

# Retail Grocery in Community Food Security: Factors in Success



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# Community Food Security

- All **residents** have access at all times, to
  - nutritious
  - affordable
  - culturally appropriate foods
- Through **food systems** that are
  - ecologically sustainable
  - socially just
- In ways that also build
  - **Household, Community** and **Regional** self-reliance



# Retail grocery in community food security

- Access to affordable, healthful, culturally appropriate foods

And...

- Local economic development
- Neighborhood vitality and social capital
- Sustainable food systems?



## Successful Operations: 12 cases

- 12-case study of grocery stores successfully operating in low-income urban and rural areas nationwide

<b>Issue</b>	<b>Conventional</b>	<b>CFSC Framework applications</b>	<b>Cases in study</b>
<b>Basic food access to low income residents</b>	--Thrifty food plan (WIC, food stamps) --Low levels of proximity to low income residents (auto-dependence) --Few ethnic choices	--TFP plus --Proximity in low income nbds (access: walk, bike, bus, car) --Rich ethnic choices	--All cases in LI neighborhoods --All carry TFP
<b>Ownership/ Entrepreneurship</b>	--National, chain	--Locally owned --Woman/minority --Employee/ Community owned	--Majority --Several minority owners --One community co-op.
<b>Community partnerships</b>	--Donations of food and cash to area charities --Occasional tenancy w nonprofit landowners	--Support of local, nbd causes --Mentoring, advocacy, capacity --public, nonprofit involvement --profit sharing	--Most cases --2 profit-sharing
<b>Employee relations</b>	--Generally low-wage, non-union	--Employee benefits (unions, training, etc.), discounts --Employee ownership	--Minority of cases (challenges)
<b>Supply chain issues</b>	--National, global	--Local, regional (as much as possible) --Minority suppliers	--Some source locally (challenges) --minority-minority
<b>Eco-friendly practices, products</b>	--Very little attention	--Zero waste --Energy efficiency; green roof; green building --Organic, bulk, low packaging	--Some carry organic --other sustainability practices (challenges)
<b>Other?</b>			



## Models of year-round retail grocery

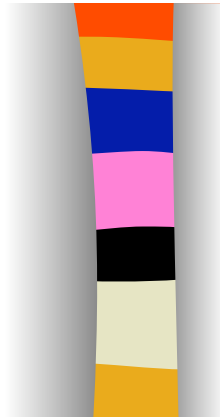
- Chain supermarkets (Pathmark, Bashas, Publix, Shoprite)
- Independent supermarkets (Lena's, Dave's, Cousin's, New Seasons, Family Fare)
- Indie-Full service neighborhood grocery stores (Chatham's, Americas' Food Basket,)
- Consumer cooperatives (Sevananda)



Bashas'  
Crownpoint, NM (Navajo Nation)

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Bashas'  
Chinle, AZ  
(Navajo Nation)





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Lena's, Milwaukee

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GREEN  
SIGN

**Your Best  
Choice.  
Enjoy!**

YELLOW  
SIGN

There are potential problems with the health of the fishery or fish farm. Please proceed with caution.

RED  
SIGN

Species are not being harvested or farmed in a sustainable manner. Please consider asking for a substitution suggestion from the green or yellow categories.









Americas' Food Basket,  
Boston

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# Super Save, San Francisco Literacy for Environmental Justice



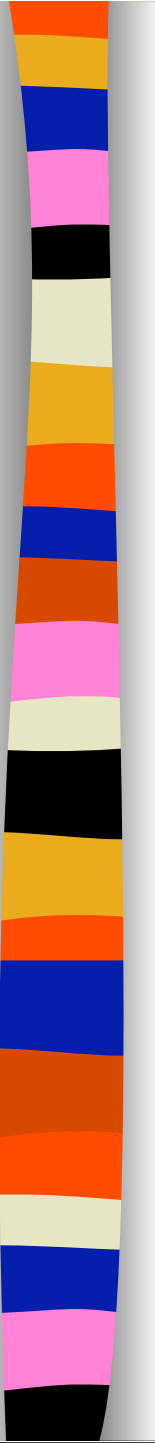
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# Factors in success

- Operator
  - Community history, connection
  - Personal/family commitment, patience, persistence
- Community-Market
  - Stable, growing
  - Mixed-income; cultural diversity
- Distributor, trade group assistance
  - TA for development, operations
  - Training
- Public partnership
  - Land, infrastructure, financing, development assistance
- Nonprofit partnership
  - Land, facility, development/operation assistance
  - Community connection



# Roles for (local) public agencies

- **Develop a Retail Grocery Strategy**
  - Develop a CFS-framework for retail grocery
  - Integrate in land use, transportation, urban design plans
- **Facilitate development**
  - Land assembly, infrastructure, brownfield issues
  - Low-cost financing
  - Tax and other incentives
  - Permitting process
- **Facilitate smooth operations**
  - Employee recruitment and retention
  - Public safety
  - Access, transportation
- **Broker deals**
  - Market studies, location assessments, incentive assembly
  - Competitive recruitment of operators
  - Public-private-nonprofit partnerships



# Roles for Community Development Corporations

- Engage in neighborhood advocacy, development, improvement
- Build relationships, mutual loyalty between stores, communities
- Ease store operations (products, employees, services)



# Roles for Community Food/Farm/ Nutrition Nonprofits

- Educate community, planners about food-farm-nutrition connections
- Help develop CFS-based frameworks, tools for policies, programs, regulations
- Partner in grocery project design, implementation, operation
- Build regional food chains
- Spread the word on successes!



# Conclusion

- Retail grocery important for community food security
- Different models, strategies for success—some common factors
- Roles for public, nonprofit, and private agencies and partnerships
- Public \$ should return CFS benefits
- Challenges exist, but with attention and creativity, it can be done!