Healthy Corner Store Initiative | OVERVIEW









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Executive Summary

Corner stores—also called bodegas and mom-and-pops—can be key partners in improving food access in underserved communities.

In 2004, The Food Trust, a nationally recognized nonprofit with a comprehensive approach to improving food access, developed the Healthy Corner Store Initiative to support corner store owners committed to making healthy changes for their customers and their businesses.

The Healthy Corner Store Initiative builds relationships with store owners and asks them to make gradual changes with support and training.

In partnership with the Philadelphia Department of Public Health's Get Healthy Philly initiative, The Food Trust has grown the Healthy Corner Store Initiative from a small pilot program to a citywide network, introducing an array of programs to provide training, technical assistance and infrastructure change to increase healthy food inventory and provide consumer education in corner stores.

The Healthy Corner Store Initiative is also active in other Pennsylvania communities and in New Jersey and has served as a model for organizations committed to improving food access across the country.

KEY FINDINGS

Partnering with corner stores is 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.

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.

Making small investments in equipment can significantly increase corner 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.

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. 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.



Healthy Corner Store Initiative Mission

In cities around the country, corner stores, mom-and-pops and bodegas are a ubiquitous part of the urban landscape. In communities that lack supermarkets, families often depend on these small neighborhood stores for food purchases, but most of these stores sell packaged foods and offer few healthy options. These corner stores are also a source of unhealthy snacks for children.

A study conducted in 2007 by Temple University's Center for Obesity Research and Education and The Food Trust found that:

- 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 2004, The Food Trust identified corner stores as potential partners in the effort to improve access to healthy, affordable foods in underserved communities. The Food Trust created the Healthy Corner Store Initiative to support corner store owners committed to increasing the healthy food inventory in their stores and to encourage customers to make healthier choices.

This work grew out of The Food Trust's comprehensive approach to improving food access and education and the success of its 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; a study published in the journal *Pediatrics* showed that the initiative reduced the incidence of childhood overweight by 50%. Similar changes and educational opportunities could take place in corner stores.

In the years following The Food Trust's initial pilot project in Philadelphia in 2004, the Healthy Corner Store Initiative has grown steadily and substantially, working to increase the availability and awareness of healthy foods in corner stores in Philadelphia and elsewhere 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
- Linking corner store owners to community partners, local farmers and fresh food suppliers to create and sustain healthy corner stores



In 2010, the Healthy Corner Store Initiative became a part of the Philadelphia Department of Public Health's Get Healthy Philly initiative. In partnership with Get Healthy Philly, The Food Trust greatly expanded the effort in Philadelphia. The Healthy Corner Store Initiative has also expanded into communities throughout Pennsylvania and into other states and has served as a model for organizations committed to improving food access across the country.

What is a Corner Store?

In many city neighborhoods, a corner store is a community gathering spot, a place where residents shop frequently—in some cases, several times a day. 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 fit these criteria are eligible to participate in the Healthy Corner Store Initiative. The Healthy Corner Store Initiative focuses on corner stores in lower-income communities, which often have the lowest access to healthy foods and the highest rates of diet-related disease.

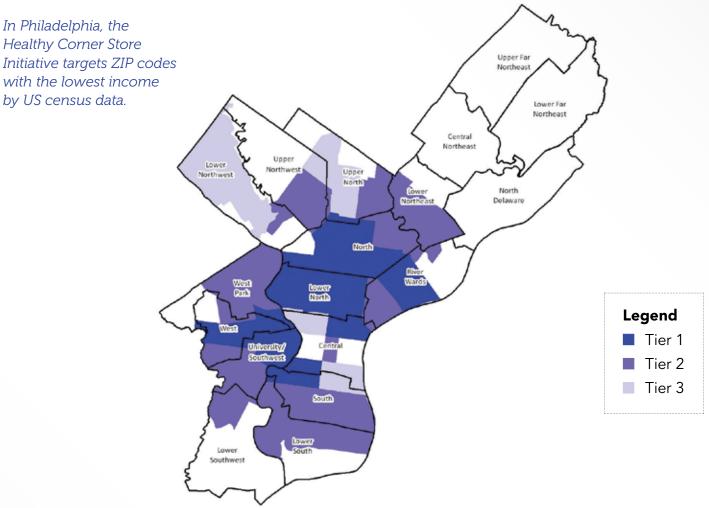
In Philadelphia, the Healthy Corner Store Initiative targets ZIP codes with the lowest income by US census data.

These neighborhoods also suffer from the highest rates of obesity and diabetes and the lowest access to healthy foods.

Ninety-two percent of participating corner stores are located in the 25 high-priority ZIP codes.

These high-priority ZIP codes are further divided into tiers, with the most resources targeted a tier 1, which has the highest poverty rates, followed by tier 2 and tier 3. The majority of stores involved in the initiative are located in tier 1 communities (48%), followed by tier 2 (37%) and tier 3 (7%) communities. These communities and their need are illustrated on the map below.

High-Priority Philadelphia ZIP Codes



Healthy Corner Store Initiative Model

In Philadelphia, the Healthy Corner Store Initiative initially identified corner stores for recruitment using a list of SNAPand WIC-certified businesses and street canvassing by The Food Trust staff as well as through print materials and radio advertisements throughout the city. (See Appendix A.) Approximately 1,500 stores in the city were deemed eligible for enrollment based on the corner store definition. Ongoing recruitment is based on referrals from participating owners and community partners as well as owner outreach efforts.

Stores that are eligible for and wish to participate in the initiative are assessed for their readiness to introduce healthy products and enrolled in the Philadelphia Healthy Corner Store Network.

Stores progress from a level of basic change, in which they introduce four new healthy products (Phase 1) and implement a marketing campaign (Phase 2), to owner participation in training on business management and the profitable sale of healthy perishable foods (Phase 3). The higher levels of change also include a conversion to help expand a store's inventory of healthy products (Phase 4) and Healthy Corner Store Certification (Phase 5).

BASIC LEVELS OF CHANGE

Phase 1: Make inventory changes

Stores introduce four new healthy products (two products from two healthy categories, including fruits and vegetables, low-fat dairy, whole grain and lean protein). Stores have approximately three months to begin stocking and selling new healthy products from the time of enrollment. (See Appendix B.)

Phase 2: Display marketing materials

Stores display a series of marketing materials, available in multiple languages, designed to guide customers in making healthier decisions; increase awareness of healthy foods in corner stores; and identify a corner store as a participating member of the Philadelphia Healthy Corner Store Network. Materials include shelf banners, shelf talkers, refrigerator signs and door decals. Recipe cards and "Get Healthy!" healthy eating tip cards are also available. (See Appendix C.)

Successfully completing Phase 1 and 2 satisfies the basic program requirements. Once owners successfully implement the new healthy products and in-store marketing campaign, they receive a \$100 incentive check for each year of participation.

Corner Store Phases & Activities

PH	ASE	CHARACTERISTICS	BENEFITS & INCENTIVES
1	Inventory Changes	Introduce 4 new healthy products: 2 products from 2 healthy categories	• \$100 participation incentive
2	Marketing Materials	Display a series of marketing materials from the Healthy Food Identification marketing campaign	Increase customer awarenessPromote new healthy products
3	Business Training	Participation in at least one training on selling healthy products and business management	Free training and supportIncrease profitsReduce food waste
4	Healthy Corner Store Network Conversion	Equipment to stock and display healthy products	 Free equipment (shelving, refrigeration, display materials) Free training and support Assistance with product selection and sourcing
5	Healthy Corner Store Certification	Stock additional healthy foods, introduce new pricing and promotions strategies, decrease promotion of tobacco products	 Assistance and materials to improve products and displays, pricing and promotion, store appearance and store operations

HIGHER LEVELS OF CHANGE

Phase 3: Participate in business training

Corner store owners are offered one-on-one, in-store training on topics related to selling healthy products, such as how to source, price and display healthy offerings.

Phase 4: Undergo a Philadelphia Healthy Corner Store Network Conversion

Corner stores participating in the Healthy Corner Store Network and meeting goals for healthy inventory changes and healthy food marketing are eligible for these conversions, which can include the installation of small shelving and refrigeration units to increase the space for and prominence of healthy foods in the corner store. Stores are selected based on owner interest and store potential. (See Appendix D.) Stores in high-priority ZIP codes are given priority, as are stores that are SNAP- or WIC-certified, stores with one or no violations for tobacco sales to minors and stores located near community resources such as schools, recreation centers or other public spaces.

Phase 5: Achieve Healthy Corner Store Certification

A Healthy Corner Store Network store that has undergone a conversion can receive Healthy Corner Store Certification and additional support and incentives. A certified store agrees to stock a larger healthy food inventory, including produce, low-fat dairy, whole grain products, lean proteins, water and healthy snacks, and introduce new pricing and promotion strategies. In addition, participating stores agree to decrease promotion of tobacco products.

Additional programs such as the Fresh Corner Store Conversion and the Heart Smarts program are available to some corner stores that have achieved the highest levels of change. (See page 8 for a more detailed outline of all of the programs under the umbrella of the Healthy Corner Store Initiative.)



"I prepare the watermelons, cut up in cups, and the fruit salads, too. The public likes them very much. That's one of the best sellers—and I didn't sell them before."

- Clara Santos, Olivares Food Market



COMMUNITY COLLABORATION

In addition to its government and foundation partners, the Healthy Corner Store Initiative has built a network of grocery industry and community partners to support the corner stores enrolled in the Philadelphia Healthy Corner Store Network and other programs. The initiative links corner stores with informal produce distribution networks, wholesale markets and urban gardens to help source and stock healthy foods, and with community organizations to promote healthy change among residents.

In Philadelphia, 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. In addition, nutrition education and health promotion efforts also take place in the city's corner stores, through the Healthy Corner Store Initiative.

The Healthy Corner Store Initiative and its Philadelphia Healthy Corner Store Network have also attracted positive earned media coverage in the Philadelphia region and nationally.

Healthy Corner Store Initiative Programs

Several different programs exist under the Healthy Corner Store Initiative umbrella, each designed to help corner store owners introduce and expand their selection of fresh produce and other healthy products and to give customers the information they need to live healthier lives.

PROGRAMS

Philadelphia Healthy Corner Store Network (Phases 1-3)

The Healthy Corner Store Initiative launched the Philadelphia Healthy Corner Store Network in 2010, in partnership with the Philadelphia Department of Public Health's Get Healthy Philly initiative. Stores enrolled in the network pledge to add at least four new healthy items to their shelves and prominently display colorful healthy-eating marketing materials. The Food Trust offers participating corner store owners the training needed to successfully source and sell these products.

Philadelphia Healthy Corner Store Network Conversions (Phase 4)

With Get Healthy Philly and the Pennsylvania Department of Community and Economic Development, the Healthy Corner Store Initiative also introduced the Philadelphia Healthy Corner Store Network Conversions in 2010. Corner stores participating in the Healthy Corner Store Network and meeting goals for healthy inventory changes and healthy food marketing are eligible for these conversions, which can include the installation of small shelving and refrigeration units to increase the space for and prominence of healthy foods in the corner store. Stores participating in the Conversion program also receive additional training for store owners.

Healthy Corner Store Certification Program (Phase 5)

The success of the Philadelphia Healthy Corner Store Network and Conversion programs led to the introduction of the Healthy Corner Store Certification Program in 2013. This project of The Food Trust and Get Healthy Philly encourages store owners participating in the Philadelphia Healthy Corner Store Network to add additional healthy products and offers additional incentives and support. A certified store agrees to stock a larger healthy food inventory, including produce, low-fat dairy, whole grain products, lean proteins, water and healthy snacks, and introduce new pricing and promotion strategies. In addition, participating stores agree to decrease promotion of tobacco products.

Fresh Corner Store Conversions

Building on Healthy Corner Store Network Conversions, The Food Trust, with Representative Dwight Evans, the Pennsylvania Department of Community and Economic Development, the Philadelphia Department of Public Health and the Philadelphia Department of Commerce, debuted the Fresh Corner Store Conversion program in 2013. Five corner stores participating in the Network, Conversion and Certification programs received significant interior and exterior infrastructural improvements, including the installation of a Fresh Corner kiosk to make healthy food the focal point of the store. The Fresh Corner kiosks also provide space for in-store cooking demonstrations as well as recipe cards and other materials that help customers make healthy choices.



Heart Smarts Program

In 2014, The Food Trust unveiled the Hearts Smarts Program in collaboration with the Jefferson Center for Urban Health and the Philadelphia Department of Public Health—which expands customer access to the information needed to make healthy choices. Through the program, select stores enrolled in other aspects of the Healthy Corner Store Initiative host free health screenings with a health referral process for at-risk customers.

Lessons Learned

Corner stores can be key partners in improving food access in underserved communities. The growth of the Healthy Corner Store Initiative has highlighted the challenges of this partnership, and the lessons learned provide guidance for future expansion.

"Now kids, instead of grabbing a bag of chips or cake, they will grab an apple or they will grab a basket of fruit, the little baskets we have for a dollar."

Selinette Rodriguez, Polo Food Market

proved more effective, as staff could provide more handson training with owners who could directly see and practice the new skills while they were learning them.

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.

CHALLENGES AND SOLUTIONS

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 created an opportunity for project staff to become familiar with different communities.

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. 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.

Owner availability

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 lacked availability for and interest in receiving these types of trainings. Instead, project staff provided one-on-one trainings with owners in their stores. This



SUCCESSFUL STRATEGIES

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 owners to understand their stores' 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.

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.

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 receive the training and technical assistance necessary to adjust to a more demanding inventory.

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.

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.

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.



Healthy Corner Store Initiative Evaluation

The Food Trust and the Philadelphia Department of Public Health, in conjunction with university partners, are committed to evaluating the successes of the Healthy Corner Store Initiative as the program expands and evolves.

Evaluation efforts include:

Collection of process data

The Food Trust collects and analyzes process data to track inventory changes and the impact of healthy product sales on businesses enrolled in the Healthy Corner Store Initiative.

Collection of point-of-sale data

Several corner stores are participating in a point-of-sale program, which allows The Food Trust to collect, analyze and compare point-of-sale data from stores participating at different levels of the Healthy Corner Store Initiative model to evaluate the impact of these healthy changes on an ongoing basis.

Collection of knowledge and attitude data

The Food Trust interviews participants in nutrition education programs to evaluate changes in knowledge and attitudes toward healthier foods and healthy living.

Evaluation has shown:

Interest from corner store owners

Between 2010 and 2012, the Philadelphia Healthy Corner Store Network grew from 40 pilot stores to 630 participating stores, representing more one out of every three eligible businesses. In subsequent years, the program has continued to grow.

Healthy inventory changes

The vast majority of participating stores introduce at least four new healthy products—including at least one fruit or vegetable item—and many of them far exceeded this minimum standard. Collectively, stores have added tens of thousands of new healthy products to shelves citywide.

Positive business impacts

Many stores report multiple positive impacts on business. Evaluation has shown an increase in profits and customer demand for healthy products and decreased food waste as a result of participation in the Healthy Corner Store Initiative.

Wider community benefits

A study of Fresh Corner Store Conversions found a positive impact on property values in neighborhoods with a Fresh Corner store.







Appendices

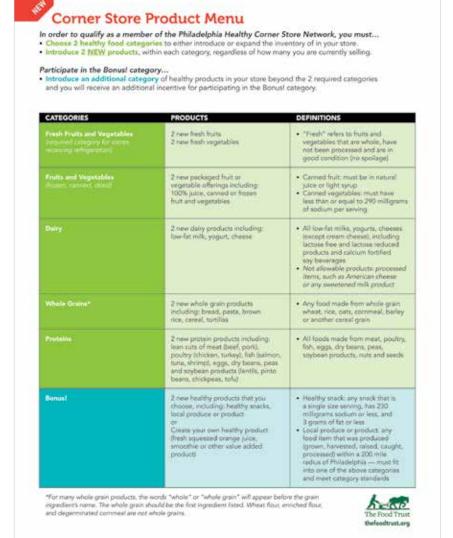
APPENDIX A: RECRUITMENT **MATERIALS**



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.

APPENDIX B: PRODUCT MENU



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.



X PHILLY



NON-LEAN MEAT poultry with skin

PROCESSED MEATS high-sodium/high-fat meats — bacon, deli meat, sausage



FRESH FRUITS & VEGGIES

NON-FAT, SKIM OR 1% LOW-FAT milk, yogurt, cheese

CANNED/FROZEN **FRUITS & VEGGIES** light syrup or less than 290mg sodium

WHOLE MILK/

SUGAR ADDED

CANNED/FROZEN FRUITS & VEGGIES

HIGH-FAT cream, butter, ice cream, cream cheese

LESS OFTEN SOMETIMES 100% juice, diet drinks, low-fat chocolate milk



WHOLE GRAIN

WHITE/REFINED



LOW-SODIUM canned beans—less than **HIGH-SODIUM**

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 Magnet

A magnet was designed for use in a wholesale warehouse for store owners to identify healthy products that meet the requirements of the Healthy Corner Store Initiative.



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

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.





NUTRITION FACTS serving size: 7 filled leaves

138 Calories 6g Fat

0g Saturated Fat 15mg Sodium

23g Carbohydrates 6g Fiber

3g Protein

the wraps!

Prep the ingredients and let the kids fill

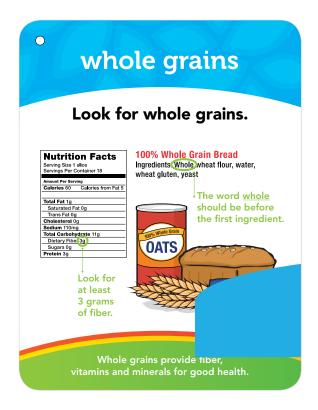


Sample card

Corner Store Recipe Cards

GET COOKING!

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 \$5 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.





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

Wate

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 (low) to 5 (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?

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

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Making Healthy Food Available to All

The Food Trust's comprehensive approach includes in communities that lack access to affordable produce and encouraging grocery store development in underserved communities.

Learn more about The Food Trust: www.thefoodtrust.org

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