



# Minneapolis Healthy Corner Store Program

*Making produce more visible,  
affordable and attractive*



Minneapolis Department  
of Health and Family Support

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# Minneapolis Healthy Corner Store Program

*Making produce more visible, affordable and attractive*

## Background

Each day in Minneapolis, fewer than one in three adults consume the recommended number of fruit and vegetable servings. This statistic is particularly troubling in light of existing health disparities. Although communities of color in Minneapolis are smaller subgroups of the population, these groups experience disproportionately high rates of obesity and chronic health conditions. Lack of access to healthy foods, transportation barriers, higher prices associated with fresh and healthy foods and an overabundance of unhealthy convenience foods contribute to the increasing prevalence of obesity.

For residents unable to travel to grocery stores and farmers markets, corner stores are often the most convenient places to purchase staple foods. To ensure that corner stores provide basic staple foods, the Minneapolis City Council passed a staple food ordinance in 2008 requiring Minneapolis corner stores to carry five varieties of perishable produce in their stores (*Appendix 1*). As of August 2009, the Minnesota Department of Health requires WIC-certified stores to carry a minimum of seven varieties (and thirty pounds) of fresh produce.

To assess the impact of the staple foods ordinance on access to fresh produce, the Minneapolis Department of Health and Family Support (MDHFS) conducted an assessment (summer 2009) of 35 stores in North Minneapolis to determine their compliance with the ordinance. Nearly 75% of stores did not meet the produce requirements of the staple foods ordinance. In addition, produce was often hidden from customers' view. At the same time, Northside Fresh, a coalition that aims to increase access to healthy foods in North Minneapolis, surveyed North Minneapolis residents who indicated that they shopped most often at corner stores but did not purchase produce from them. While the staple foods ordinance is an important tool for changing the food environment in Minneapolis, MDHFS found that support is needed to ensure that store owners maintain the required stock of fresh produce.



## Implementation Timeline AT-A-GLANCE

**March 2010:** Grocery store consultant identified

**June 2010:** Nine stores recruited

**July-September 2010:**

Pre-implementation activities conducted (assessments, relationship building with store owners)

**October 2010-December 2010:**

Store makeover and community engagement activities implemented

**January, March, May 2011:**

One, three and six month visual assessments conducted

**May 2011:** Spring community engagement activities implemented

**June 2011:** Post-implementation owner interview administered

## Expenses

### Personnel

**Staffing:** One health department staff person: 20 hours/week

**Grocery store consultant:** 10 hours/month

**Intern:** 20 hours/week

### Program Expenses

**Display baskets and signage:** \$400 per store

**Stipends for initial produce procurement:** \$200 per store



**In many stores, the limited produce was difficult to find--often at the bottom of refrigerators or in boxes on the floor.**

## Program goals

As part of its overall goal to increase access to healthy foods in low-income communities and ultimately, consumption of healthy foods, MDHFS developed the Healthy Corner Store Program to support store owners in making healthy foods and fresh produce more visible, affordable, and attractive to neighborhood residents. Specifically, project goals included:

- Increase inventory of affordable fresh produce varieties in corner stores.
- Increase visibility and attractiveness of fresh produce items in corner stores.
- Increase store owners' knowledge about handling and marketing fresh produce items.
- Increase sales of fresh produce items in corner stores.

In response to nationwide interest in the Minneapolis Healthy Corner Store Program and its outcomes, this document outlines the process of developing the program and its components: initial assessment, program development, implementation and evaluation. It also includes project outcomes and offers considerations for others interested in including corner stores in efforts to increase access to healthy foods.

## Implementation

Implementation of the corner store program included:

- Finding grocery expertise.
- Recruiting stores.
- Conducting initial assessments with participating stores.
- Creating and implementing store-specific enhancement plans.
- Procuring fresh, affordable produce.
- Conducting customer engagement activities.
- Providing ongoing technical assistance.

### Finding grocery expertise

MDHFS recognized that to effectively implement the program, it needed grocery and marketing expertise not typically found in public health professionals. MDHFS sought a grocery store consultant with energy, creativity, business-savvy and passion for creating a more equitable food system. After searching grocery trade organizations and local colleges and

universities, MDFHS ultimately hired an operations manager from a local healthy foods co-op to consult on the project. The consultant's role was to identify assets and enhancement strategies in each store and develop procurement opportunities for corner stores. She also provided direct guidance and support for store owners in storing and displaying produce.

## Recruiting stores

MDHFS invited all corner stores in targeted low-income neighborhoods to apply to be part of the program. Thirteen stores submitted applications (*Appendix 2*) and nine stores were ultimately selected based on the following criteria: geographic location, owner interest, and proximity to other health department initiatives located in the community. Once selected, MDHFS ensured that each store was not in violation of licensing and health codes. MDHFS asked store owners to sign a Memorandum of Understanding (MOU) to solidify partnership expectations. The MOU (*Appendix 3*) stipulated that stores would receive:

- Assistance with product display and store layout design.
- Signs and display baskets to draw customers' attention to healthy food options.
- Sales tracking templates and support.
- Training on proper produce handling to maximize shelf life.
- \$200 stipend to use toward their first order from a produce or healthy food wholesaler.
- Promotion and coordination of kick-off events to introduce residents to the store's improvements.
- Information on business development resources from the City of Minneapolis such as loan opportunities.

As a partner in the Minneapolis Healthy Corner Store Program, stores were required to:

- Increase and prominently display healthy foods.
- Display Healthy Corner Store marketing materials.
- Participate in training for produce purchasing, stocking, handling and marketing.
- Document and share sales records of healthy foods.
- Actively participate in implementing store changes.



## Owners' Motivations

On their applications, store owners stated the following reasons for wanting to participate in the program:

- Customer demand for fresh produce.
- A sense of stewardship to the community.
- Desire to make a positive impact by encouraging a well-balanced diet and healthy lifestyle.
- Recognition of the transportation barriers facing customers and the need for increased access to healthy foods at local corner stores.
- Concern about the lack of healthy food in their neighborhoods.

## The Value of the Application Process

- Helped create a trusting relationship between MDHFS and store owners because program inputs, activities, and desired outcomes were explicit from the beginning of the program.
- Ensured fairness because all stores in the priority neighborhoods had the opportunity to participate in the program.
- Identified owners who were pre-disposed to making improvements since they had to pro-actively indicate their interest and willingness to participate.



The corner store team spent two to three hours per store creating fresh produce displays.

## Conducting initial assessments

The first step in each store was to assess current practices, customer demand, and owners' needs. To do this, staff conducted initial visual assessments, store owner interviews and customer surveys to identify what challenges and opportunities existed for increasing and promoting fresh produce.

### Visual assessments

The visual assessment (*Appendix 4*) served as a baseline for identifying the variety and quality of produce as well as internal and external opportunities for better marketing of produce and other healthy foods. From these assessments, staff discovered:

- Several stores were not in compliance with the staple foods ordinance; varieties of produce ranged from 0 to 10 items.
- Produce was typically not visible from store entrances.
- A few stores had cash register Point of Sale (POS) systems that can be used to track sales.
- Most stores had un-used or under-used assets such as empty or half-filled coolers and existing fixtures that could be used to prominently display produce.

### Owner interviews

MDHFS staff administered owner interviews (*Appendix 5*) to gain a sense of each store's customer base, the owner's experience in selling fresh produce, and owner's interest in specific types of program assistance. From these assessments, staff learned:

- Stores generally served between 200 and 500 customers per day, the majority of which were identified as "regulars."
- Most store owners indicated that customers purchased more snacks than staple foods.
- Nearly all owners reported travelling to large retail outlets and grocery stores to purchase produce.

### Customer surveys

To assess customer preferences, MDHFS also conducted surveys (*Appendix 6*) to gain a sense of how often customers shop at their local corner store, what types of products customers typically purchase, and what healthy fruits and vegetables customers would purchase if made available in the

corner store. The corner store team typically spent 3 - 4 hours conducting surveys, capturing insight from 30-50 customers per store. Survey results indicated:

- Customers shopped at least once per week at the corner store for snacks and staple foods including milk and bread, and other products.
- They rarely purchased fruits and vegetables at the stores but were willing to if more varieties were available.

### Creating enhancement plans for each store

Based on these assessments, the corner store team developed store-specific enhancement strategies (*Appendix 7*) for improving store layout, lighting, storage space, refrigeration, pricing, signs, and façade improvements. Staff shared strategies with store owners for feedback and to solidify steps for moving forward in each store. These strategies included three main components:

- Creating a produce display that can be seen upon entering the store.
- Incorporating other healthy foods and recipes in the display.
- Placing grab-and-go items such as bananas, oranges, and apples at the point of purchase.



To draw customers to newly stocked produce, the health department provided sidewalk signs to each store.

Though enhancement strategies primarily leveraged existing structures in each store to better display healthy foods, staff created standard signs and supplied displays with produce baskets and pricing labels. Sidewalk signs and window clings served as exterior enhancement strategies to attract community members to the fresh produce and other healthy food offerings.

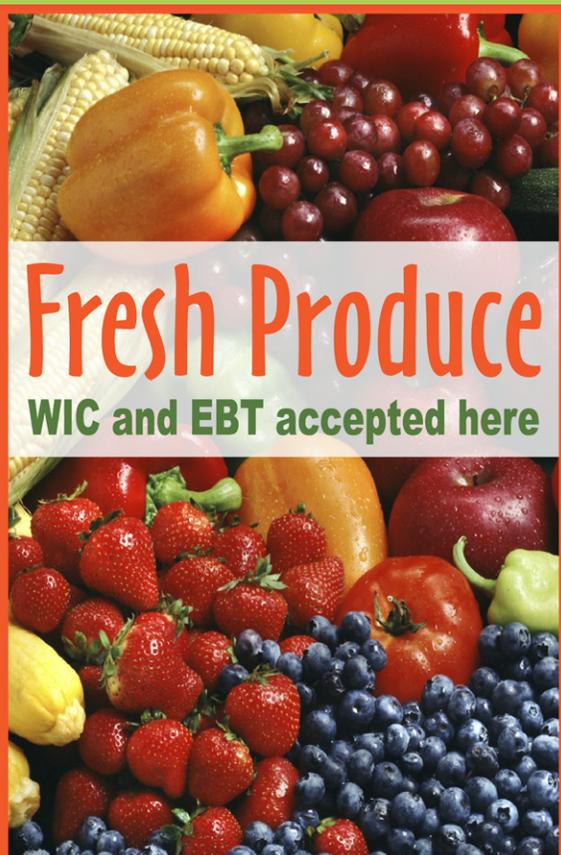
### Procuring affordable produce

From the initial owner interviews, the corner store team learned that most store owners had the option of obtaining produce from the same distributors they order other products such as canned goods and paper products. For most stores however, this procurement opportunity was too expensive because they had to order larger quantities (typically a case) than



## Elements of Store Make-Overs

- Moved produce coolers to front of store or re-purposed soda coolers for produce.
- Created space for displaying produce near the front of the store so that it was visible upon entrance.
- Placed "Fresh Produce" signs over new display areas and adhered "Fresh Produce" window clings to coolers and at store entrances.
- Attractively arranged produce in display baskets.
- Arranged fresh fruit in "impulse" basket near the checkout.
- Displayed prices for all fresh produce items.
- Cross-merchandized fresh produce with other healthy products that together create a healthy meal; included recipe cards.



**The health department created a set of in-store marketing materials that each store used to market their produce items.**

they needed. Therefore, though less convenient, store owners made trips once or twice a week to large retail outlets and grocery stores and paid retail prices for produce.

To address these issues of cost and convenience, MDHFS met with various produce wholesalers in an attempt to find a procurement opportunity that allowed owners to purchase – and have delivered – smaller case sizes of produce at an affordable price. Staff identified a wholesaler that would deliver produce to corner stores with a minimum purchase order of \$150. This wholesaler also agreed to train store owners in produce handling so they could enhance the shelf-life of common produce items. This opportunity appealed to store owners because it:

- Allowed owners to purchase small cases of produce that met the inventory needs of their store.
- Had an affordable minimum purchase order.
- Made produce purchases more convenient.
- Established consistency in the variety of produce offered at stores.
- Enhanced the quality and freshness of produce.

Though more convenient, the attempt to partner a wholesale distributor with corner stores was challenging for both parties. Store owners felt that the model was more convenient in terms of distribution and assuring the consistency of product variety and quality, but the cost of produce through the distributor was more expensive than paying retail prices. As a result, store owners elected to forego the convenience and reverted back to purchasing fresh produce from retail outlets and grocery stores. Because the wholesale distribution business is set up to serve high-volume sales, the act of creating small cases of produce for each corner store increased labor costs and, as a result, raised the cost of those cases. Despite the strong desire to partner with this program, the distributor was unable to develop a fee-structure that was mutually beneficial for itself and the store owner.

Since partnering with a wholesaler was not the most feasible procurement opportunity for store owners, MDHFS attempted to identify other convenient procurement opportunities, such as purchasing produce from local farmers markets. This strategy was not feasible because the vendors and their produce were not sufficiently consistent to meet store owner's needs.

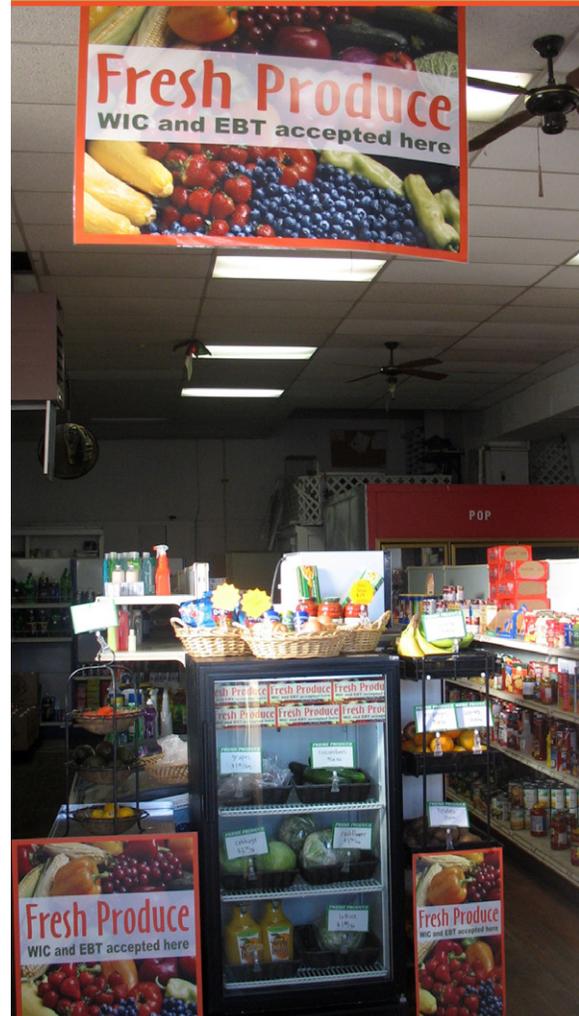
## Conducting customer engagement activities

Once the corner store team completed makeovers, MDHFS and owners organized kick-off events to spark customers' awareness and demand for the produce items. Staff issued press releases and developed ads for community-based newspapers. Additionally, youth from Roosevelt High School and the North Community YMCA assisted MDHFS in distributing invitations to residents and organizations in the surrounding area. At the events, staff from the University of Minnesota's Simply Good Eating Program conducted cooking demonstrations and shared recipe cards for healthy meals that could be prepared with ingredients sold at the store. Owners also issued raffle tickets for free produce.

At each store, MDHFS implemented customer engagement events upon completion of the store makeover in the winter and again the following spring. Attendance at the in-store events ranged from 15 to 50 people. Regardless of attendance, participants expressed enthusiasm for the increased variety of fresh produce available in the corner stores. Furthermore, attendees were engaged with the cooking demonstrations and purchased recipe ingredients to make the meal at home.

## Providing ongoing technical assistance

Throughout program implementation and for six months following implementation, staff made biweekly visits to each store to check in with store owners, assess the supply of and demand for produce and troubleshoot problems owners were facing. For example, staff shared produce care "tips" with store owners for those products whose freshness was difficult to maintain. Through this regular contact and support, staff developed open and trusting relationships with owners.



**After store makeovers, produce was clearly visible to customers as they entered the stores.**



Store owners learned to group food that could be used to make a healthy meal and often included recipes for customers.

## Program evaluation

The goals of the Healthy Corner Store program were to:

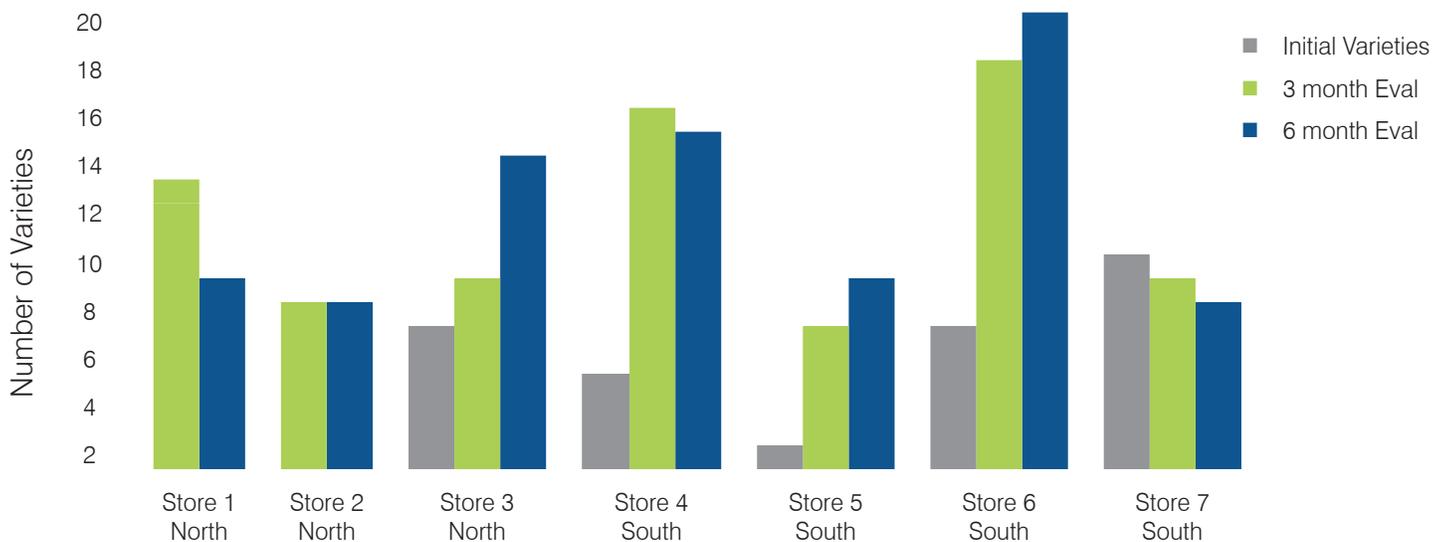
- Increase inventory and variety of affordable fresh produce varieties in corner stores.
- Increase visibility and attractiveness of fresh produce items in corner stores.
- Increase store owner knowledge about handling and marketing fresh produce items.
- Increase sales of fresh produce items in corner stores.

To measure the program's success in achieving these outcomes, MDHFS evaluated the program using pre-implementation data and one-, three- and six-month post-implementation assessments of each store (*Appendix 8*). These assessments measured whether store owners maintained produce displays and signs and the variety and quality of fruits and vegetables available. Additionally, upon completion of the program, staff conducted interviews with owners (*Appendix 9*) to gain insight on their perception of the project's effectiveness. Of the nine stores that began the program, seven stores continued to maintain their produce displays at the end of the program (June 2011). One store burned down and another closed due to structural concerns. Results are reported on the seven stores that completed the program.

### Increase inventory and variety of affordable, fresh produce

- At baseline, the variety ranged from 0 to 10. Seven of the nine stores were in compliance with the staple foods ordinance. At six months, the variety ranged from 8 to 19. Six of the seven stores increased the number of produce varieties offered and all stores complied with the staple foods ordinance.
- While most stores consistently offered more produce compared to baseline, the variety fluctuated for various reasons. For example, some stores stopped offering vegetables because customers did not purchase them.
- Owners returned to their original methods of procuring produce, preferring to purchase it from grocery stores, Sam's Club or Costco. Though less convenient, it was cheaper than produce delivered from the wholesale distributor.

## Fresh Produce Varieties – Before and After Healthy Corner Store Program



### Increase visibility and attractiveness

- Most stores had a fresh stock of produce at every evaluation and all stores maintained a well-organized produce display complete with signs. One owner dismantled his display after two weeks but rejoined the program a few months later. Another store stopped stocking produce for a few months as it transferred ownership.

### Increase store knowledge about produce handling and marketing

- All owners agreed or strongly agreed that, as a result of this program, they learned how to store and display fresh produce to extend shelf-life and how to attractively market fresh produce.
- Displaying prices of produce items was the most challenging component for corner store owners due to the seasonality and price variability of fresh produce.

### Increase sales of fresh produce

Following each store makeover, MDHFS attempted to collect data on produce sales to measure the volume of produce sold and revenue. Each store owner, with the help of the grocery consultant, determined pricing for fresh produce items. Stores that had cash registers capable of weighing produce priced it by pound while others priced individual produce items. Additionally, while some stores were able to track sales using a Point of Sale (POS) system—a computerized sales system with software for storing sales data—most stores did not have this capability and kept track of



**The University of Minnesota's Simply Good Eating held cooking demonstrations to highlight fresh produce items.**

produce sales manually. Staff provided sales templates to each store but most owners used them inconsistently or incorrectly. As a result, information about the program's impact on sales is based solely on self-reports by store owners:

- Produce sales varied by store but were generally higher in spring months than winter months.
- Nearly all store owners stated that they sold, on average, more produce items each week than they did prior to participating in the program. Owners who consistently offered fresh produce were more likely to report an increase in produce sales than owners who

sporadically maintained their produce displays.

- Most store owners indicated that they no longer threw away spoiled produce because their stock sells out before spoiling.
- Stores accepting both WIC and EBT were more successful in selling produce than EBT-only stores. Store owners repeatedly stated that the majority of produce purchases were made by WIC customers.

## Discussion and considerations

Follow-up data shows that the Healthy Corner Store Program was successful in achieving its initial goals of making fresh fruits and vegetables more visible, affordable and attractive and increasing owners' knowledge and skills related to produce handling and marketing. As a result, fresh produce became more accessible to residents in target neighborhoods. While evaluation activities didn't successfully measure produce sales, owners reported increased sales and demand for the produce. From the corner store experience, MDHFS learned the following lessons:

### Engaging various departments in the City was a crucial component in building internal support for the program

In developing the Minneapolis Healthy Corner Store Program, MDHFS connected with various City departments, such as Licensing and Environmental Health, to confirm that partner stores were in compliance

with regulatory and health codes. Additionally, staff consulted Zoning and Public Works to make sure that outdoor enhancements, such as sidewalk signs, did not violate regulations or require a permit. As previously mentioned, one participating store closed due to structural violations, which signifies that the regulatory “status” of corner stores can change at any time. Therefore, on-going communication with various City departments is necessary for ensuring continued support for the program and that stores are maintaining code requirements.

### Building positive relationships with owners was essential to the program’s success

Staff’s biweekly visits to the store built trust with owners and encouraged accountability. At first, many owners expressed surprise that staff came back, stating that the Healthy Corner Store Program was the first positive experience they had with City government. This trust encouraged owners to experiment with new ideas and increased their accountability since they knew that staff would return to check on their progress and trouble-shoot challenges. The ongoing technical support also helped owners improve their business practices. One store owner commented that providing fresh produce is now natural and part of his daily routine.

### Overcoming negative perceptions of corner stores will take time

While a majority of corner store owners participating in the program were committed to increasing their stock and better displaying fresh fruits and vegetables in their stores, some residents and neighborhood organizations believed the stores were havens for crime and unhealthy foods. In one instance, a neighborhood organization challenged MDHFS for working with a store located within their community. Including neighborhood stakeholders in the change process and experimenting with additional customer engagement strategies may have been useful in highlighting the potential that corner stores have to be a positive force in their communities.

### Grocery store consultant was essential to program success

Though MDHFS staff had basic knowledge of the components needed to create a healthy corner store program, the consultant provided her expertise in displaying, pricing, handling and marketing fresh produce. Through sharing her knowledge with owners, she brought much-needed legitimacy to the project.



**A neighborhood resident poses at a store kick-off event designed to highlight attention to stores’ healthy produce displays.**



The corner store team taught store owners how to price and label produce.

## The program succeeded without solving the procurement issue

Helping stores source produce affordably is a common—sometimes deal-breaking—challenge for corner store programs. Despite the strong desire to partner with this program, the wholesale distributor could not accommodate the needs of store owners who preferred their method over delivered, more expensive produce. However, the experience of working with a distributor provided store owners with a learning opportunity. Store owners were given a small stipend for their first produce order which allowed them to experiment with varieties of fruits and vegetables that they typically did not purchase for their stores. This helped many owners gain a sense of what produce items were in highest demand in their stores. Store owners also learned how to place produce orders and receive produce deliveries, which led to increased knowledge about produce handling and product shelf-life.

In addition, results from this project suggest that making produce visible and attractive were more important than reducing the price, especially since most of the produce customers used WIC vouchers to purchase it. Similarly, this project suggests that relatively small, inexpensive changes can make a big difference in increasing sales.

## Owners need help and incentives to accurately and systematically track produce sales

MDHFS' efforts to track sales through voluntary reporting were challenging. It may have been more useful to incentivize owners to track produce sales systematically (training owners to use software or detailed tracking forms) both pre- and post- implementation. This would have increased the accuracy of sales data collected, improved the effectiveness of program evaluation and helped owners to learn additional business skills.

## Displaying produce prices each week was challenging

Prior to store makeovers, most owners did not display the prices of their produce. Though MDHFS provided store owners with pricing signs and the grocery store consultant encouraged them to price their items to boost sales, only half of owners consistently priced their produce items. Owners indicated that price fluctuations caused by the variability and seasonality of produce items made it difficult to keep up with labeling the price of produce items. In some stores, owners intentionally did not price items because many East African customers prefer to bargain for prices.

## Summary & Next Steps

Overall, the Minneapolis Healthy Corner Store Program has seen positive results because store owners are selling their produce and making a slight profit. Because most store owners continue to maintain produce displays and actively market fresh produce to their customers, MDHFS is confident that nearly all partner stores will continue this work independently. Furthermore, some owners plan to further increase produce varieties and others have indicated plans to increase cooler space for produce, to look for procurement opportunities and to continue to refine produce offerings based on customer preferences. One owner has implemented several improvements to enhance his produce display and he re-painted the store interior “celery green.”

MDHFS’ corner store staff played an extensive role in this project. From program and evaluation development and implementation to biweekly visits to each store, staff developed skills, knowledge and relationships needed to execute this project with more efficiency.

### Going Forward

In January 2012, MDHFS received additional funding to continue its obesity prevention strategies, including the Healthy Corner Store Program. To expand the reach of the program to more of Minneapolis’ 300+ stores, MDHFS will operate under a “train the trainer” model in which it will partially transition implementation to community-based entities such as business associations or neighborhood organizations. In addition, MDHFS will:

- Continue to support existing partner stores while also expanding the program into more neighborhoods across Minneapolis.
- Develop a sales data tracking system.
- Collaborate with local and regional food producers and distributors to identify feasible procurement opportunities for corner stores.
- Help owners experiment with various community relations activities such as coupons on National Food Day to increase residents’ awareness of corner stores as a source of healthy foods.
- Develop methods for evaluating the impact of increased access to healthy foods on actual consumption of healthy foods by neighborhood residents.



**Most owners reported satisfaction with the program, maintained their displays and increased produce sales.**

Minneapolis, Minnesota, Code of Ordinances >>

- CODE OF ORDINANCES >>

Title 10 - FOOD CODE >>

## Chapter 203. Grocery stores and specialty food stores

203.10. - Definitions

203.20. - Requirements

203.30. - Exemptions

### 203.10. - Definitions

As used in this chapter, the following words and phrases shall mean:

**Accessory food items.** Non-staple food items, such as coffee, tea, cocoa, carbonated and un-carbonated drinks, candy, condiments, and spices.

**Grocery store.** A retail establishment that sells such products as staple foods, accessory food items, and household goods.

**Perishable foods.** Those items that are fresh, un-refrigerated or refrigerated staple food items that will spoil or suffer significant deterioration in quality within two (2) to three (3) weeks.

**Specialty food store.** A retail establishment that sells only specialized types or classes of staple foods and accessory foods, including, but not limited to, such establishments as imported food stores, gift shops, department stores, and general retail stores that specialize in products other than consumable products. Such an establishment may not sell tobacco products. A specialty food store is not a grocery store that sells a wide variety of common staple food items so as to be eligible for government supplemental nutrition programs.

**Staple foods.** Those food items intended for home preparation and consumption, including meat, poultry, fish, bread, and breadstuffs, cereals, vegetables, fruits, fruit and vegetable juices, and dairy products. (96-Or-005, § 1, 2-9-96; 2008-Or-015, § 1, 2-29-08; 2009-Or-185, § 1, 12-4-09)

### 203.20. - Requirements.

Grocery stores and specialty foods stores are both subject to the requirements of chapter 188. A grocery store that does not possess a

grocery license as of February 9, 1996 must meet the requirements of subsections (a) and (b). All grocery stores licensed under this chapter except those exempted pursuant to section 203.30 must meet the requirements of subsection (c).

- (a)** The grocery store shall provide and maintain a minimum sales floor area of two thousand (2,000) square feet.
- (b)** The grocery store shall provide and maintain a minimum of four (4) adjoining off-street parking spaces, notwithstanding the provisions of chapter 531.
- (c)** All grocery stores licensed under this chapter must offer for sale food for home preparation and consumption, on a continuous basis, at least three (3) varieties of qualifying, non-expired or spoiled, food in each of the following four (4) staple food groups, with at least five (5) varieties of perishable food in the first category and at least two (2) varieties of perishable food in all subsequent categories:
  - (1) Vegetables and/or fruits.
  - (2) Meat, poultry, fish and/or vegetable proteins.
  - (3) Bread and/or cereal.
  - (4) Dairy products and/or substitutes. (96-Or-005, § 1, 2-9-96; 2008-Or-015, § 2, 2-29-08; 2009-Or-185, § 2, 12-4-09)

### 203.30. - Exemptions

The following are exempt from the requirements of sections 203.20(a) and 203.20(b) and 203.20(c):

- (a)** Specialty food stores.
- (b)** Filling stations, licensed under chapter 287 of this Code, and having not more than three hundred (300) square feet of retail sales floor area.
- (c)** Grocery stores located in the central commercial district, as defined in section 360.10.

Additionally, a grocery store located in a shopping center as defined in section 520.160 is exempt from the requirements of sections 203

# Appendix 2



## Minneapolis Healthy Corner Store Program Application

Thank you for your interest in applying for the Minneapolis Healthy Corner Store Program. Please take a moment to fill out this application and return by **Tuesday, May 25, 2010**, to the MDHFS Healthy Corner Store Program at 250 S 4<sup>th</sup> Street, Room 510, Minneapolis, MN 55415.

The City of Minneapolis Department of Health and Family Support (MDHFS) will select 10 stores to participate in this program. If you have any questions, please contact Aliyah Ali at 612-673-3861 or [aliyah.ali@ci.minneapolis.mn.us](mailto:aliyah.ali@ci.minneapolis.mn.us).

### Store Background

Store Name:

Owner Name (main contact):

Address:

Phone:

Email:

Please check yes or no for the following questions:	Yes	No
Do you accept EBT (food stamps)		
Do you accept WIC?		
Are you willing to increase your stock of fresh fruits and vegetables?		
Are you willing to increase your stock of whole grain products?		
Are you willing to increase your stock of low-fat and/or skim dairy products?		
Are willing to track sales of fresh produce and healthy foods?		

(Please See Other Side)

**MDHFS expects owners to be committed to the success of the project and that he/she will be willing to make changes and invest additional effort to make it work. Please answer the following questions to the best of your ability.**

Why do you want to be selected to participate in the *Minneapolis Healthy Corner Store Program*?

What are you currently doing to increase healthy options in your store?

What ideas do you have for increasing sales of healthy food options in your store?

How long have you owned this store?

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If you need this document in an alternative format, please notify the department by fax (612) 673-3866, email at [health.family.support@ci.minneapolis.mn.us](mailto:health.family.support@ci.minneapolis.mn.us), or TTY (612) 673-2157 (General City Information). Please allow a reasonable amount of time for special needs accommodation.

**Attention:** If you want help translating this information, call – **Hmong** – Ceeb toom. Yog koj xav tau kev pab txhais cov xov no rau koj dawb, hu 612-673-2800; **Spanish** – Atención. Si desea recibir asistencia gratuita para traducir esta información, llama 612-673-2700; **Somali** – Ogow. Haddii aad dooneysa in lagaa kaalmeeyo tarjamadda macluumaadkani oo lacag la’ an wac 612-673-3500.

# Appendix 3

## MEMORANDUM OF UNDERSTANDING

The purpose of THIS MEMORANDUM OF UNDERSTANDING by and between the City of Minneapolis through the Minneapolis Department of Health (the “Department”) and **insert owner name** (“the Store Owner or Designee”) is to establish the expectations related to the implementation of the Minneapolis Healthy Corner Store Program as it relates to **insert store name and address** (“the Store”).

### Whereas,

The Department has undertaken a project known as the Minneapolis Healthy Corner Store Program;

The goal of the Minneapolis Healthy Corner Store Program is to support store owners in making fresh produce and healthy foods more visible, affordable and attractive to neighborhood residents.

As part of the support provided to the Store Owner or Designee related to the Minneapolis Healthy Corner Program, the Department will be assessing the Store through a Healthy Corner Store Assessment Process (the Assessment);

The results of the Assessment will be used to develop strategies and a project plan to be implemented in the store that will address the goals of the Minneapolis Healthy Corner Store Program project; and

Once the strategies and project plan are agreed upon by the Store Owner or Designee and the Department, the Store Owner or Designee and the Department will collaboratively participate in the implementation.

**Now, Therefore,** the Parties hereby understand the following:

1. The Department will provide the Store Owner or Designee with the following assistance for the Store:
  - Assistance from a grocery store expert to develop a project plan to:
    - Identify goals, opportunities, and strategies for increasing sales of healthy foods
    - Strategically display fresh produce and healthy foods
    - Display in-store promotional materials highlighting healthy foods (shelf signs, posters, flyers, etc.)
    - Purchase, price and stock healthy foods affordably
    - Develop a financial system to help track and monitor sales of healthy foods
  - Assistance in promoting healthy offerings to neighborhood residents
  - Small business development resources from the City of Minneapolis such as loan opportunities

2. To receive the assistance offered by the Department, the Store Owner or Designee must:
  - Participate in assessment activities
  - Increase and prominently display healthy foods, including:
    - At least 3 new items of fruits and vegetables
    - At least 2 new items of whole grain products
    - At least 2 new items of low-fat and/or skim dairy products
  - Display Healthy Corner Store marketing materials within the store
  - Participate in training for produce purchasing, stocking, handling and marketing
  
3. The Department & the Store Owner or Designee will develop an action plan to implement within the Store. The project selection will be determined collaboratively based on Assessment findings. The Department will continue to monitor store progress and offer technical assistance through the life of the project.
  
4. The Store will be recognized by the City for their participation in the Minneapolis Healthy Corner Store Program. This may include designation as a Healthy Corner Store and public recognition before the City leadership, including the City Council and Mayor, at the completion of the project.
  
5. Participation in the Minneapolis Healthy Corner Store Program will make the Store Owner or Designee eligible to receive stipends, product displays and/or technical assistance to implement projects at the Store based on the action plans developed.
  
6. By signing this Agreement, the Store is agreeing to collaborate with the Department on the Minneapolis Healthy Corner Store Program.
  
7. The term of this Memorandum of Understanding is from the date this document is signed by all parties until completion of the Minneapolis Healthy Corner Store Project, including assessment and implementation.
  
8. Each of the parties to this Memorandum of Understanding may terminate this Memorandum of Understanding upon thirty (30) days written notice to the other parties.
  
9. This Memorandum of Understanding is a non-funded obligation document. It is neither a fiscal nor a funds obligation document.

Signatures

\_\_\_\_\_ Date  
 Name  
 Minneapolis Commissioner of Health

\_\_\_\_\_ Date  
 Store owner, Title  
 Address

# Appendix 4



## Minneapolis Healthy Corner Store Program Visual Assessment\*

Store Name: \_\_\_\_\_ Address: \_\_\_\_\_

1. Main Phone Number posted?  Y  N \_\_\_\_\_
2. Hours of Operations posted?  Y  N \_\_\_\_\_
3. What is the square footage of the entire store? \_\_\_\_\_
4. What is the square footage of the retail space? \_\_\_\_\_
5. Photos taken of store interior and exterior?  Y  N
6. Please draw the store layout (indicate aisles, entrance, register and refrigeration). If there fresh produce is sold, show location.

1

### Services provided by stores

Service	Yes/No	Comment/Describe
7. Accepts EBT	<input type="checkbox"/> Y <input type="checkbox"/> N	<b>Is there a sign?</b> Inside/Outside
8. Accepts WIC	<input type="checkbox"/> Y <input type="checkbox"/> N	<b>Is there a sign?</b> Inside/Outside
9. Has Kitchen or Deli Space	<input type="checkbox"/> Y <input type="checkbox"/> N	
10. Sells Heated Food	<input type="checkbox"/> Y <input type="checkbox"/> N	

### Existing Inventory of Fresh Produce and Healthy Foods

#### 11. Signage promoting fresh produce visible from:

Outside Store?  Y  N      Inside the Store?  Y  N

#### 12. Is there a scale available for weighing produce? Y N

Fresh fruits & vegetables	Quality 1= poor; 2=fair; 3=good	Price ( include unit- ex. per lb., each, etc. )	Product visible from store entrance?	Comments
13.			Yes / No	
14.			Yes / No	
15.			Yes / No	
16.			Yes / No	
17.			Yes / No	
18.			Yes / No	
19.			Yes / No	
20.			Yes / No	
21.			Yes / No	
22.			Yes / No	
23. Are there any point-of-purchase signs promoting the produce? <b>Yes / No</b>				

Other Healthy Items	Quality 1= poor; 2=fair; 3=good OR expired; not expired	Price ( include unit-ex. per lb., each, etc. )	Number of types?	Comments
<b>Beverages</b>				
24. Skim milk				
25. 1% milk				
26. 2% milk				
27. Water				
28. 100% fruit juice				
<b>Food Items</b>				
29. Whole grain or whole wheat bread				
30. Whole grain cereal				
31. Whole grain pasta				
32. Brown Rice				
33. Nuts				
34. Frozen Vegetables				
35. Canned Vegetables				
36. Frozen fruit				
37. Canned Fruit				

**How much space is devoted to (indicate number of aisles, endcaps, shelves, wireracks and refrigerator/freezers)**

Food type	# of aisles	# of end caps	# of shelves	# of wire racks	# of coolers	# of refrigerators/freezers
38. Fresh vegetables						
39. Fresh Fruit						
40. Whole grain food items						
41. Low-fat or skim dairy products						

**Available space for produce and healthy food options**

Resource	Yes	No	Don't Know
42. Unused refrigeration (not beverage)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Unused freezer space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Unused shelf space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Unused counter space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Unused cooler space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Physical Description of Store (please rate the quality of the following):**

<b>Exterior</b>	<b>Quality</b> 1= poor; 2=fair; 3=good	<b>Comments</b>
47. Primary Entrance		
48. Lighting		
49. Awning		
50. Sidewalk		
51. Parking lot (if available)		
52. Public Trash Receptacles		
53. Overall cleanliness of exterior		
54. Are there any nearby schools? Yes/No		
55. Are there any nearby businesses? Yes/No		

<b>Interior</b>	<b>Quality</b> 1= poor; 2=fair; 3=good	<b>Comments</b>
56. Primary Entrance		
57. Lighting		
58. Shelving		
59. Cleanliness of Retail Area		
60. Cleanliness of Coolers		
61. Cleanliness of Receiving Area		
62. Organization of POS		

**Indicate the number, size, and type of contents of coolers and refrigeration and freezer units:**

Unit	Approximate Size	Primary Contents	Are they full	Comments
Example: 1 Freezer	5 ft x 2ft x 3ft	Ice cream, frozen juice	Yes / No	
63.			Yes / No	
64.			Yes / No	
65.			Yes / No	
66.			Yes / No	
67.			Yes / No	
68.			Yes / No	
69.			Yes / No	
70.			Yes / No	
71.			Yes / No	

**Does store appear to have available space for promotional materials related to healthy foods?**

Resource	Yes	No	Don't Know
72. Windows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. Interior next to existing Register	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. Interior Wall space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. Other Counter space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76. End Caps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. Shelves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78. Other (please describe):			

**ADDITIONAL COMMENTS:**

**Creating a Healthier Minneapolis**  
**healthy eating + physical activity + smoke-free living**

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 \*Adapted from Delridge Corner Store Project



## Minneapolis Healthy Corner Store Program Owner interview\*

Store Name: \_\_\_\_\_ Address: \_\_\_\_\_

### Background Questions

1a. Are you a resident of the community in which your store is located?  
Yes / No  
    ➤ 1b. How long have you lived in this neighborhood?

2. How long have you owned this store?  
 0-2 years  
 3-5 years  
 6-10 years  
 10+ years

3a. Do you own other stores in Minneapolis?  
Yes / No  
    ➤ 3b. Where?

4. How many employees do you have (not including yourself)?

5. What is your typical weekly work schedule?

6a. Does your store currently advertise?  
Yes / No  
    ➤ 6b. Where and how often?

### Product Offerings and Inventory System

7. Who orders the products for your store?

8. How do you make your product selections?

9. How do you track your inventory?

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10. How do you track your product sales?

11. How many vendors do you have? Who do you work with?

12a. Do you or your staff currently order from any produce suppliers?

Yes / No

➤ 12b. Which Suppliers?

13a. If your supplier is Core-Mark, are you familiar with their "right size" program?

Yes / No

➤ 13b. What are you currently selling from this product line?

14. What, if any, challenges have you had in carrying fresh produce?

Sourcing affordable produce

Spoilage before it sells

Having adequate refrigeration

Other (please describe): \_\_\_\_\_

None

### Customer-Base

15. Tell us a bit about your customer-base. Check all that apply.

Limited English Proficient (LEP). Which language(s)?

Neighborhood residents.

Seniors

Youth/ Students

Families

Commuters.

Other (Please describe): \_\_\_\_\_

16. What percent of your customers do you estimate are "regulars?"

less than 20%    20 - 40%    41 - 60%    61 - 80%    81 - 100%

17. Who shops at the store most frequently? (seniors, youth, workmen)?

18a. Do you have a way to track the number of customers that come in each day?

Yes / No

➤ 18b. Please describe how:

**19. On average, how many customers do you have each day?**

- under 50     50-100     101-150     151-200     over 200     All ages

**20. What are the busiest days of the week?**

- Mon     Tue     Wed     Thu     Fri     Sat     Sun     All the same

**21. What % of your customers do you estimate use WIC vouchers?**     N/A

- less than 20%     20 to 40%     41 to 60%     61 to 80%     81to 100%

**22. What % of your customers do you estimate use EBT?**     N/A

- less than 20%     20 to 40%     41 to 60%     61 to 80%     81to 100%

### Customer Preferences

**23. What percent of your customers do you estimate comes in primarily for snack foods (e.g. pop, chips, candy):**

- less than 20%     20 to 40%     41 to 60%     61 to 80%     81to 100%

**24. What percent of your customers do you estimate comes in primarily for staples like eggs, milk, butter, fruits and vegetables:**

- less than 20%     20 to 40%     41 to 60%     61 to 80%     81to 100%

**25. What percent of your customers do you estimate comes in primarily for all of their food needs:**

- less than 20%     20 to 40%     41 to 60%     61 to 80%     81to 100%

**26a. Do neighborhood residents ever comment about the fresh produce for sale here?**

Yes / No

**27b. What do they say?**

**27. What are your average sales of fresh produce (store over all versus fresh produce):**

Sales	Daily	Weekly	Monthly	Annually
Fresh Produce				

**Potential enhancements for store**

**28a. Do you have any plans for any physical improvements to your store in the next year?**

Yes / No

➤ **28b. Please Describe:**

**29a. Do you currently have any broken coolers that need to be removed?**

Yes / No

➤ **29b. How many?**

**30. We will be developing a project plan for your store to enhance the visibility of fresh produce of healthy foods. What are your top 3-4 interests from the list below?:**

Assistance opportunity	Owner's top 3-4 interests
a. Cooking demonstrations with fresh fruits and vegetables	
b. Recipe cards for healthy dishes that include the foods sold in your store	
c. Resources to purchase or update equipment or make other internal improvements (baskets, small shelving)	
d. Energy efficient lighting/refrigeration	
e. In-store signage promoting healthy food options	
f. External improvements (i.e. painting your store, selling fresh produce outside)	
g. Tracking and monitoring sales of healthy foods	
h. Alternative sourcing strategies such as purchasing produce from the farmer's market, community garden, mini farmers market	
i. Purchasing, pricing, and stocking healthy food affordably (includes training on produce handling)	
j. Strategically displaying fresh produce and healthy foods	
k. Promoting healthy food choices to neighborhood residents	

## **Store Owner Input on the Minneapolis Healthy Corner Store Program**

**31. What about this program made you interested in wanting to become a part of it?**

**32. Do you have any ideas to increase the availability, visibility and affordability of fresh produce and healthy foods in your store?**

**33. Are you willing to work with youth, community based organizations, and/or neighborhood residents on this project?**

**34. As part of your assistance, you will be receiving training on produce handling. Would you be available to attend a training with other store owners?**

**35. What concerns you the most about being a part of this program?**

**36. Are there any other questions you have about the program?**

**Comments:**

### **Creating a Healthier Minneapolis healthy eating + physical activity + smoke-free living**

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\*Adapted from Delridge Corner Store Project

# Appendix 6



## Minneapolis Healthy Corner Store Program Customer Survey

Store Name: \_\_\_\_\_ Address: \_\_\_\_\_

Hello, the City of Minneapolis Department of Health and Family Support is working with (store name) to increase the availability of fruits and vegetables and healthy foods. As a customer of this store, we are interested in learning the types of produce items you would be likely to buy. Do you have a moment to take a 5 question survey?

Note to surveyor: Please read each question to the customer and check or write in the appropriate responses.

**1. Do you live in this neighborhood? Yes / No**

**2. How often do you shop at this store?**

- Daily
- Several times a week
- Once a week
- Every other week or several times a month
- Once a month
- Less than once a month
- Never
- Varies

**3. What types of foods or products do you buy at this store? Check all that apply.**

- Snacks (pop, chips, candy)
- Milk
- Fruits and/or vegetables
- Tobacco
- Other (please describe):

1

**4. Which of the following produce items would you purchase, if offered at this location?**

- Lettuce
- Cucumbers
- Apples
- Tomatoes
- Carrots
- Oranges
- Grapes
- Green Peppers
- Hot Peppers

**5. What other types of fruits and vegetables items or products would you like to see sold at this store?**

**6. Additional Comments:**

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# Appendix 7



## Minneapolis Healthy Corner Store Program Initial Enhancement Strategies\*

**Store:** \_\_\_\_\_ **Store Owner/Manager:** \_\_\_\_\_  
**Store Address:** \_\_\_\_\_ **Square Footage of Retail Space:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
**Accept EBT:**     *yes*   *no*  
**Accept WIC:**     *yes*   *no*  
**POS system:**     *yes*   *no*  
**Scale Available for Weighing Produce:**     *yes*   *no*

**Marketing Healthy Foods**

Store Interior	Current Assessment	Enhancement Ideas
Lighting		
Layout		
Storage/Shelving		
Pricing		
Signage		

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Store Exterior	Current Assessment	Enhancement Ideas
Signage		
General Façade		

**Summary of Ideas for Enhancement**

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**Store Owner Questions and Ideas:**

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**(Photos attached)**

# Appendix 8

## Post-Implementation Visual Assessment (Page 1)

Store Name: \_\_\_\_\_ Store Owner: \_\_\_\_\_ Date: \_\_\_\_\_

Enhancement Strategy	Status	Notes	Owner challenges, requested services
<i>Signage</i>			
Displaying "Fresh Produce" signage	yes / no		
Maintaining visible mat clings	yes / no		
Maintaining visible window clings	yes / no		
Using produce labels, neon signage	yes / some / no		
Pricing is labeled for all produce	yes / some / no		
Using "Fresh Produce" side walk sign outside	yes / no		
<i>Baskets</i>			
Impulse basket is in high traffic area	yes / no		
Using all black baskets provided for produce in and out of coolers	yes / some / no		
Baskets and other displays props available for future marketing	yes / no		
<i>Overall Store Appearance</i>			
Store is clean	yes / somewhat / no		
Produce is well-organized	yes / somewhat / no		
View of produce from front door is unobstructed	yes / no		
Use of cross-merchandizing produce displays	yes / no		
<i>Tracking Sales / Customer Response</i>			
Tracking produce sales regularly	yes / somewhat / no		
Asking customers for feedback regarding new produce items	yes / no		
Providing an opportunity for customers to request produce items	yes / no		

Additional Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

\*\*\* if responding with "some/somewhat" - indicate approximation in notes section (ex. <25%, 50%, or >75%)

## Post-Implementation Visual Assessment (Page 1)

Store Name: \_\_\_\_\_ Store Owner: \_\_\_\_\_ Date: \_\_\_\_\_

Enhancement Strategy	Status	Notes	Owner challenges, requested services
<i>Signage</i>			
Displaying "Fresh Produce" signage	yes / no		
Maintaining visible mat clings	yes / no		
Maintaining visible window clings	yes / no		
Using produce labels, neon signage	yes / some / no		
Pricing is labeled for all produce	yes / some / no		
Using "Fresh Produce" side walk sign outside	yes / no		
<i>Baskets</i>			
Impulse basket is in high traffic area	yes / no		
Using all black baskets provided for produce in and out of coolers	yes / some / no		
Baskets and other displays props available for future marketing	yes / no		
<i>Overall Store Appearance</i>			
Store is clean	yes / somewhat / no		
Produce is well-organized	yes / somewhat / no		
View of produce from front door is unobstructed	yes / no		
Use of cross-merchandizing produce displays	yes / no		
<i>Tracking Sales / Customer Response</i>			
Tracking produce sales regularly	yes / somewhat / no		
Asking customers for feedback regarding new produce items	yes / no		
Providing an opportunity for customers to request produce items	yes / no		

Additional Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

\*\*\* if responding with "some/somewhat" - indicate approximation in notes section (ex. <25%, 50%, or >75%)



## Owner perception survey Healthy Corner Store Program

**Store Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

The purpose of this survey is to understand the firsthand perspectives and experiences of store owners in Phase I of the Minneapolis Corner Store Program. Participating in the survey is voluntary and will have no impact on your relationship with the Minneapolis Department of Health and Family Support. The information collected will be private and the anonymity of individual store owners will be protected in all summary reports.

1. Please respond to the following questions:			
As a result of this program...	Yes	No	N/A
Have you sold, on average, more fresh produce items each week?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are produce items in your store more noticeable upon store entrance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your revenue from fresh produce sales increased?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Please respond to the following statements:				
As a result of this program...	Strongly Agree	Agree	Disagree	Strongly Disagree
I have learned how to store fresh produce in a way that makes the produce last longer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have learned how to display fresh produce to make it more attractive to customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a better understanding of how much time it takes to maintain fresh produce.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I track produce sales more closely than I did before.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I throw away less produce than I did before.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please rate the usefulness of the following program components in making produce more visible, affordable and attractive to customers.	Very Useful	Useful	Somewhat Useful	Not at all Useful	N/A
<b>Physical redesign of store</b> (moving coolers, shelving, and other display items)	<input type="checkbox"/>				
<b>Display materials</b> (display baskets and produce pricing signage)	<input type="checkbox"/>				
<b>“Fresh Produce” signage</b> (posters and window/cooler clings)	<input type="checkbox"/>				
<b>In-store cooking demonstration events</b> (preparing food for customers in stores)	<input type="checkbox"/>				
<b>Produce handling training</b>	<input type="checkbox"/>				
<b>Sales tracking form</b> (for collecting produce sales data)	<input type="checkbox"/>				
<b>Regular follow-up visits by City program coordinators</b>	<input type="checkbox"/>				
<b>Expertise of grocery store consultant</b>	<input type="checkbox"/>				
<b>City small business development resources</b> (Pamphlet about loans, lighting etc.)	<input type="checkbox"/>				

4. Thinking about why you applied, has the program helped you meet your goals?  
(Prompt with store application.)

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5. What has your role in this program looked like? Has your involvement been easy? Difficult? In what way has it been easy/difficult?

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6. Can you share with me a few examples of how customers have responded to the changes made in your store as part of this program? (Some examples might be: comments, questions, changes in the amounts and kinds of items being purchased.)

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7. What other changes have you or your customers noticed in your store since participating in this program?

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8. What unexpected outcomes (good or bad) did you experience as part of this program?

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9. Thinking about the program components mentioned in the survey, what do you view as the most successful component? What do you think made this component successful in your store? What has been the least successful component?

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10. What continue to be the challenges in making produce affordable and attractive to your customers?

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11. Thinking back to what you feel that you've learned from participating in this program, what do you plan to continue to do moving forward?

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12. What are your recommendations for how the work of this program could be better accomplished? What advice would you give the Health Department in working with new stores interested in this program?

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13. Moving forward, what support would you like the Health Department to still provide?

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14. Do you have any additional comments?

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**Thank you!**

**Creating a Healthier Minneapolis**  
**healthy eating + physical activity + smoke-free living**

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