

# ChangeLab Solutions



## GREEN FOR GREENS

*Finding Funding and Other Resources for Healthy Corner Stores*



**Hannah Laurison, MA**

Senior Planner and Program Director

**Lisa Chen, MCP, MPH**

Planner

# ChangeLab Solutions



## Healthy Corner Store Webinar Series:

# NEW CARROTS ON THE BLOCK

Sponsored by the Network for a Healthy CA – Retail Program

All webinars run from 10:00-11:30 am PST

**Monday, July 23**

### **Cultivating Relationships**

*Working with Policymakers for Healthier Corner Stores*

**Monday, August 6**

### **Green for Greens**

*Finding Funding and Other Resources for Healthy Corner Stores*

**Monday, August 27**

### **Rewarding Success**

*Providing Incentives with Certification Programs*



# Agenda:

- Overview: Resources to support healthy corner stores
- Interview: Anthony Taylor,  
Sonoma County Department of Health Services
- Developing your funding plan
- Interview: Veronica Saldaña,  
California FreshWorks Fund



# ChangeLab Solutions

**ChangeLab Solutions creates innovative law and policy solutions that transform neighborhoods, cities, and states. We do this because achieving the common good means everyone has safe places to live and be active, nourishing food, and more opportunities to ensure health. Our unique approach, backed by decades of solid research and proven results, helps the public and private sectors make communities more livable, especially for those who are at highest risk because they have the fewest resources.**





The *Network for a Healthy California - Retail Program* facilitates partnerships between neighborhood stores and community health agencies to help increase the consumption and purchase of fruits and vegetables among CalFresh eligible Californians. The *Retail Program* provides retailers statewide with a unique variety of tools, resources, and outreach activities to inspire healthy change among consumers.

Funding for the Retail Program is provided by the USDA's Supplemental Nutrition Assistance Program. The program is led by the California Department of Public Health and administered by the Public Health Institute.



**Hannah Burton Laurison**



**Lisa Chen**



**Anthony Taylor**

Chronic Disease Prevention  
Program Manager

Sonoma County Department of  
Health Services



**Veronica Saldaña**

California FreshWorks Fund  
Business Development Manager

Emerging Markets, Inc.  
Los Angeles, CA



# **OVERVIEW**

## **Resources to support healthy corner stores**



# KEY SOURCES OF FINANCING & OTHER RESOURCES

- Local government:
  - Economic & business development
  - Public health department
- Banks & other lending institutions
- State / federal grants
- Foundations
- Non-profit organizations
- Private businesses / consultants



# What resources are needed to run a successful, healthy corner store?



Photo: ChangeLab Solutions

# Neighborhood support



Photo: ryangs at Flickr

# Neighborhood support

Resource: business improvement districts



Photo: ryangs at Flickr

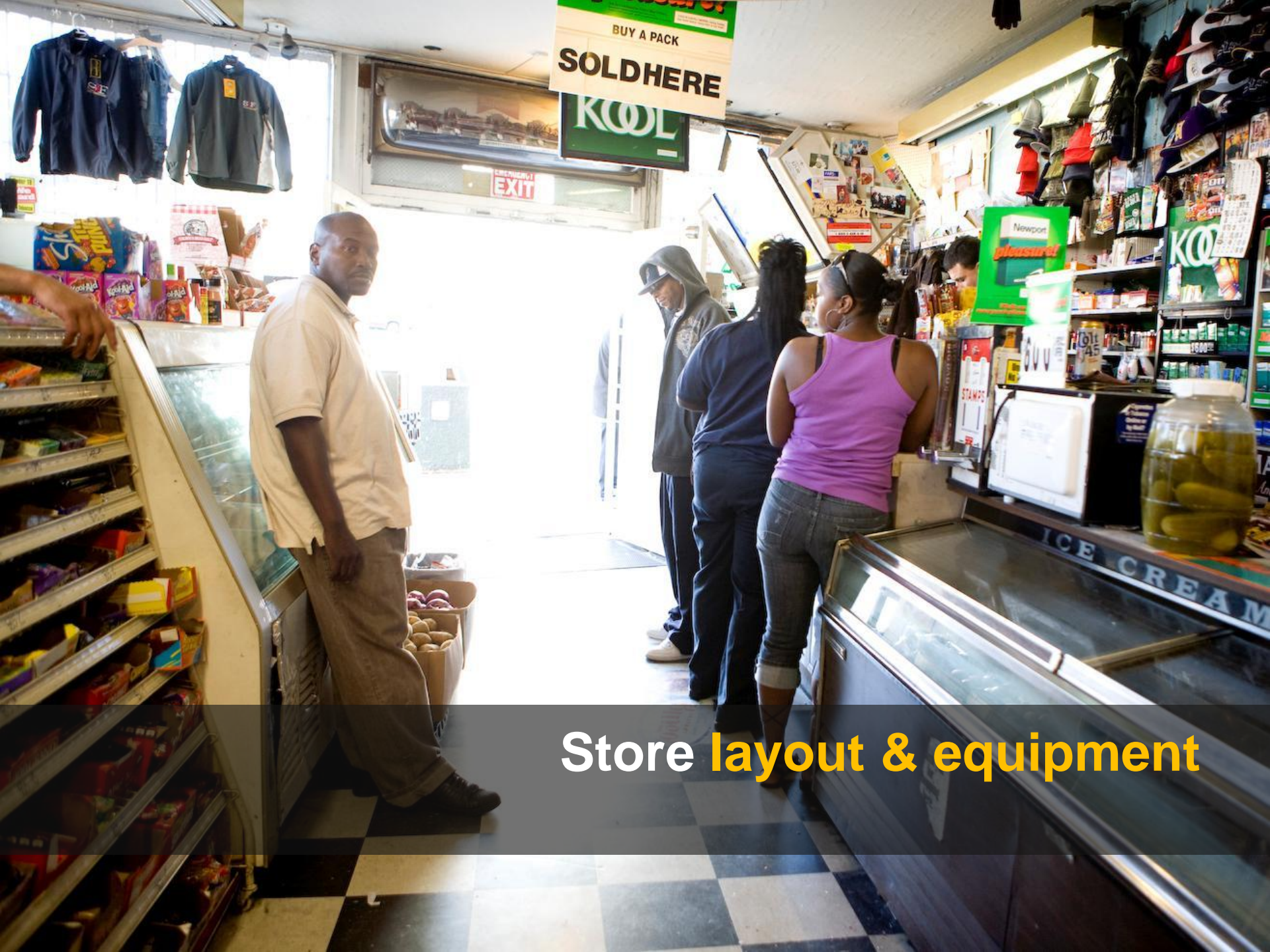
# Façade improvement



# Façade improvement

Resource: local economic development department





Store layout & equipment





## Store **layout & equipment**

Resources: Microloan programs, store consultants, CBOs

# Job creation & training



Photo : Anthony Taylor, Sonoma County Dept. of Health Services

# Job creation & training

Resource: Rural Business Enterprise Grant



Photo : Anthony Taylor, Sonoma County Dept. of Health Services

# Marketing & promotion



Photo: Network for a Healthy California

# Marketing & promotion

Resource: Network for a Healthy California



Photo: Network for a Healthy California

# Advocacy & education



# Advocacy & education

Resource: USDA Community Food Projects Grant



# Distribution & handling





# Distribution & handling

Resource: USDA Specialty Crop Block Grant Program




Elkton, SD

Photo Credit: Farmenergy.org

**Energy efficiency**



A man and a woman are standing in a meat processing facility. The man on the left is wearing a green baseball cap, a light-colored long-sleeved shirt, and a dark blue apron. The woman on the right is wearing glasses, a dark jacket, and a dark blue apron. They are standing in front of a large metal rack containing several large pieces of meat. The background shows a white wall with a window and some equipment.

Elkton, SD

Photo Credit: Farmenergy.org

**Energy efficiency**

**Resources: Rural Energy for America Program**

# Business innovation



Photo Credit: Santa Fe New Mexican

# Business innovation

Resource: Healthy Urban Food Enterprise Development



Photo Credit: Santa Fe New Mexican



**POLL:**  
**IN YOUR EXPERIENCE,  
WHAT TYPES OF  
SUPPORT DO CORNER  
STORE OWNERS NEED  
MOST?**

# Voices from the field





**Anthony Taylor**  
Chronic Disease Prevention  
Program Manager

Sonoma County Department of  
Health Services







0.51  
4.00

THANK YOU  
THE VERY

BRONX  
K-SHEETS  
SHEETS



MR. COFFEE

BASKET  
COFFEE FILTERS  
8-12 Cup



CONTAINS 50 FILTERS

QUAKER OATS  
OLD FASHIONED

AS PART OF A HEART HEALTHY DIET,  
THE SOLUBLE FIBER IN Oats Can

Folgers

CLASSIC ROAST  
TOSTADO CLASICO

Folgers

CLASSIC ROAST  
TOSTADO CLASICO

EL MEXI

MÁS C

Póngale pedacitos de manzana a su avena.



California WIC  
CAMPEONES del CAMBIO  
NUTRITION INITIATIVE & CHILDREN'S OPPORTUNITIES PROGRAM

Para información sobre los Cupones para Alimentos, llame al 1-877-847-3663. Financiado por WIC y el Departamento de Agricultura de los Estados Unidos, el proveedor y empleador que ofrece oportunidades equitativas.  
Departamento de Salud Pública de California 9850003

French Vanilla  
Coffee-mate

Coffee-mate

Coffee-mate

The Original

Nestlé  
Coffee-mate

Harvest  
of the  
Month



With this you can buy

## Persimmons

### Shoppers Tip

- Look for bright orange and red-colored Fuyu persimmons with smooth skins.

### Serving Ideas

- Replace the tomatoes in your favorite salad recipe with chopped Fuyu persimmons for a sweet salsa snack.



FRAGILE  
HANDLE WITH CARE

# Harvest of the Month

Network for a Healthy California



With cal fresh you can buy

# Persimmons

### Shoppers Tips

- Look for bright orange and red-colored Fuyu persimmons with smooth skins.

### Serving Ideas

- Replace the tomatoes in your favorite salsa recipe with chopped Fuyu persimmons for a sweet salsa snack.

### Storage

- Store ripe Fuyu persimmons at room temperature for up to three weeks. Keep in the refrigerator for up to two months.

For CalFresh information, call 1-877-947-3663. Funded by USDA SNAP, an equal opportunity provider and employer. Visit [www.championsforchange.net](http://www.championsforchange.net) for healthy tips. -California Department of Public Health



# La Cosecha del Mes

Red para una California Saludable



Con cal fresh Usted Puede Comprar

# Pérsimos

### Consejos Al Comprar

- Busque pérsimos japoneses (Fuyu) de color naranja y rojo brillante con piel lisa. Los pérsimos japoneses maduros deben sentirse firmes.

### Ideas Para Servir

- Sustituya los tomates en su receta de salsa favorita por pérsimos japoneses picados para disfrutar de una salsa dulce.

Para información sobre CalFresh, llame al 1-877-947-3663. Financiado por SNAP del USDA, un proveedor y empleador de oportunidades equitativas. Para más información visite [www.championsforchange.net](http://www.championsforchange.net) o llame al Departamento de Salud Pública de California.



# Harvest of the Month

Network for a Healthy California

# Produce Schedule

2011-2012	
September	Tomatoes
October	Root Vegetable
November	Persimmons
December	Oranges
January	Grapefruit
February	Kiwifruit
March	Spinach
April	Carrots
May	Peas
June	Berries
July	Summer Squash
August	Cucumbers
September	Peppers
October	Apples
November	Cooked Greens
December	Beets

- The new Harvest of the Month produce item begins on the first of each month. Order item from your distributor to arrive on time.
- Create a display for the item that is easily visible to the customer and displays the provided merchandising materials.
- Sell the HOTM produce item for a minimum of one week per month.
- Use a Wet Erase marker to write on the price tags. These tags are meant to be reused.
- If possible, track the sales figures for the item for the whole month. This is good information for you and the Healthy Food Outlet Project to see if the HOTM program benefits your store.
- For Questions call the Healthy Food Outlet Project at **(707) 565-6680**



# Smart Snack zone

Healthier choices  
for a healthier you.



# "Fresh Produce"

CHECK OUT OUR "NEW" SELECTION OF FRESH PRODUCE  
AT GREAT PRICES

ASPARAGUS, BEAN SPROUTS, BRUSSEL SPROUTS,  
BULK MUSHROOMS, PORTABELLA MUSHROOMS,  
RED LEAF LETTUCE, EGG PLANT, SWEET ONION  
"Fresh" PARSLEY

"  
TE"  
ORN

"GREEN  
BEANS  
\$2.99 / lb







Mandarina  
\$ 1.79  
1.66


**La Cosecha del Mes**  
 Red para una California Saludable

Con  Usted Puede Comprar

# Naranjas

**Consejos Saludables:**

- Busque fruta con cáscara brillante, y que se sienta pesada para su tamaño.
- La naranja de cáscara delgada tiende a estar más jugosa que la de cáscara gruesa.
- Se pueden comer las naranjas con marcas o manchas verdes en la cáscara.

**Ideas Para Servir:**

- Mezcle gajos de naranja pelada con papas y rebanadas de plátano. Aderece con un poco de azúcar de vainilla bajo en grasa.



**Naranja**  
 69¢ lb.  

**Harvest of the Month**  
 Fruits and Vegetables  
 The Flavor of Life  
 Network for a Healthy California  
 Funded by USDA SNAP, Brown in California and CalFresh - California Department of Public Health

before



after

CALIFORNIA  
**wic**  
WOMEN, INFANTS & CHILDREN



**¡Envíos de dinero!**

**Orlandi  
Valuta**

S  
T  
H  
B  
C  
T



# Developing your funding plan



# Tips for developing your funding portfolio

- Plan for funding types and activities to match project timeline
- Develop your pitch:
  - Match your audience's interests
  - Share relevant data
- Key: consider how to keep storeowners engaged beyond the life of the project



# Assess funding types & activities



South LA corner store conversion (Los Angeles, CA)

Photo: Tim Wagner for HEAC



# Funding **activities**

- Technical assistance
- Job creation & training
- Neighborhood revitalization
- Façade improvement
- Store layout & equipment
- Energy efficiency
- Marketing & promotion
- Advocacy & education
- Distribution
- Innovative business models





# Funding **types**

- Grants
- Loans
- Tax incentives
- In-kind:
  - Zoning & permitting incentives
  - Administrative streamlining
  - Goods & services



# Developing your pitch



# What are the funder's priorities?



VS



**Business  
Attraction**

**Entrepreneurial  
Development**

# What are the funder's priorities?



VS



**Large  
Employers**

**Microenterprise**

# What are the funder's priorities?



VS



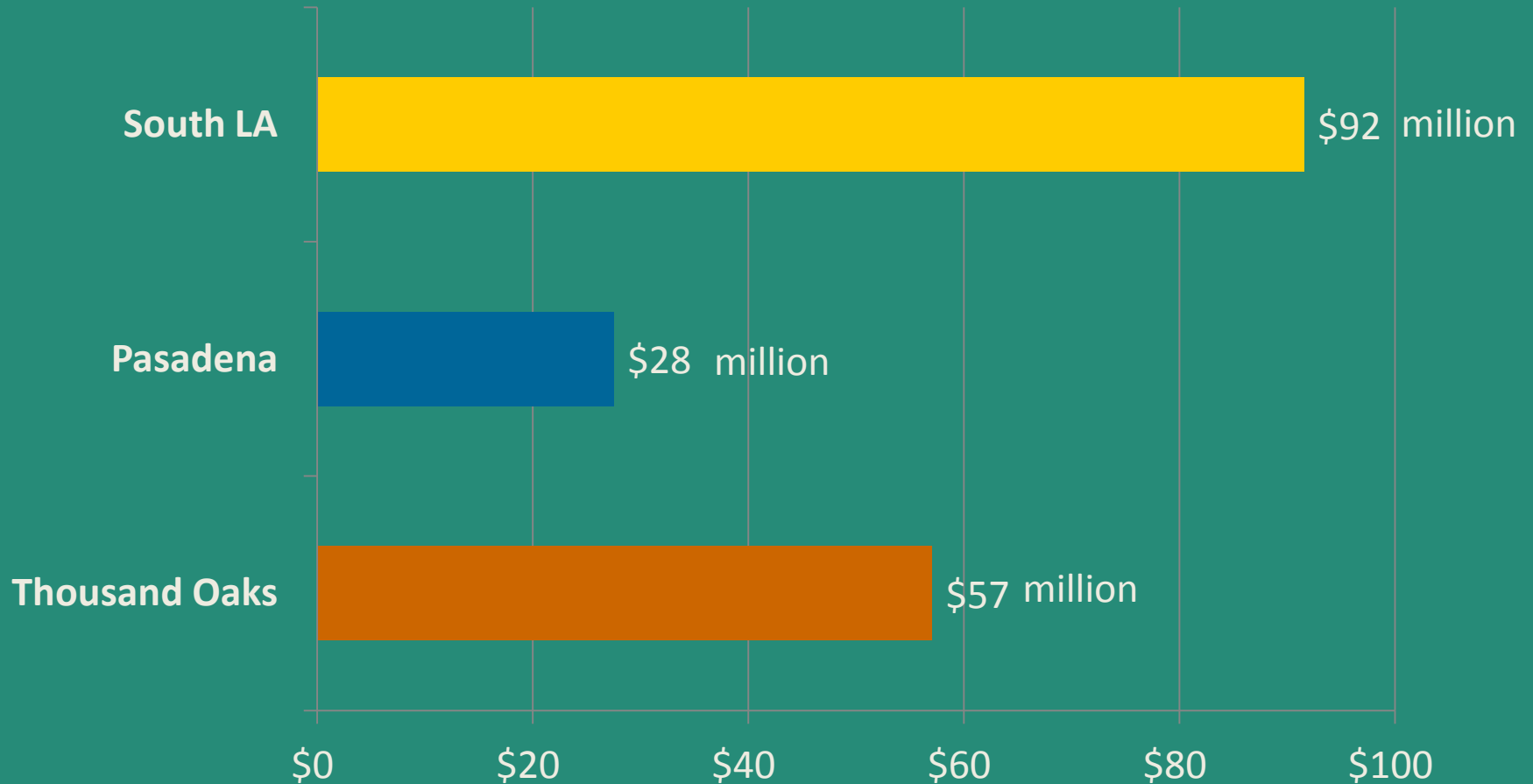
**Large-Scale  
Infrastructure**

**Repurposing &  
Revitalization**



# Build a persuasive case

## Spending power for food at home





Consider how to keep **retailers engaged** beyond the life of the project

West Philly Produce (Philadelphia, PA)

Photo: The Enterprise Center

# Tips for **storeowner engagement**

- Develop clear expectations (MOUs)
  - Expect that storeowners will invest time and money in this process
- Reward improvement:
  - Pair grants & loans (carrot & stick approach)
  - Ramp up incentives based on performance
  - Publicity & outreach
- Plan time for reflection & adjust as needed







**POLL:**  
WHAT MESSAGES HAVE  
YOU FOUND TO BE MOST  
COMPELLING TO  
POTENTIAL FUNDERS?

# Voices from the field





**Veronica Saldaña**  
California FreshWorks Fund  
Business Development Manager

Emerging Markets, Inc.  
Los Angeles, CA





Source: Eli Nixon through Flickr Creative Commons

**BAY CITIES**  
*Est.*  *1947*  
**PRODUCE CO.**

OAKLAND, CA.  
510/832-4943



# FreshWorks Fund Lending Overview

LOANS UP TO \$8 MILLION TO FINANCE PROJECTS THAT CREATE OR EXPAND HEALTHY FOOD RETAIL IN

## Capital Projects

### LOW ACCESS AREAS:

- Building / land acquisition, to 90% LTV based on 1<sup>st</sup> DoT
- New Construction / Expansion, to 90% LTV based on 1<sup>st</sup> DoT
- Tenant Improvements, to 60% LTV, based on leasehold collateral value

## Equipment

- New equipment, up to 100% of cost
- Used equipment, up to 60% of appraised value

## Working Capital

- Inventory, up to 35% of gross value
- Other working capital, based on demonstrated need, ability to repay, and available collateral

CALIFORNIA FRESHWORKS FUND



# FreshWorks Fund Grants Overview

GRANTS FROM \$5,000 - \$50,000 FOR PROJECTS WITH DEMONSTRATED NEED, TO SUPPORT THREE

## PRIORITY AREAS:

### Innovation

- Innovative projects with high potential to increase food access
- Innovations in product placement and merchandizing
- Write down costs for projects that are otherwise infeasible

### Workforce Development and Local Hiring

- Outreach, recruitment and hiring activities for local hiring
- Employee training programs for local hiring

### Predevelopment

- Early costs for capital projects, such as market studies, appraisals
- Predevelopment grants may be recoverable for projects that successfully obtain permanent financing

CALIFORNIA FRESHWORKS FUND





# FreshWorks Fund Corner Store Conversion Program Overview

FreshWorks is seeking to invest in intermediaries who currently manage a small market or corner store conversion program, or organizations that demonstrate the ability to recruit, aggregate, capitalize, and support a pipeline of willing store owners in underserved communities.

## **Program Parameters:**

- \* Statewide program available to qualified intermediaries
- \* Patient capital investments (\$100,000 for 3 years @ 3.25%, balloon payment) to intermediaries
- \* 2-3 store conversions minimum
- \* Loan forgiveness of \$25,000 for good performance

CALIFORNIA FRESHWORKS FUND



***ANY QUESTIONS?***





13  
CUPS - PLATES  
FOIL WRAPS

12

PRIVACY RELEASE

M&M'S

Photo: Lydia Daniller

**DALLAS**  
**MARKET & DELI**  
BEER / WINE / GROCERIES

PL  
  
ealottery

**DALLAS MARKET**  
Grocery, Deli, Atm, Lottery, Pro

**NO DRINKING**  
IT IS UNLAWFUL TO DRINK  
ALCOHOLIC BEVERAGES  
OR TO POSSESS OPEN  
ALCOHOLIC BEVERAGE  
CONTAINERS IN PUBLIC  
SEC. 49.02

**FRIED**  
**CHICKEN**  
**CORN DOG**  
**TURKEY WING**

**L**

**PLAY**  
**AT**

26th  
**Market** 2600

Photo: Lydia Daniller



Photo: Lydia Daniller





Photo: Lydia Daniller



Photo: RWJF



Bruno's  
LIQUOR  
&  
GROCERY

TRADE MARK

1331

Heineken

ATM

OPEN

665 NEW PACKS!



MADE FOR MODERN DAY COWBOYS.

SONOMA SONOMA SONOMA

MORE TO EXPLORE.

\$ 6.90

USA



Marlboro



Authorized Dealer

ATM

GUARANTEED AVAILABLE

FREE PACKS IN STOCK

Marlboro



ICE COLD



Photo: Counter Tobacco



Photo: Anwyn Hurxthal



Photo: ALBA



Photo: Tim Wagner for HEAC



Photo: Carrie Spector, ChangeLab Solutions



**BIG SAVE**  
**MARKET**  
**LIQUOR**  
SUPER  
LOTTO  
**BEER &**  
**WINE**  
ATM  
ACCEPTED

SINCE 1962  
**SODAS**  
**ATM INSIDE**  
**SNACKS**  
ICE CREAM

**BIG SAVE**  
**MARKET**  
GROCERIES & PRODUCE

**CIGARETTES**  
**LIQUOR**  
**BEER & WINE**

Photo: ChangeLab Solutions



Photo: Tim Wagner for HEAC

# Retail Food Environments

- INCREASE OUTREACH EFFORTS  
LIMIT BARRIERS TO ACCESS,  
STREAMLINE APPLICATION PROCESS  
AND HARNESS NICHEBT SPENDING  
TO INCREASE DEMAND OF HEALTHY  
FOOD OPTIONS
- FAST FOOD ZONING AND HEALTHY  
OPTION INCENTIVES
- INCENTIVES FOR INNOVATIVE AND  
SUSTAINABLE (EDUCATION, MARKETING,  
ETC)
- MENU LABELING

## NEXT STEPS

Orange County:  
(link: [OCHEAC](#))  
Orange County Health Department  
Public Health Department  
Public Health Department  
Public Health Department  
Public Health Department

Photo: Tim Wagner for HEAC





Photo: flickr: thewronski



Photo: flickr: thewronski



©Photo: flickr: eych-you-bee-ee-ahr-tee



Photo: flickr: owlpacino



Charles **GROCERY**

HOT COFFEE CHOCOLATE **GROCERY** COLD CUTS • FRESH MEATS • FROZEN FOODS

FRUITS & VEGETABLES

Photo: flickr: muckster



Country Dawn  
GIFT SHOPPE

Country Dawn

50% OFF  
STOREWIDE  
CHRISTMAS  
50%

Photo: flickr: bulletproofsoul67



Photo: Tim Wagner for HEAC



Photo: Iorihorwedel at Flickr





**PUEBLO MEAT MARKET**  
PORK BEEF VEAL  
CHICKEN TURKEY  
PASTA AND CHEESE  
CORNED BEEF  
COUNTRY SAUSAGE  
AND MORE  
ADDRESS  
PORK BEEF VEAL  
CHICKEN TURKEY  
& MORE  
215 462-0981

**EL PUEBLO MEAT MARKET**  
**CARNICERIA EL PUEBLO**  
1141 SOUTH 9TH STREET 215 462-0981 OPEN 7 DAYS A WEEK

← ONE WAY

Photo: melanielukesh at Flickr

TONATO  
\$1.50/lb.

PLUM TONATO  
\$1.50/lb.

ORANGE  
\$1.20/lb.

ONE SIZE  
\$1.20/lb.

ONE SIZE  
\$1.20/lb.

ONE SIZE  
\$1.20/lb.



CUCUMBER  
\$1.00 EACH

YELLOW SQUASH  
ZUCCHINI  
\$1.50/lb.

GREEN SQUASH  
ZUCCHINI  
\$1.50/lb.

ORANGE  
\$1.50/lb.

ORANGE  
\$1.50/lb.

ORANGE  
\$1.50/lb.



RED PEPPER  
\$1.20/lb.

RED PEPPER  
\$1.20/lb.

RED PEPPER  
\$1.20/lb.



GREEN PEPPER  
75¢ EACH

YELLOW PEPPER  
\$1.20/lb.

YELLOW PEPPER  
\$1.20/lb.

YELLOW PEPPER  
\$1.20/lb.



CARROT  
\$1.20/lb.

CARROT  
\$1.20/lb.

CARROT  
\$1.20/lb.



YELLOW SQUASH  
\$1.20/lb.

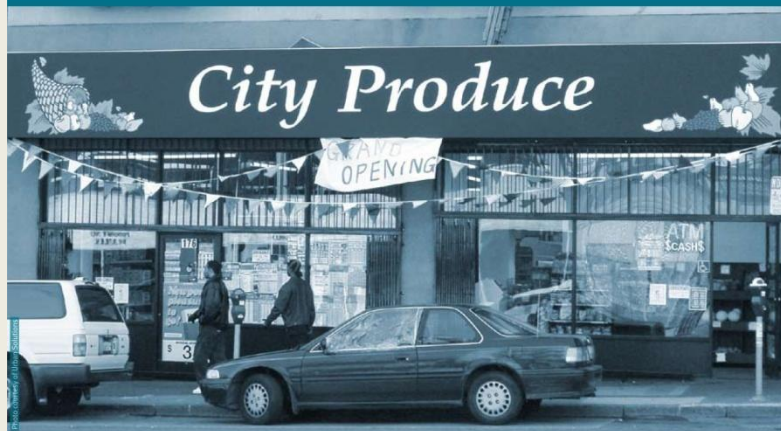
YELLOW SQUASH  
\$1.20/lb.

YELLOW SQUASH  
\$1.20/lb.

## How to Use Economic Development Resources to Improve Access to Healthy Food

Grocery stores are valuable assets to a community: not only do they make healthy food more accessible, but they also can provide living-wage jobs, raise the value of surrounding property, and anchor and attract additional businesses to the neighborhood.

Public health officials and advocates can partner with economic development and other city agencies to help bring new food retail into low-income neighborhoods. This fact sheet is designed to provide a basic overview of how economic development programs work, highlighting a variety of ways for advocates to influence the process.



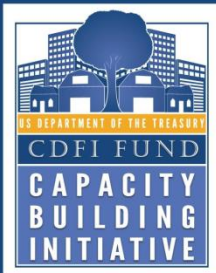
## Putting Business to Work for Health

Incentive Policies for the Private Sector

*Healthy*  
MENU ITEMS  
**INSIDE**

*Bike*  
COMMUTERS  
**WELCOME**

*Fresh*  
PRODUCE  
**AVAILABLE**



## Financing Healthy Food Options

# The CDFI Fund's Capacity Building Initiative for Financing Healthy Food Options

Financial Resources Catalogue



This document was created for the CDFI Fund by:  
**OPPORTUNITY FINANCE NETWORK**

# Green for Greens

Finding Public Funding for Healthy Food Retail



nplan

NATIONAL POLICY & LEGAL ANALYSIS NETWORK  
TO PREVENT CHILDHOOD OBESITY



public health  
law & policy

# KNOW YOUR FARMER KNOW YOUR FOOD COMPASS

## Know Your Farmer, Know Your Food Compass Map

This map shows USDA-supported efforts and related information on local and regional food systems for the years 2009-2011.

**To learn about specific projects or what's going on in a particular area**, use the slide bar to zoom to that location, and select the pin symbols on the map. *Note: Most projects are only accurate to the zip code level. If there are multiple projects in the same zip code, they will show up on the same pin. You can scroll through them using arrows at the top of the pop-up box.*

**Search** by location or keyword by selecting the appropriate tab across the top of the map.

**Behind the Scenes:** To learn about and download the data displayed on the map, [click here](#).

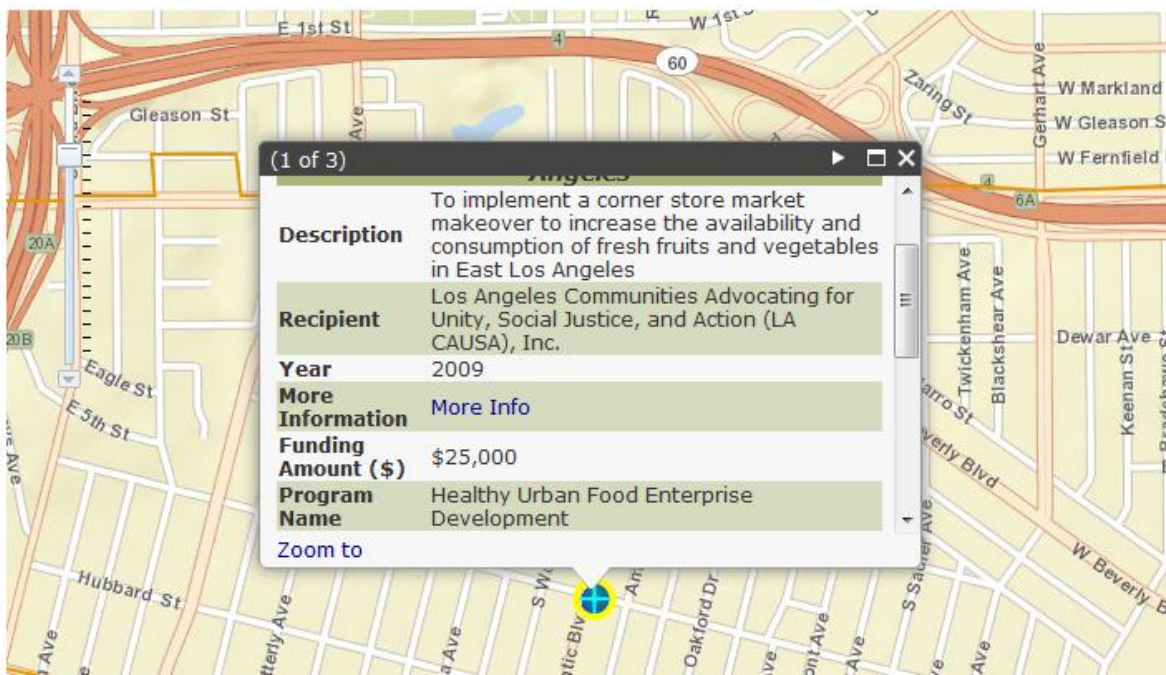
For **Frequently Asked Questions** and how to use the Compass map, [click here](#).

**Contact us** at [knowyourfarmer@usda.gov](mailto:knowyourfarmer@usda.gov) with questions as well as to describe how you're using the map and how we can make it better!

### Map Legend/Data Layers

- Projects by Compass Theme
  -  Careers in Agriculture
  -  Local Meat
  -  Farm to Institution
  -  Infrastructure
  -  Stewardship
  -  Healthy Food Access
  -  Knowledge
  -  Marketing and Promotion
- Projects by Recipient Type
- Projects by USDA Program
- Green Schools

Project Title	State	Town
Increasing Local Food Access in North Philadelphia	PA	Philadelphia
Detroit Fresh Food Network Sustainability Analysis	MI	Detroit
LA CAUSA Market Makeovers: Sustainable Healthy Food Retail in East Los Angeles	CA	Los Angeles



# Healthy Corner Stores Network

community food security coalition • changelab solutions • the food trust • urbane development



- quarterly webinars
- list serv
- technical assistance referrals
- networking

[www.healthycornerstores.org](http://www.healthycornerstores.org)

**Thank you!**

**Hannah Burton Laurison**

[hlaurison@changelabsolutions.org](mailto:hlaurison@changelabsolutions.org)

**Lisa Chen**

[lchen@changelabsolutions.org](mailto:lchen@changelabsolutions.org)

[changelabsolutions.org](http://changelabsolutions.org)

© 2012 ChangeLab Solutions

*This material cannot be copied or reproduced without permission.*



# **DISCLAIMER**

**The information provided in this discussion is for informational purposes only, and does not constitute legal advice. ChangeLab Solutions does not enter into attorney-client relationships.**

**ChangeLab Solutions is a non-partisan, nonprofit organization that educates and informs the public through objective, non-partisan analysis, study, and/or research. The primary purpose of this discussion is to address legal and/or policy options to improve public health. There is no intent to reflect a view on specific legislation.**

**© 2012 ChangeLab Solutions**