

FoodMap NY

Leveraging Private-Sector Innovation
and Investment for Food Security

FINAL PROJECT REPORT

Healthy Food in Urban and Rural Retail Environments

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Center for
Sustainable Business



Mother Cabrini
HEALTH FOUNDATION



Cornell
SC Johnson College of Business
CENTER FOR SUSTAINABLE GLOBAL ENTERPRISE

Healthy Food in Urban and Rural Retail Environments

The accessibility of fresh and healthy food items is often very limited in low-income communities. This scarcity of healthy foods is directly correlated with a community's higher incidence of diet-related diseases – including diabetes, obesity, and hypertension – making this an important public health issue.



The USDA estimated that 14.5% of U.S. households in 2019 either resided in census tracts with low income and low access (LILA) to healthy foods, lived more than a half mile from a supermarket and reported no access to a vehicle, or lived more than 20 miles from a supermarket. These census tracts exist in both rural and urban areas.

Supermarkets expanded rapidly after World War II, following suburban migration trends and taking advantage of abundant, inexpensive real estate to create large stores with more shelf space and higher sales volumes. For most Americans, supermarket development delivered vast improvements in the quality and variety of retail food at substantially reduced cost. And yet, an unintended impact of this trend was that it reduced food access in communities that could not support the new supersized business model.

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Large food stores are not financially viable in LILA communities, which consequently rely heavily on much smaller corner stores. Small grocery stores in both rural and urban areas find it challenging to stock affordable fresh fruits, vegetables, and other unprocessed or less-processed foods, which are essential to a healthy diet, because the supermarket-focused food system has not evolved an affordable way to deliver frequent, small orders of perishable items to small stores. Distributors set minimum order sizes that are beyond the capacity of small stores. They also use order-taking, invoicing, and delivery systems that small retailers are not equipped to use.

Through our research, we narrowed in on two challenges facing urban and rural retail stores and developed projects that have the potential to address them. For urban stores, we focused on the challenges that small corner stores (which are ubiquitous in many low income urban areas) face in stocking fresh produce due to order-size minimums and other logistical constraints. For rural environments we focused on the increased role that dollar stores and convenience stores play in meeting consumers' food needs, and centered our proposal on solutions that could meet shoppers where they are with healthier options.



URBAN RETAIL

The Problem

Independently owned food stores are an established feature of the retail food environment in low income neighborhoods in NYC (and in many U.S. cities). But most have sparse offerings of fresh and healthy food. Numerous small-store interventions that have been designed and implemented over the past two decades to strengthen healthy food access in low income communities have failed. These initiatives have produced little lasting change. The reason is not because demand falls short, but because small retailers are unable to access fresh and healthy items affordably and in appropriate quantities to sustain the demand once artificial interventions conclude.

NYC bodegas face several challenges in trying to source more fresh produce including minimum order sizes, price points, delivery routes, or lack of appropriate store equipment. For our project, we address two obstacles which are the:

1. Minimum order sizes set by distributors are beyond the capacity of small stores, and
2. Bodegas are not equipped to use mainstream order-taking, invoicing, and delivery systems.

These constraints in the food system limit the availability of fresh produce, healthy snacks and prepared foods, and healthy varieties of grocery staples (e.g., fat-free milk and whole-grain bread) in low-income communities. When available, fresh and healthy items are often expensive and of poor quality.



The Proposed Solution: The Hunts Point Healthy Bodega Initiative

Corner stores as an important channel for increasing healthy food accessibility:

- **They are ubiquitous:** The widespread presence of corner stores makes them a convenient, existing channel that could scale up fresh and healthy food accessibility quickly. At the same time, there are relatively few supermarkets in many parts of NYC, especially in Brooklyn, the Bronx, and Queens counties.
- **They are strategically located:** Corner stores are located precisely and conveniently where they can combat diet-related disease in food deserts.
- **They tend to be locally owned by independent entrepreneurs:** These businesses are more likely to recycle their profits within the community, enhancing the community's economic vitality, rather than diverting profits to far-away corporate headquarters.
- **They are rooted in immigrant communities:** Their owners are often immigrants or second-generation citizens with roots in their communities. They speak the language and are equipped to serve the specific tastes of their customers, potentially increasing consumer acceptance of appropriately selected healthy food options. And they play other roles in the community – for example, selling to regular customers on credit when food budgets and SNAP benefits run out toward the end of the month.

We propose a multi-bodega purchasing cooperative and last-mile delivery network pilot initiative in the Hunts Point neighborhood of the Bronx. The Healthy Bodega initiative would support community-based communications and in-store marketing to stimulate demand, owner/employee training and operational support with each delivery. We believe that the opportunity to create a new, small-store-specific supply chain for affordable, healthy foods requires tactics to overcome two related challenges:

- **Provide small stores with access to a full range of healthy foods at competitive prices:** This could be accomplished by negotiating on behalf of many stores collaboratively and aggregating their substantial purchasing power. Our initiative envisions one of our key partners, the Bronx-based Bodega and Small Business Group, serving this collective negotiating role. However, other organizations could fill this role as well, including entrepreneur-led new businesses grounded in the bodega business community.
- **Make frequent deliveries to stores with very low minimum orders:** Established delivery operations are not set up to manage this element of the supply chain for small stores, so we will have to innovate. By offering a limited number of stock-keeping units (SKUs) and making small deliveries an asset, we see the potential for delivering appropriately sized orders every 2 or 3 days using nimble refrigerated vans and carefully planned delivery routes.

Why This Solution

Our solution tackles our identified supply chain constraints by providing:

1. **Affordable Access:** The assumption that bodegas are unable to adapt to a food system that prioritizes serving large stores seems logical at first. However, it overlooks an important reality: in the aggregate, these stores can function as the hyperlocal anchors of a very large retail channel. In NYC, corner stores represent at least \$8 billion in retail sales and \$5.3 billion of wholesale purchasing power in the aggregate. We believe this gives them plenty of negotiating leverage to secure access at favorable prices. The fact that *individual* stores can't meet distributors' minimum order requirements or qualify for favorable wholesale costs does not reflect the sector's lack of financial heft. Rather, we see it as an opportunity to take advantage of their collective purchasing power.

- **Negotiating affordable access via the Bodega and Small Business Group:** Affordable access to healthy foods could be accomplished by a variety of organizations. Our initiative envisions our partner, the Bodega and Small Business Group, playing this key role. This organization of bodega owners has expanded its credibility among bodega owners by advocating for store safety in the wake of increased theft and violence and securing a major grant to fund store security measures.

2. **Affordable Delivery:** The unglamorous job of delivering small orders of perishable food to individual corner stores multiple times per week – and doing it affordably – is the toughest challenge to be solved in addressing this problem. We believe that our initiative can stimulate development of a last-mile distribution network for healthy foods by entrepreneurial members of the bodega owners' community:

- Focusing delivery routes in compact, contiguous neighborhoods that can be served efficiently, minimizing unproductive driving time.
- Deploying appropriately sized and organized delivery operations.
- Limiting the number of stock-keeping units (SKUs), at least initially, to reduce the need for local storage space, delivery transportation, and other equipment.



Current and Potential Partners

The following partners have jointly planned a pilot program and applied for grant funding as a team:

Bodega and Small Business Group (BSBG) –

Francisco Marte, President (and bodega owner) and Julia Mair, Project Manager

- 501(c)(3) providing training to bodega owners on regulatory, operational, and financial issues
- Previous experience supporting healthy bodega pilots in Bronx bodegas
- Marte was awarded the Bronx Citation of Merit for his role in organizing support for bodegas through the COVID-19 pandemic
- In 2023, BSBG secured \$1 million grant for store security

Bronx Health REACH (BHR) / Institute for Family Health –

Kelly Moltzen, MPH, RD, Program Manager,

and Charmaine Ruddock, Executive Director

- 501(c)(3) organized to eliminate racial and ethnic disparities in health outcomes in diabetes and heart disease amongst African American and Latino communities in the southwest Bronx
- Previous experience supporting healthy bodega pilots in Bronx bodegas

Collective Fare –

LaToya Meaders, Founder/Owner

- Minority woman-owned caterer and bodega owner supplying grab-and-go items and delivery services

NYU Steinhardt College, Dept. of Nutrition & Food Studies –

Angela Trude, Ph.D., Assistant Professor

- Researcher with extensive experience planning, managing and evaluating healthy retail interventions

NYU Stern School of Business, Center for Sustainable Business –

Chet Van Wert, Adjunct Assistant Professor and Associate Research Scientist

- Business development professional with extensive experience planning and managing quantitative business experiments

Market Opportunity

The Macro View: Beginning with NYC's 8,000-plus bodegas, and conservatively estimating an average of \$1 million annual retail sales per store, bodegas represent at a minimum:

- \$8 billion annual retail sales in NYC
- \$5.3 billion annual wholesale purchases

If only 10% of NYC bodegas ultimately decided to collaborate in this manner, their wholesale purchasing power would be at least \$530 million annually. We believe that newly introduced fresh and healthy food options could comprise at least 5% of these bodegas' sales. In the projected 10% of the bodega universe, this small share of total sales still represents \$26.5 million in wholesale purchases. We are confident that this is more than enough to accomplish two key goals:

- Provide access for participating bodegas to all healthy food options at costs that are competitive with supermarket operations; and
- Offer an attractive value proposition to entrepreneurs in the bodega sector who might be motivated to develop this new business opportunity.

The "Micro" View of One Delivery Route: Pro forma estimates based on our primary research suggest that a healthy food distribution operation in NYC could operate profitably and scalably – ultimately developing without the need of long-term subsidies. We estimate the revenue and costs attributable to a single, geographically contained delivery route as follows, and we believe that a delivery enterprise would grow profitably by adding incremental routes with similar economics, each contributing to the overall enterprise profit:

- Stores per route: 12 per day. This job is more than just delivery; it includes managing the in-store food display, inventory freshness, signage, and in-store promotions.
- Average delivery value: \$109 wholesale. We believe this is a conservative estimate. Kanbe's is averaging less than \$100/delivery just for fresh produce. We believe there is substantial upside to this figure if other healthy items are made available, such as the grab-and-go snacks, sandwiches, and salads planned for our pilot.
- Deliveries are made to the stores at a 50% mark-up over cost, so that each \$109 delivery breaks down as \$109 cost of goods sold plus \$30 gross margin, net of estimated returns.
- 12 deliveries x \$30 gross margin each = \$360 gross margin earned per driver per day for the distributor. On a pro forma basis, this gross margin covers \$240/day for driver's salary and benefits, \$60/day for associated delivery costs and \$60/day contribution to offset Sales, General & Administrative (SG&A) costs.
- This contribution to SG&A – a little over \$18,000/year per driver – should be adequate to support a small-store focused operation. Bodegas' limited shelf space means that a bodega-specific distributor could operate with much lower overhead costs than a supermarket-based operation. Instead of 30,000 or more stock-keeping units (SKUs) in the average supermarket, we believe that 50 to 100 incremental SKUs will suffice for bodegas' healthy food needs, at least to start.



- A business this size could make cost-effective use of small, nimble delivery vans in small geographic areas, instead of 18-wheel tractor-trailers serving large regional operations. And instead of large warehouses and corporate headquarters, a bodega distributor could operate with a small administrative staff and small, decentralized distribution facilities. In fact, the operation we envision is ideal for bodega owners or other local entrepreneurs to implement, and will serve to bolster the local economy in underserved communities.

What is needed to make project happen

What We Have: The key partners in our initiative supply all of the expertise needed to execute it, including bodega-specific experience, caterers capable of supplying healthy grab-and-go items, business testing know-how, community connections, and nutrition expertise. Detailed operational plans have been developed collaboratively and are ready for deployment. We see two routes to bringing this vision closer to reality:

1. Planning, implementing and carefully measuring the new supply chain link over the course of an 18-month pilot project. We envision a three-month planning period, 12 months of live operations, and a three-month evaluation and documentation period, with a total cost of approximately \$500,000. Capturing a full year of experience operating the new business allows (a) all stakeholders to become acclimated to the newly available foods, (b) testing of a variety of products, pricing and promotion strategies, and (c) careful measurement of results over a full cycle of seasons.
2. A planning grant of approximately \$125,000 could fund a planning project that would address most of the issues of the full pilot, including a significant amount of real-world testing, but it would not provide the learning from full-scale operation over an extended period of time. This more limited option might be enough to stimulate entrepreneurial testing of the opportunity (beginning at a very small scale). However, it might also be seen as unconvincing.

The Hunts Point initiative partners are currently seeking funding both for additional planning and to launch the pilot.

RURAL RETAIL

The Problem

While NYS' food retail landscape is increasing in scale, there has also been a proliferation of small retail locations, though corporately owned and operated. Due in part to population out-migration from rural areas, as well as the scaling up of the food retail industry, the rural food retail landscape now increasingly favors convenience stores and larger supercenters. For example, convenience stores (e.g., 7-Eleven, Cumberland Farms) and dollar stores (e.g., Dollar General, Dollar Tree, Family Dollar) currently outnumber supermarkets across the state (2,200 stores versus over 1,000 stores, respectively); additionally, NYS has over 1,300 drug stores, many of which sell food items to consumers.¹

Rural communities face substantial challenges with regard to food access, having significantly fewer traditional grocery retailers than urban areas. Additionally, lower-income rural households are often situated farther away from accessible food stores, contributing to issues of food access and insecurity.² In the absence of traditional grocery retailers, dollar stores and convenience stores dominate the landscape.³ Moreover, studies find that 5% of rural household food budgets, and 11.6% of Black rural household food budgets, are spent at dollar stores – underscoring the increasing role that these stores play in providing food to rural households.⁴ Data suggest that food-insecure households also rely on convenience stores, where nearly 20% of food-at-home purchases are made at these establishments, in contrast to food-secure households, who spend only 10 percent of their food-at-home dollars in these stores.⁵



Despite these challenges, survey research from Center for Science in the Public Interest found that 81% of dollar store shoppers believe these stores should offer more healthy options. Moreover, the demand for healthier "ready to heat" or "ready to cook" meals is steadily increasing, signaling a potential shift in consumer preferences towards more nutritious food offerings.⁶

Our research team set out to examine how we could partner with these dominant rural retailers to explore healthier food options.

The Proposed Solution

In-store meal kits or meal solutions have been growing in popularity at supermarkets around the country, with the industry projected to exceed \$10 billion by 2024 – a significant increase from \$6.9 billion in 2021. The Covid-19 pandemic played a crucial role in kick-starting this trend in response to limited dining out options. Post-pandemic, demand remains high particularly among the 18-34 age group.⁷

As a result, supermarkets have integrated meal kits into their offerings, sometimes through partnerships with third-party providers. For example, Walmart launched single-purchase, multi-serving meal kits in partnership with BlueApron, and Kroger rolled out co-branded meal kits with TV chef Rachael Ray.⁸ Yet, Walmart's meal kits are only available for their online customers, and cost up to \$70 for two four-serving meals, and Kroger's Home Chef line comes in at a similar price point of \$8.99 per serving—relatively high for populations facing food insecurity.

Existing meal kit programs designed for people with low incomes and/or in food-insecure areas have highlighted the potential of meal kits as a viable solution to combat food insecurity: nonprofit EatWell offers 30-minute, one-pot recipes for up to five people, specifically designed for those without elaborate kitchen equipment at a price point of \$15.⁹ The University of Florida, supported by the Walmart Foundation, initiated a meal kit program targeting food-insecure families in Florida that provided weekly meal kits comprising recipe cards, necessary ingredients, cooking tools, and nutrition guidance.¹⁰

Inspired by the Center for Science and the Public Interest's finding that "community members strongly supported increasing healthy food and beverage options at dollar stores" and the growth in more 'meal' offerings at grocery stores, the research team set out to understand how we might pilot healthier offerings at dollar and convenience stores in rural New York State. We sought solutions that were SNAP/EBT eligible, (i.e., needing to be prepared or cooked in some way) and convenient to prepare (e.g., existing programs that focus on providing veggie boxes may help increase healthy food, but don't necessarily help a busy working family put a quick meal together).

Over the course of the project, we engaged MBA students in a pitch competition to design ideas for Dollar General, an increasingly dominant presence in rural NY communities, to offer healthier food options. The winning team proposed a healthy meal kit. We spoke to Dollar General to present an idea for running a pilot in Buffalo, and we also spoke to Stewart's Shops, a leading chain of gas-station convenience stores well known for its dairy and ice cream. We also engaged experts in meal kit creation including a former employee of Blue Apron, and Partnership for a Healthier America who ran a meal kit pilot in grocery stores.

From these conversations we quickly learned that the term 'meal kit' is 'controversial' – as many associate this term with a curated, bespoke, and expensive box of food. This insight led us to pivot to describing our ideal solution as a 'ready to heat' or 'ready to cook' meal (such as a sheet pan dinner for a family).

We also uncovered that these dominant retailers face reputational challenges and distrust, and many who work on the topic of food insecurity view them as part of the problem, not as potential partners in generating solutions.

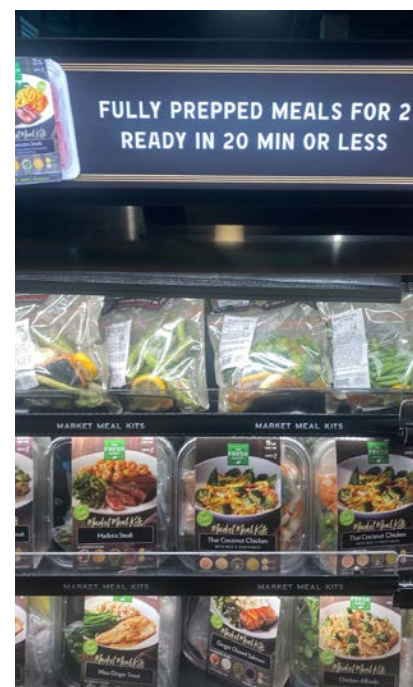


Photo taken by Marianna Koval.

While our conversations with potential partners like Dollar General and Stewart's were effective, it became apparent that the best organization to advance this work would have food operations experience and broader connections in the food manufacturing industry. The intricacies of producing meals or bringing healthier food into retail establishments requires in-depth knowledge of food manufacturing, logistics, and operations outside the scope of the research team. We pivoted to find the best partner to take this work forward.



Photo from the NYU Stern Center for Sustainable Business 2023 Sustainable Business Pitch Competition.

Current and Potential Partners

We identified Partnership for a Healthier America (PHA) as an ideal organization to carry this work forward and they submitted an LOI to Mother Cabrini Health Foundation in support of Phase 2 work. Their proposed planning grant will help PHA build on their existing innovative work in food access (such as their partnership with Instacart's to implement Good Food at Home, which bridges the gap between low-income families and food access through the use of produce credits and delivery services) and expand into rural areas. PHA seeks a planning grant to continue to build on our objectives, proposed solution, and partner conversations to plan for pilots with identified retailers. PHA is also engaged with groups like the National Association of Convenience Stores and is positioned to apply learnings from pilots into national scalable solutions.

Looking Ahead

This project focused on how to engage the private sector in expanding healthy food options in places that rural and low income shoppers frequent. We recognize that there are other organizations interested in and working to build alternative retail models that can also address food insecurity. Our team's view is that given the increasingly dominant role of dollar and convenience stores in these regions, they cannot be overlooked. Meeting shoppers where they are is important and must play an important part in tackling food insecurity.

As this work proceeds, we believe that there are important criteria when designing a solution including:

- **Ensuring that solutions are SNAP/EBT eligible.** Federal programs like SNAP provide a significant source of food insecure individual's meals. Ensuring that solutions for healthier options are SNAP-eligible means focusing on food that must be prepared in some way at home.
- **Engaging dollar stores and convenience stores in identifying solutions.** We believe that meeting customers where they already shop is key to bringing this idea to life. While alternative retail models can play a role in the broader landscape of tackling food insecurity, the research team feels that there is untapped potential to partner with existing dominant retailers.
- **Ensuring food aligns with relevant community demographics.** Community organizations emphasized that food options must be culturally relevant and also factor in limitations on cooking recruitment or kitchen access.
- **Thinking creatively to address cost concerns.** There is a perception that meal solutions are inherently more expensive. At the same time, we see headlines about the rising cost of traditionally 'affordable' fast food.¹¹ We think there is an opportunity to think creatively about how to minimize additional costs by prioritizing plant-based menus, using minimally processed ingredients, or partnering with local food producers to eliminate supply chain costs.

In addition to conversations with Stewart's Shops and Dollar General, we also spoke to other community based organizations and food organizations in NYS who could engage in activating these partnerships. These partners include:

- [9 Miles East Farm](#) (interested in meal production)
- [Pitney Meadows Farm](#) (interested in meal production)
- [Comfort Food Community](#) (Food Hub/Distribution/Community Partner)
- [Essex Food Hub](#) (Food Hub/Distribution/Community Partner)
- [Buffalo Go Green](#) (Community Partner – note I have not spoken to them about this project, but they are engaged in other aspects of FoodMap NY work)
- [ADKAction](#) (Community Partner)

TEAM ACKNOWLEDGMENTS

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Avery Q. Sirwatka

*Master of Public Health
candidate,* Cornell University
(graduated June 2024)

Divya Subramanian

Former Associate Director,
Invest NYC SDG Initiative,
NYU Stern Center for
Sustainable Business

Urban Healthy Retail Stakeholder List

LAST NAME	FIRST NAME	AFFILIATION	TOPIC
Agosto	Rosa	Urban Health Plan	Healthy food availability in the Bronx – experience with interventions, dollar stores
Ali	Amani	Mandela Partners	Experience working with a social-purpose grocery store in Oakland, California
Atkins	Natasha	Hunts Point Alliance for Children	Nutrition insecurity in Hunts Point and educational solutions
Baronberg	Sabrina	Tiger Eye Strategies	Evaluation of and learning from City Harvest Grab-and-Go Pilot 2019-2020
Barr	Kathryn	The Common Market	Farm stop business model. Local produce distribution/sales in corner stores
Bass	Sheila	NYS Agriculture Extension	Healthy Corner Store Initiative and mobile produce markets (Cornell Cooperative Extension) in Buffalo, NY
Bernhard	Daniel	Mushroom Cloud Consulting	Author of financial analysis and feasibility study of social-purpose grocery store business model
Blair	Erica	Kansas State University, Rural Grocery Initiative	Rural grocery issues, cooperative purchasing initiatives including RAD introduction
Bligh	Amy	Fresh Choice Manchester (NH)	Manchester NH Healthy Food Access Plan in corner stores
Braithwaite	Chantelle	NYC DOHMH	Shop Healthy NYC program – methods and results
Buche	RF	Buche Foods	Food delivery lockers planned for SD Native American reservation with no grocery store
Butler	Sean	FRESCH / Banana Kelly	Fresh fruit snack / healthy bodega initiative completed with Bronx Health REACH support
Butts	Heather	Columbia University Mailman School of Public Health	Clementine Project, stocking fresh Clementine mandarin oranges in NYC bodegas
Capouch	Lori	ND Assoc of Rural Electric Cooperatives	Development of the Rural Access Delivery (RAD) Cooperative in North Dakota
Cather	Alexina	Hunter College, NYC Food Policy Center	Healthy retail policy in NYC
Collentine	Brian	Owner, Yolo Farmstand, Capay Valley, CA	Operational details of Yolo's distribution initiative to San Francisco corner stores
Comollo	Erin	Rutgers, NJ Institute for Food, Nutrition, and Health	NJ Healthy Corner Store Initiative planned for 175 stores statewide
Conroy	Silas	Headwater Food Hub	Food hub connections with corner store purchasing cooperatives
Cornelius	Biana	BronxWorks	Local issues around healthy corner store interventions in the Bronx
Cresap	Sawyer	Adk Action	Development of Keeseville, NY "Farmacy" (Pharmacy/Grocery hybrid store)

APPENDIX A – CONTINUED

LAST NAME	FIRST NAME	AFFILIATION	TOPIC
Elnakib	Sara	Rutgers Cooperative Extension	Passaic, NJ, healthy bodega initiative and NJ Healthy Corner Store Initiative
Entrekin	Nyssa	The Food Trust	Nutrition education via bodegas and NJ Healthy Corner Store Initiative
Espinosa	Carolina	BronxWorks	Healthy corner store interventions in the Bronx
Evora	Maria	Mass in Motion	Mass DOH support for healthy corner stores
Feliciano	Joel	Yemeni-American Merchants Assoc	Opportunities to engage Yemeni store owners in healthy bodega planning in NYC
Ferrante	Mackenzie	Rutgers, New Jersey Institute for Food, Nutrition, and Health	Nutrition education opportunities in bodegas
Foote	Chris	Wegmans Supermarkets	Social-purpose grocery store concept for Rochester, NY
Franz	Sarah	Food Systems for the Future	Food system adaptations for social equity and health – FSF research nationwide, especially in the U.S. Midwest
Gittelsohn	Joel	Johns Hopkins University	Healthy corner store interventions in Baltimore
Gray	Nate	NYC Economic Development Corp.	Hunts Point Forward initiative – opportunities to collaborate with bodegas in Hunts Point
Gruber	Mitch	Foodlink / Rochester City Council	Foodlink retail initiatives, including mobile markets and assessment of opportunity for a social-purpose grocery store in Rochester, NY
Hahn	Diana	RAD Cooperative	Practical issues in the sourcing and delivery of perishable food by the RAD Cooperative
Hammond	Anna	Matriark Foods	Food rescue and development of affordable and healthy prepared foods for bodegas
Hodur	Nancy	ND State University	Evaluation of RAD Cooperative results – financials, operational methods
Hopkins	Jennifer	NJ DOH	Plans to expand NJ Healthy Corner Store Initiative
Just	David	Cornell University	Healthy retail connections in Upstate NY
Kaniger	Maxfield	Kanbe's Market	Kanbe's operating methods and costs for sourcing and delivering fresh produce to corner stores affordably
Kelly	Jennifer	Food Systems for the Future	Food system adaptations for social equity and health – FSF research nationwide, especially in the U.S. Midwest
Kheck	Nancy	Bronx Borough Dept of Health	Bronx Borough President support for Hunts Point Healthy Bodegas
Klein	Mitch	Bodega & Small Business Group	Long-time food retail executive, consulted regarding supply chain issues
Lee	Corinna	GrowNYC	Opportunities to use GrowNYC distribution center for Hunts Point Healthy Bodegas
Lipsky	Richard	Bodega & Small Business Group	Public policy connections in support of healthy bodega initiative

APPENDIX A – CONTINUED

LAST NAME	FIRST NAME	AFFILIATION	TOPIC
Lipson	Paul	The Point	Hunts Point community connections and use of The Point community center
Mackenzie	Kate	NYC Mayor's Office of Food Policy	Support of NYC Mayoral administration
Mair	Julia	Bodega & Small Business Group	Key contact at BSBG partner
Malone	Diana	City Harvest	Operational manager of City Harvest's 2019-2020 Healthy Grab-and-Go initiative
Marte	Francisco	Bodega & Small Business Group	President of BSBG, connections with bodega community entrepreneurs
Meaders	LaToya	Collective Fare	Caterer / bodega owner consulted as grab-and-go supplier
Mehmert	Steve	T4 Solutions	Details on nascent food locker distribution business
Melville	Hillary	Random Harvest Farmstop	Farm stop business model
Moltzen	Kelly	Bronx Health REACH	Key contact at BHR partner
Moran	Ian	The Food Trust	The Food Trust development and learning from healthy corner store initiatives
Newman	Tor	Ace Natural Foods	Natural food distributor re: bodega delivery logistics
Nojaim	Paul	Nojaim Brothers	Olean Cooperative Wholesale history
Osman	Jenny	NYC Economic Development Corp.	Hunts Point Forward initiative – opportunities to collaborate with bodegas in Hunts Point
Ostenson	Alex	Main Street Market	Self-service grocery store in Evansville, MN
Payal	Arora	NJ DOH	Development of New Jersey Healthy Corner Store Initiative
Peterkin	Oakley	UNFI NY region	Potential for UNFI to collaborate with NY State corner stores similar to RAD Coop in ND
Ramirez	Gerry	FTS Solutions	Food delivery lockers – Software development requirements
Reichler	Yael	DC Central Kitchen	Status and learnings of D.C.'s Healthy Corners program
Robbins	Rosanna	City Harvest	History of City Harvest's Healthy Retail initiatives
Rodriguez-Sanes	Aleyna	Mary Mitchell Family & Youth Center	Fresh produce basket delivery program via youth volunteer program in Crotona section of the Bronx
Ruddock	Charmaine	Bronx Health REACH	Executive Director of key partner, Bronx Health REACH
Ryan	Matt	Independent Natural Foods Retailers Association	INFRA purchasing cooperative for independent natural foods stores
Saint Victor	Lousette	NYC DOHMH	Shop Healthy NYC program – methods and results
Salaman	Wanda	Mothers on the Move	Opportunities to tap local support in Hunts Point for healthy foods at retail

LAST NAME	FIRST NAME	AFFILIATION	TOPIC
Sample	Kathy	Argus Farm Stop	Farm stop business model – development history in Michigan
Schneider	Rachel	Rolling Grocer 19	Operations and profitability of social-purpose grocery store using tiered-pricing model in Hudson, NY
Schweser	Greg	U of Minnesota	Rural grocer issues and solutions, development of self-service business model as in Evansville, MN, Main Street Market
Sen	Mandu	NYC Mayor's Office of Food Policy	Opportunities to expand healthy retail initiatives in NYC
Smith	Kennedy	Institute for Local Self-reliance	Dollar store impact on rural grocery stores
Sullivan	Clare	Foodshed.io	Development of local farm-to-supermarket sourcing business
Taparia	Hans	NYU Stern School of Business	NYU Stern faculty and board member of Everytable, successful packaged food entrepreneur – re: Everytable business model
Terry	Rachel	The Common Market	Local farm-to-retail initiatives in NYC and other Northeast U.S. cities
Tran	Christine	Good Good L.A.	Bodega makeover strategies implemented in Los Angeles – methods and results
Trude	Angela	NYU Nutrition & Food Studies	Healthy bodega study methods and results, nutrition / public health perspective
Van Ooyen	Marcel	GrowNYC	Challenges in delivering perishable fresh produce to bodegas
Vila	Juan	The Food Trust	Food Trust healthy retail initiatives in San Jose, CA, U.S. Midwest, Philadelphia, and New Jersey
Walker	Benjamin	Baldor	Challenges in making fresh food deliveries to NYC bodegas
Zacharias	Nil	Plantega	Plantega successes distributing healthy plant-based food and training bodega staff to make healthy versions of traditional sandwiches

Rural Healthy Retail Stakeholder List

LAST NAME	FIRST NAME	ORGANIZATION
Bailey	Sawyer	ADKAction
Faville	Ryan	Stewart's Shops
McConnell	Brooke	Pitney Meadows Farm
Sacks	Gordon	9 Miles East
Stephani	Josh	Comfort Food Community
Voyles	Eric	Dollar General
Warch	Allen	Dollar General
Willemain	Lindsay	Essex Food Hub

Urban Healthy Retail Working Group Participants

REGULAR ATTENDEES

LAST NAME	FIRST NAME	AFFILIATION
Atcheson	Rachel	Brooklyn Borough President's Office
Brathwaite	Chantelle	Shop Healthy Director, NYC DOHMH
Butler	Sean	FRESCH Food
Cadenhead	Jen	Tisch Food Center at Columbia
Cather	Alexina	Hunter College NYC Food Policy Center
Cornelius	Bianca	PSE Coordinator SNAP-Ed, BronxWorks
Espinosa	Carolina	Program Director SNAP-Ed, BronxWorks
Gray	Nate	NYC Economic Development Corporation
Koval	Marianna	HCS Pilot Program, NYU Stern
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McFarlane	Carleigh	NYU Student
Moltzen	Kelly	Bronx Health REACH
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Robbins	Rosanna	HCS Pilot Program, City Harvest
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Sen	Mandu	NYC Mayor's Office of Food Policy
Sherfinski	Nate	Brooklyn Borough President's Office
Van Wert	Chet	HCS Pilot Program, NYU Stern
Willingham	Craig	CUNY Urban Food Policy Institute
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Karim	Bibi	Bronxworks
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Lin	L. Andrew	Bronxworks
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Perfit	Christa	City Harvest
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Taparia	Hans	NYU Stern Faculty and Board member, Everytable
Vitale	Robin	American Heart Association
White	Gianna	Student, NYU Tandon

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