have approximately three months to begin stocking and selling new healthy products from time of enrollment.

Phase 2: Healthy Food Identification Marketing Campaign

Store owners display a series of marketing materials, available in English, Spanish or Korean, in their store from the Healthy Food Identification marketing campaign (Appendix C).

Messages are designed to:

- Guide customers towards making healthier decisions at the point-of-purchase
- Increase awareness of healthy foods in corner stores
- Identify a corner store as a participating member of the Philadelphia Healthy Corner Store Network

Corner Store Phases & Activities

PHASE	CHARACTERISTICS	BENEFITS & INCENTIVES
1 Inventory Changes	Introduce 4 new healthy products: 2 products from 2 healthy categories	• \$100 participation incentive
2 Healthy Food Identification Campaign	Display a series of marketing materials from the Healthy Food Identification marketing campaign	• Increase customer awareness • Promote new healthy products
3 Business Training for Owners	Participation in at least one training on selling healthy products and business management	• Free training and support • Increase profits • Reduce food waste
4 Conversions	Equipment to stock and display healthy products	• Free equipment (shelving, refrigeration, display materials) • Free training and support • Assistance with product selection and sourcing

Additional marketing materials were developed in English and Spanish to further promote healthy eating (Appendix C). Recipe cards feature recipes that can be made from healthy products available in corner stores to feed a family of four for approximately five dollars, including an avocado and white bean wrap, broccoli and cheddar bake and build-your-own sundae. "Get Healthy! Cards" provide customers with easy tips for shopping, eating and living healthy. All materials are displayed in corner stores and are free for customers.

Once owners successfully implement the new healthy products and in-store marketing campaign, they receive a \$100 incentive check for each year of participation.

Phase 3: Training

In order to provide store owners with the resources and support to implement and maintain healthy changes for the long term and in a profitable, low-risk manner, The Food Trust offers the following to all participating store owners in the network:

- **Basic introductory in-store training** explaining how the new marketing campaign promotes the new products they are selling
- Suggestions for **how to organize and display products** to highlight the healthier options
- Assistance with **product sourcing or selection to increase healthy inventory**
- Advanced one-on-one trainings on selling healthy products and basic business management, based on a **training needs assessment**, to help owners overcome challenges, enhance current efforts and achieve business goals

During the advanced one-on-one trainings, store owners are given a "Sell Healthy! Guide," which provides them with useful information on how to sell healthy foods, increase sales and attract more customers to increase profits. The main themes in the guide are product selection and display, pricing and

promotions and store appearance, which were targeted as main areas for business development based on feedback from store owners. Store owners are also given information on small business lenders, how to apply for a loan and steps for becoming WIC or SNAP vendors.

Phase 4: Mini-Conversions

A subset of corner stores receives conversions (investments ranging between \$1,000 and \$5,000) to help stock and display fresh produce and other healthy products. Capital investments are determined by each store's individual needs and business plan.

Store owners receiving conversions must sign a memorandum of understanding stating that they will only stock and sell healthy items with the new equipment.

Stores are selected for conversions if:

- The store introduces and maintains at least four new healthy products and the Healthy Food Identification marketing campaign
- The owner shows strong interest in selling additional healthy products and improving business
- The store has strong conversion potential (Appendix D) based on foot traffic, store maintenance and other readiness qualities
- The store owner is willing to complete a business plan

Conversions include:

- Modest infrastructural changes such as shelving and small refrigeration units (Appendix E) that focus on creating an area of the store to display produce and other healthy products
- Additional training on selling healthy products and business management to ensure changes are sustainable and easy to maintain by store staff over the long term

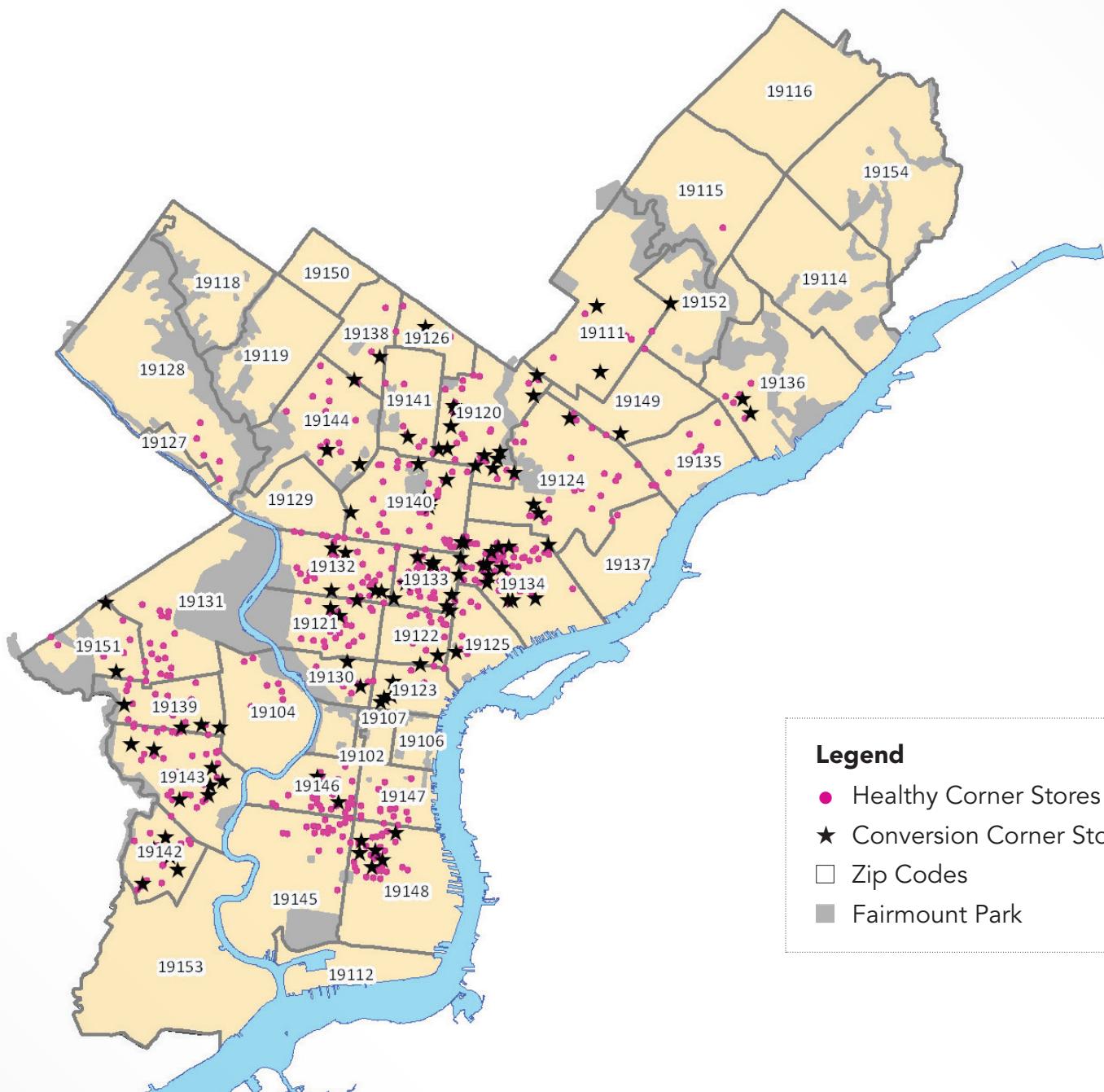


Through Get Healthy Philly, a store is prioritized for conversion selection if:

- It is located in a targeted lower-income neighborhood with no or low-to-moderate access to healthy food
- It has one or fewer violations for tobacco sales to minors
- It is located near community resources such as schools, recreation centers and other public spaces
- It is SNAP- or WIC-certified

During and after a store receives a conversion, the owners are provided with series of trainings on produce display, sourcing, pricing and other skills to ensure the new inventory is profitable and sustainable long term. Post-conversion, stores are visited every other month to provide additional training and support, verify that the store is using the equipment for only healthy products and determine whether a store is ready to further expand its healthy offerings with additional equipment.

Philadelphia Healthy Corner Stores as of March 13, 2012



Legend

- Healthy Corner Stores
- ★ Conversion Corner Stores
- Zip Codes
- Fairmount Park

Between July 2010 and July 2012, the Healthy Corner Store Initiative was featured in 29 different local, national and international media articles, radio and TV programs and case studies, including the *New York Times*, NPR's All Things Considered and the *Washington Post*.

Nutrition education programs provided in schools and after-school sites for students and parents, along with citywide media and messaging and other efforts to increase access to healthy options, support individuals and families in changing their diets to include healthier choices.

ENHANCED EVALUATION

In September 2010, the Philadelphia Department of Public Health received supplemental funding to enhance evaluation efforts around corner stores and schools. PDPH partnered with nationally renowned obesity prevention researchers Dr. Gary Foster, Director, Center for Obesity Research and Education, Temple University, and Dr. Karen Glanz, Director, Center for Health Behavior and Research, University of Pennsylvania to carry out the evaluation, which assesses individual and environmental impacts of the corner store intervention. The overall design of the evaluation is a pre-post assessment of store (nutrition) environments and also includes comparison between basic and conversion stores over time. Primary goals of the evaluation include the following:

- Evaluates the availability, quality and price of healthy and less healthy foods in 200 corner stores, using an adaptation of the Nutrition Environment Measures Survey in Stores (NEMS-S)
- Assess consumer buying behaviors outside of 200 corner stores to determine type, number, caloric content and cost of purchases

Results of the study are expected to be released in 2012.

MEDIA

Between July 2010 and July 2012, the Healthy Corner Store Initiative was featured in 29 different local, national and international media articles, radio and TV programs and case studies (Appendix G), including the *New York Times*, NPR's All Things Considered and the *Washington Post*. The articles have raised awareness of the lack of affordable, healthy foods in lower-income communities and the potential that working with corner stores can have as a strategy in helping to solve this problem. This media coverage has caught the attention of many different nonprofits, government officials, researchers, economic development organizations and community-based organizations, demonstrating a growing interest in engaging corner stores as a partner in improving healthy food access.



2010–2012 Accomplishments

Since April 2010, Get Healthy Philly's Healthy Corner Store Initiative has accomplished the following:

STORE OWNER ENGAGEMENT

Store owners were receptive to participating in the Philadelphia Healthy Corner Store Network and recognized the potential to grow their business and increase profits by adding new, healthier inventory.

- Over 2,000 locations were visited to identify potential corner stores during recruitment and selection
- Over 600 stores committed to providing healthier food options for customers

INVENTORY CHANGES

With a small incentive and guidance on how to identify and source new products, participating stores introduced a wide variety of new healthy products.

- 83% of enrolled stores introduced four or more new healthy products and marketing materials:
 - » 90% introduced at least one fruit or vegetable item
 - » 73% introduced at least one low-fat dairy product
 - » 84% introduced at least one whole grain product
 - » 82% introduced at least one healthy beverage or snack
- On average, stores at the basic level of participation introduced 36 new healthy products, which is above the minimum four required at the basic level of participation
- Citywide, a cumulative total of over 18,000 new healthy products were added to corner stores across all stores participating at the basic level of change

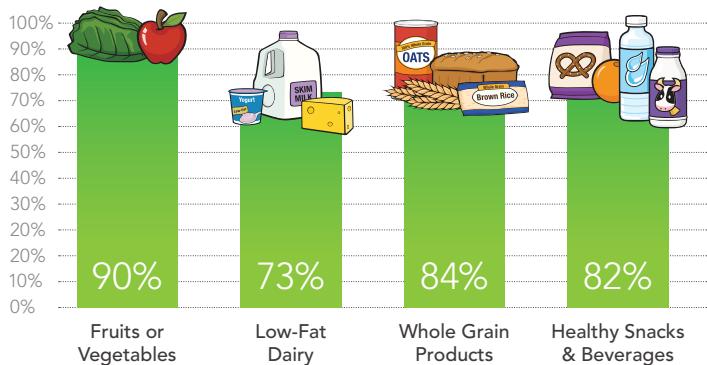
TRAININGS

Store owners were overwhelmingly receptive to receiving in-store trainings on how to introduce and maintain healthy changes and increase their business skills through professional development.

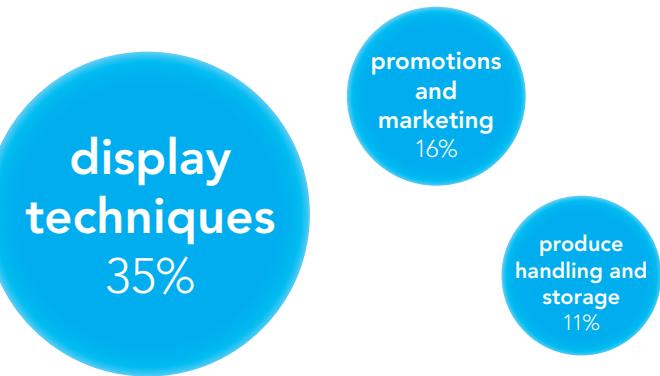
- Over 480 hours of training were provided to store owners with the average training taking about 40 minutes
- 80% of stores received at least one training
- Less than 1% of owners declined a training. (19% of owners were not available)
- The most popular training topics were:
 - » Display techniques (35%)
 - » Promotions and marketing (16%)
 - » Produce handling and storage (11%)

630 corner stores
committed to providing healthy food options

Percent of Stores Adding Healthy Products by Category



Store Owners' Top 3 Training Topics



CONVERSIONS

Selected stores utilized basic shelving units and new refrigeration to enhance healthy product offerings including introducing a wide selection of fresh fruits and vegetables.

- 100 conversions were completed, successfully expanding each store's inventory of healthy products:
 - » On average, each store introduced 44 new healthy products as a result of a conversion.
 - » Fruits and vegetables were the most frequently added products with the average conversion store adding 20 new fruits and vegetables or a cumulative total of over 3,300 fruits and vegetables added across all conversion stores.

100 corner stores

received conversions to expand each store's inventory of healthy products and as a result...

44

new healthy products were introduced at each store on average

FOOD PROCUREMENT

The Healthy Corner Store Initiative provided store owners with new connections to convenient and affordable options to source fresh fruits and vegetables, as well as other healthy products.

- 18 suppliers and distributors in Philadelphia were identified as sources of fresh produce and other healthy products for corner stores; stores needing help with sourcing are connected with these providers
- Jetro, a national wholesale cash and carry, agreed to introduce new healthy products and post healthy product identification marketing to direct store owners to healthy products at their warehouse
- As part of the Healthy Corner Store Initiative's Snackin' Fresh youth program, youth leaders provided fresh produce from their urban gardens to nearby corner stores



18

fresh produce and healthy product suppliers and distributors were identified in Philadelphia

Challenges and Identified Solutions

- 1. Identifying corner stores.** It can be difficult to identify corner stores because there is no universal definition for corner stores. Available sources, such as SNAP and WIC lists or commercial data, do not specify businesses as corner stores and can be inaccurate or outdated. As a result, project staff used a list of SNAP- and WIC-certified corner stores as a guide along with street canvassing to locate corner stores throughout the city. This method proved very effective at identifying and qualifying businesses as corner stores and also was an opportunity for project staff to become familiar with communities throughout Philadelphia.
- 2. Language and cultural barriers.** The majority of corner store owners in Philadelphia speak Spanish as their first language. The ability to speak Spanish and understand Latin American cultures is important for project staff in order to effectively communicate and build relationships with store owners. All corner store staff are bilingual and are either from a Latin American country or have lived in one for an extended period of time. This helped to immediately establish a connection with store owners and was critical to explaining the details of the program, providing trainings and implementing store conversions.
- 3. Providing trainings.** Store owners often work seven days a week and have very limited free time. Originally, trainings were to be provided in a group setting; however, store owners were not able to or interested in receiving these types of trainings. Instead, project staff provided one-on-one trainings with owners in their stores. This proved more effective, as staff could provide more hands-on training with owners who could directly see and practice the new skills while they were learning them.
- 4. Ownership turnover.** Corner stores frequently change ownership, which can make sustaining healthy changes in stores difficult. The program was designed to anticipate this challenge. Stores are regularly visited once every six weeks to three months. If a store changes ownership, the new owners are enrolled in the program and provided trainings to make sure they can continue to successfully sell healthy products. Additionally, even in cases of ownership turnover, once a store begins to stock healthy products and has designated equipment from them, owners tend to continue to stock those healthy items.

"The more healthy foods I add, the healthier my customers eat. When I first came here five years ago, whole wheat bread didn't sell. Now, it's going good, going better than white bread. People are asking for 1% and 2% milk. That never happened before."

- Ramon Fernandez, owner, Christian Food Market



Lessons Learned

- 1. Build relationships with owners.** Building relationships with store owners can help them feel supported and provides an opportunity to better understand the owners' needs and concerns. Corner stores are businesses and need to make money. It is important to position healthy products as a strategy for increasing profits. By working with the owner to understand the store's particular customer base and operations, project staff are able to help owners decide which products would work best for the store and determine what additional support may be needed to ensure success.
- 2. Start small.** Small, gradual changes help store owners adjust to the demands of selling perishable inventory and enables project staff to gauge the store owner's level of commitment to making and maintaining the changes, while also building a relationship.
- 3. Phase activities.** Phasing activities allows time for building relationships with the store owners to gain trust and gauge their level of commitment for making and maintaining changes. It also provides time for owners to adjust to a more demanding inventory. Since many store owners lack the knowledge and skills to sell perishable items, The Food Trust provides extensive education and technical assistance.
- 4. Make it easy.** A common barrier for corner store owners is that they do not know where to start; introducing new inventory and taking on new risk can be daunting and discourage owners. Providing owners with a simple, easy-to-follow plan makes it more likely that owners will introduce new products. Marketing materials help to make owners feel more confident that customers will notice the changes and buy the new products.

Summary of Lessons Learned

1. Build relationships with owners.
2. Start small.
3. Phase activities.
4. Make it easy.
5. Provide support.
6. Collaborate with others.

5. Provide support. In addition to a simple plan and marketing, store owners may need training and support to ensure changes are profitable and sustainable. Based on inventory introduced, staff assessments and owner feedback, a customized training plan can be developed to target each owner's unique needs. This also reinforces that the project is working to support the owner and ensure changes are profitable.

6. Collaborate with others. Reaching out to and engaging local organizations to raise awareness and combine resources can help create larger and more sustainable changes in the communities. Since April 2010, the project reached out to over 30 neighborhood and citywide organizations (Appendix F) to determine areas for collaboration and ways to enhance corner store and community efforts.



On the Horizon

Moving forward, the top priorities for the Healthy Corner Store Initiative are to:

1. Help stores maintain and expand healthy changes.
2. Provide customers with information they need to make healthy choices.
3. Develop new methods to evaluate efficacy of the intervention.

STRATEGIES FOR CONTINUED GROWTH

The following strategies will help support stores, increase customer demand and improve evaluation:

- Develop standards and policy vehicle for a voluntary Healthy Corner Store Certification program, which will include basic standards for minimum staple goods that a store must carry in order to be considered adequate. Using the corner store product menu as a foundation (Appendix B), the standards will require more inventory, and will introduce new pricing and promotion requirements and will include incentives for participation. The standards will also focus on decreasing the promotion of tobacco products
- Provide continued support and training to store owners on procuring and handling fresh produce, modifying store layouts and improving business options to ensure profitability of healthy products and overall vitality of corner stores
- Through funding from the Pennsylvania Department of Community and Economic Development, support conversions in an additional 200 corner stores in Philadelphia to increase the stores' capacity to sell fresh produce and other healthy perishables
- Implement major conversions in five corner stores to dramatically expand sales of healthy offerings and serve as successful operating models to instruct and inspire other corner store owners

- Transform corner stores into community assets that not only offer affordable, nutritious food, but also provide store-based nutrition education and promotional activities to make healthy choices fun and easy
- Evaluate the use of point of sale (POS) systems in corner stores as a ground-breaking new research method that, for the first time, will provide real-time data on customers' purchases of healthy and less healthy products in corner stores and the efficacy of interventions designed to increase the sales of healthy products

"Before we had bananas and onions; that was about it. Now the store has a produce section and business has increased by 40%."

- Juan Carlos Romano, owner, Romano's Grocery Store



CITATIONS

1. Lucan AA. Storing Empty Calories and Chronic Disease Risk: Snack-Food Products, Nutritive Content, and Manufacturers in Philadelphia Corner Stores. *Journal of Urban Health*, , 2010, 87 (3): 394-409.
2. Foster GD, Sherman S, Borradale KE, Grundy KM, Vander Veer SS, Nachmani J, Karpyn A, Kumanyika S, Shults J. A Policy-Based School Intervention to Prevent Overweight and Obesity. *Pediatrics*. 2008;121:e794-e802.
3. Borradale K, Sherman S, Vander Veer S, McCoy T, Sandoval B, Nachmani J, Karpyn A, Foster G. (2009) "Snacking in Children: the Role of Urban Corner Stores." *Pediatrics*; published online October 12, 2009. DOI: 10.1542/peds.2009-0964.

Appendices

APPENDIX A: RECRUITMENT MATERIALS



APPENDIX B: PRODUCT MENU

NEW

Corner Store Product Menu

In order to qualify as a member of the Philadelphia Healthy Corner Store Network, you must...

- Choose 2 healthy food categories to either introduce or expand the inventory of in your store.
- Introduce 2 NEW products, within each category, regardless of how many you are currently selling.

Participate in the Bonus! category...
• Introduce an additional category of healthy products in your store beyond the 2 required categories and you will receive an additional incentive for participating in the Bonus! category.

CATEGORIES	PRODUCTS	DEFINITIONS
Fresh Fruits and Vegetables (required category for stores receiving refrigeration)	2 new fresh fruits 2 new fresh vegetables	<ul style="list-style-type: none">"Fresh" refers to fruits and vegetables that are whole, have not been processed and are in good condition (no spoilage)
Fruits and Vegetables (frozen, canned, dried)	2 new packaged fruit or vegetable offerings including: 100% juice, canned or frozen fruit and vegetables	<ul style="list-style-type: none">Canned fruit: must be in natural juice or light syrupCanned vegetables: must have less than or equal to 290 milligrams of sodium per serving
Dairy	2 new dairy products including: low-fat milk, yogurt, cheese	<ul style="list-style-type: none">All low-fat milks, yogurts, cheeses (except cream cheese), including lactose free and lactose reduced products and calcium fortified soy beveragesNot allowable products: processed items, such as American cheese or any sweetened milk product
Whole Grains*	2 new whole grain products including: bread, pasta, brown rice, cereal, tortillas	<ul style="list-style-type: none">Any food made from whole grain wheat, rice, oats, cornmeal, barley or another cereal grain
Proteins	2 new protein products including: lean cuts of meat (beef, pork), poultry (chicken, turkey), fish (salmon, tuna, shrimp), eggs, dry beans, peas and soybean products (lentils, pinto beans, chickpeas, tofu)	<ul style="list-style-type: none">All foods made from meat, poultry, fish, eggs, dry beans, peas, soybean products, nuts and seeds
Bonus!	2 new healthy products that you choose, including: healthy snacks, local produce or product or Create your own healthy product (fresh squeezed orange juice, smoothie or other value added product)	<ul style="list-style-type: none">Healthy snack: any snack that is a single size serving, has 230 milligrams sodium or less, and 3 grams of fat or lessLocal produce or product: any food item that was produced (grown, harvested, raised, caught, processed) within a 200 mile radius of Philadelphia — must fit into one of the above categories and meet category standards

*For many whole grain products, the words "whole" or "whole grain" will appear before the grain ingredient's name. The whole grain should be the first ingredient listed. Wheat flour, enriched flour, and degerminated cornmeal are not whole grains.

The Food Trust
thefoodtrust.org

Recruitment Postcard

Recruitment materials were used in the initial store recruitment effort to provide owners with information on program purpose, requirements and benefits of participation. The postcard at left outlined the recruitment pitch with this basic information.

Product Menu

Stores are required to introduce a total of four new products with at least two healthy products in at least two food categories. The product menu outlines allowable food categories and the nutrition standards the new products must meet.

APPENDIX C: HEALTHY FOOD IDENTIFICATION MARKETING CAMPAIGN



Logos

Logos were designed for Get Healthy Philly and the Philadelphia Healthy Corner Store Network for use on marketing and promotional materials.



Member Store Decal

Participating stores display this decal on store doors or windows.



Made possible by funding from the Department of Health and Human Services and Get Healthy Philly, an initiative of the Philadelphia Department of Public Health.

Let the colors be your guide to healthy eating!

GO
healthiest foods:
enjoy any time

CAUTION
somewhat healthy foods:
enjoy a few times a week

STOP & THINK
least healthy foods:
enjoy once in a while



Shelf Banner and Shelf Talkers

The shelf banner and shelf talkers are used throughout the store, in English, Spanish or Korean, to help customers make healthier purchasing decisions. Target categories for the shelf talkers include fresh and packaged fruits and vegetables, whole grains, dairy, lean meat, beverages and healthy snacks. The shelf talkers use a traffic light concept to identify healthy and unhealthy options.

- Green (Go): healthiest foods, enjoy any time
- Yellow (Caution): somewhat healthy foods, enjoy a few times a week
- Red (Stop & Think): least healthy foods, enjoy once in awhile

APPROVED ITEM

Your Neighborhood Corner Store. Healthier.



Approved Item Magnet

A magnet was designed for use in Jetro's warehouse to identify healthy products that meet the requirements of the Healthy Corner Store Initiative.

Eat Fresh, Feel Good

Your Neighborhood Corner Store. Healthier.



Refrigeration Sign

A sign was designed for the top of the refrigerator for stores receiving conversions to draw attention to the healthy options.

Lettuce Leaf Burritos with Tropical Salsa

PREP TIME: 15 MINUTES SERVES 4



INGREDIENTS:

- 1 head lettuce (Romaine or Iceberg)
- 1 avocado, halved and pitted
- ½ medium green pepper, chopped
- 1 15.5-oz can pineapple in its own juices or light syrup, drained
- 1 medium onion, chopped
- 3 medium tomatoes, diced or 1 15.5-oz can chopped no salt added tomatoes
- 1 teaspoon lemon or lime juice
- Salt and pepper to taste (optional)

GET COOKING!

1. Wash and separate lettuce leaves. Keep the larger leaves to be used as burrito shells.
2. Chop remaining lettuce.
3. Place chopped lettuce, avocado and green peppers in whole lettuce leaves.

Continued on back...

4. Mix pineapple, onion, tomato, lemon juice and seasonings. Add to each lettuce leaf.

MIX IT UP!

- Skip the lettuce leaf and roll it up in a whole wheat tortilla. Substitute mango for the pineapple. Add brown rice or cooked sliced chicken breast to the lettuce wraps. Add a can of no salt added beans (drained and rinsed).
- Use spicy peppers instead of green peppers.
- Add chopped cilantro to the salsa.

FRESH FROM THE FARM!

Find local lettuce May through November, local tomatoes May until the end of October, local onions mid-July until November and local peppers July until October.



Made possible by funding from the USDA Community Food Project and the Department of Health and Human Services Healthy Philly, an initiative of the Philadelphia Department of Public Health.

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NUTRITION FACTS

serving size:
7 filled leaves

138 Calories
6g Fat
0g Saturated Fat
15mg Sodium
23g Carbohydrates
6g Fiber
3g Protein

Prep the ingredients and let the kids fill the wraps!



Sample card

Corner Store Recipe Cards

Corner store recipe cards, available in English or Spanish, were designed to provide customers with healthy recipes that feed a family of four for under five dollars with ingredients that can be purchased at healthy corner stores. Recipe cards are displayed in stores near healthy products and are free for customers to take.

whole grains

Look for whole grains.

Nutrition Facts	
Serving Size 1 slice	Servings Per Container 18
Amount Per Serving	
Calories 60	Calories from Fat 5
Total Fat 1g	
Saturated Fat 0g	
Trans Fat 0g	
Cholesterol 0g	
Sodium 110mg	
Total Carbohydrate 11g	
Dietary Fiber 3g	
Sugars 0g	
Protein 3g	

100% Whole Grain Bread
Ingredients: Whole wheat flour, water, wheat gluten, yeast

The word whole should be before the first ingredient.



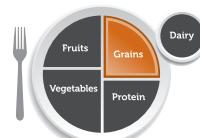
Look for at least 3 grams of fiber.

Whole grains provide fiber, vitamins and minerals for good health.

Make at least half your grains whole.

Shopping List:

- Whole wheat bread
- Whole grain cereal
- Brown rice
- Oatmeal
- Popcorn
- Whole wheat crackers
- Whole wheat tortillas
- Whole wheat pasta
- Cornmeal
- Barley



Let the colors be your guide:

Whole grains are listed as the first ingredient

Whole grains are not listed as the first ingredient

Whole grains are not listed as an ingredient

Sample card

Get Healthy! Cards

The Get Healthy! cards, available in English and Spanish, provide customers with easy tips for shopping, eating and living healthy. Cards are displayed in participating corner stores and are free for customers to take.

Refrigerator Display

Bring attention to healthy snacks, beverages and fresh produce with an attractive refrigerator display.

What to Stock in Your Healthy Refrigerator

- Water
- 100% juice
- Non-fat, skim or 1% milk
- Low-fat string cheese
- Eggs
- Greens (spinach, lettuce and collard greens)
- Low-fat yogurt
- Fruit salads and garden salads
- Apples and oranges



Place healthy beverages, fruit salads and yogurts on top shelves.

Place fresh produce on middle shelves.

Clearly mark fresh produce and sale items with bright price cards.

Place heavy items on the bottom shelf.



Products & Displays • 5

Sample page

Sell Healthy! Guide

The Sell Healthy! guide provides store owners with information on how to sell healthy foods, increase profits and attract more customers. Participating stores are given this guide as part of the trainings they receive.

APPENDIX D: STORE CONVERSION POTENTIAL RATING CRITERIA

As part of the initial enrollment into the program, a store's potential to possibly receive a customized conversion is assessed. A store's potential is rated on a scale of 1 to 5, one being low and five being high. These ratings are used to help identify potential conversion stores; stores with higher ratings are more likely to receive a conversion. Stores with lower rankings can earn a higher rating if they make significant healthy changes and demonstrate a commitment to the program.

Rating Criteria

Store Location and Food Traffic

Is the store located at a busy intersection or near public transportation?

Is the store near other businesses, schools or other public buildings?

Is the store busy? Does there seem to be a lot of foot traffic?

Store Maintenance and Feel

Does the store appear to be clean and well maintained (even if equipment, windows, etc. are old)?

Is the inventory organized and well stocked?

Does the store have employees? Are they active and working or seem to be just hanging out?

Does the store give you a positive feeling or impression? Would you be willing to shop there?

Store Space and Inventory

Does there seem to be any open shelf space? Or with layout changes does it have the capacity to accommodate additional inventory?

Does the store have additional deli infrastructure (i.e. display food warmer, water ice displays)? (This can show a store's investment in prepared foods and willingness to commit to a more demanding inventory.)

Owner's Knowledge and Attitude

Do the owner and/or staff positively engage their customers?

Does the owner express an interest in providing healthier options for the community?

Does the owner believe that selling healthy products will be successful?

Is the owner excited or interested in the idea of receiving equipment and training to sell healthy products?

Does the owner seem to have a good understanding of the business, its customers and exhibit some basic business management capabilities?

APPENDIX E: CUSTOMIZED MINI-CONVERSION INFRASTRUCTURAL CHANGES

The below equipment menu outlines the standard equipment that most stores receive as part of their customized mini-conversions. A customized conversion package is developed for each store based on each store's unique needs and often included one or more of the items below.

Product	Price
	Commercial Grade Wire Shelving 72 H X 36 W X 16 D This shelving will be used with produce baskets to create a produce display in corner stores
	Single Door Refrigerator 23 cubic feet This will be used to store produce and other healthy items that need to be refrigerated
	Produce Scale Digi DS-781 Scales will be used to weigh out customers' produce at register
	Produce Basket
	Sign Options

Additional options are available for all items. Prices may vary.

APPENDIX F: COMMUNITY PARTNERS & COLLABORATION

One of the goals of the Healthy Corner Store Initiative is to link corner stores with the communities around them to promote healthy changes among residents and community organizations. By promoting store changes and engaging the community throughout the process, community awareness and participation in healthy changes can help drive traffic to the healthy stores to help ensure long-term success. Below is a list of organizations that have been reached out to and areas for collaboration that were identified.

Community Organization	Collaboration Areas
11th Street Family Health Services of Drexel University	Awareness
African Family Health Organization	Recruitment, Awareness, Education
Allegheny West Foundation	Recruitment, Resources
Cardenas Grant Communications	Awareness, Promotion
Centro Nueva Creacion	Awareness, Education
City Year Young Heroes Program	Awareness, Promotion
Diversified Community Services - Point Breeze	Recruitment
Dominican Grocers Association	Recruitment, Training
East Park Revitalization Alliance	Food Procurement, Training
Entrepreneur Works	Resources
Esperanza Health Center	Education, Recruitment
Finanta	Recruitment, Resources
Francisville Neighborhood Development Corporation	Recruitment, Resources
Frankford Community Development Corporation	Recruitment, Resources
Kensington Food Co-op	Food Procurement
Nelson Playground	Education, Gardening
New Kensington CDC	Recruitment, Training
Norris Square Civic Association	Awareness, Education, Gardening
Norris Square Neighborhood Project	Awareness, Education
Norris Square Senior Citizen Center	Awareness
North 5th Street Revitalization Project - Korean CDC	Recruitment
People's Emergency Center	Recruitment, Resources
Philadelphia Department of Commerce	Awareness, Recruitment, Resources
Philadelphia Orchard Project	Gardening
Sayre Medical Center	Education, Recruitment, Training
Tacony Community Development Corporation	Recruitment
Teens 4 Good	Gardening, Youth Leadership
The Enterprise Center	Resources, Training, Youth Entrepreneurship
The Franklin Institute	Awareness
Weaver's Way	Gardening, Youth Entrepreneurship
Women's Community Revitalization Project	Awareness, Education, Promotion, Procurement

APPENDIX G: MEDIA AND PRESS

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Bringing Healthy Foods to Corner Stores. *NakedPhilly.com*. June 21, 2001.

Corner Stores Bring Healthy Food to the Masses. *Philadelphia Daily News*. July 29, 2011 .

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A Nourishing Environment . *Philadelphia Inquirer*. January 1, 2012.

Small Steps in a Food Desert. *Chicago News Cooperative*. February 8th, 2012.

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Tiny Mouths, Huge Voices. *CRED Magazine*. March 2012.

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What Will Make the Food Desert Bloom? *NPR - The Salt*. May 1, 2012.

Will Philadelphia's experiment in eradicating 'food deserts' work? *The Washington Post*. June 8th, 2012.



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"So many of the foods I sell here are for soup, West Africans, Latinos, Middle Easterners—everyone eats soup, soup, soup! This was a struggle when I opened three years ago. Now, people come here from all over the community because they really want this food."

- Seydoh Dao, owner, K&D International Market

For more information or to access materials seen in the appendices, visit:
www.foodfitphilly.org/eat-health/healthy-corner-stores



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