

## Communication from Public

**Name:**

**Date Submitted:** 08/15/2023 10:14 AM

**Council File No:** 18-1007

**Comments for Public Posting:** Dear City of Los Angeles Councilmembers, The Los Angeles Food Policy Council (LAFPC) commends the Economic Workforce Development Department's (EWDD) efforts in exploring the transformative Good Food Zone Pilot Program. Our response highlights strengths, offers food service-specific recommendations, and emphasizes inclusivity and sustainability. We support the proposed pilot based on the EWDD's feasibility study and offer additional recommendations. Our response outlines a three-phase approach with specific strategies for Phase 1, the Good Food Zone Pilot. The attached letter provides comprehensive recommendations for effective implementation. Key recommendations include fostering business diversity, creating an advisory committee, and developing an online business hub. Metrics and evaluation are crucial, proposing a participatory process based on food access, well-being, economic growth, equity, and environmental factors. In conclusion, LAFPC commends the Good Food Zone Pilot and offers recommendations for robust implementation. We remain dedicated to this transformative initiative for a more equitable community food landscape. Thank you, Los Angeles Food Policy Council

August 10, 2023

Dear City of Los Angeles Councilmembers,

The Los Angeles Food Policy Council (LAFPC) commends the effort by the Economic Workforce Development Department (EWDD) put forth in exploring the Good Food Zone Pilot Program as a transformative initiative. We remain encouraged by the strong support from L.A. City Council for its approval of The Good Food Zone Pilot program as a crucial step in reimagining the local food landscape and promoting community well-being, job creation, and economic growth in select underserved communities across the City. Informed by the breadth and depth of years of experiences of our member organizations this response aims to elaborate on the program's strengths and opportunities while providing food service-specific recommendations focused on the program's effective implementation, while increasing the likelihood of achieving maximum inclusivity, efficiency, and sustainability for all stakeholders involved - in particular, for Councilmembers representing the City Council districts hosting the pilot.

Pursuant to the Health, Wellness, and Equity Element of the Los Angeles General Plan (Health Element) adopted by the City Council on November 24, 2021 ([15-0103-S3](#)), land use policies in the City should adhere to the goal to ensure good food that “nourishes the body, soul, and environment.” The Los Angeles Department of City Planning cited research indicates that food retail options have a significant effect on residents’ health. Moreover, the Health Element states that a focus on the City’s food ecosystem provides an opportunity to address food access and provide high-quality jobs.

The Health Element seeks to meet the following objectives:

- Increase access to and the availability of healthy food retail options in low-income and underserved areas of the city.
- Increase the number of grocery stores in low-income and underserved areas.
- Increase the number of Angelenos who live within one-mile of farmers markets.
- Increase the number of community gardens.
- Increase the number of healthy food retailers that accept CalFresh EBT.
- Increase the number of Farmers Markets that participate in Market Match in the City.
- Increase the CalFresh EBT enrollment of eligible recipients.

We support the current proposed pilot program based on the recent feasibility study completed by the Economic Workforce Development Department. We would like to offer additional recommendations to help strengthen the intended impact of the pilot program. The recommendations below are aimed at furthering citywide land use policy previously adopted by the Los Angeles City Council and ensuring that the business requirements are feasible for microenterprises, small businesses, and large enterprises that are aligned with the specific operations of the businesses engaged by the policy. Moreover, these recommendations aim to strengthen support for the selection process, prioritizing businesses that align with the vision of the Good Food Zone Policy. This place-based strategy acknowledges the historical divestment

in certain neighborhoods, necessitating targeted investments to address the deficiencies. Decades of neglect and unfulfilled commitments have led to a scarcity of healthy food retailers, particularly in low-income BIPOC (Black, Indigenous, People of Color) communities in Los Angeles, where liquor stores, fast-food chains, and vacant lots prevail. Thus, the implementation of Good Food Zones becomes an urgent and vital need.

The Los Angeles Food Policy Council proposes a visionary three-phase approach that redefines the role of food businesses in community well-being and sustainability. This letter will primarily delve into the intricacies of Phase 1, the Good Food Zone Pilot, while also offering insightful recommendations that pave the way for the evolution of Phase 2 and Phase 3.

## **RECOMMENDATIONS FOR PHASE 1:**

### **Overall recommendations:**

1. Adopt Progressive Implementation Strategies in Targeted Neighborhoods
2. Foster Business Diversity by Prioritizing Microenterprise, Small Business, and Large Enterprises
3. Establish Collaborative Guidance through the Inclusion of an Advisory Committee
4. Hire a Food Business Liaison & Third Party Consultant to Strengthen Support for Businesses
5. Create an Online Business Hub to Empower Food Businesses
6. Provide Tailored Technical Assistance to Accommodate Diverse Business Types and Experience Levels
7. Include implementation of metrics & evaluation structure for the pilot program (Return Of Investments)

### **1. Adopt Progressive Implementation Strategies in Targeted Neighborhoods**

The Good Food Zone Pilot Program in the City of Los Angeles focuses on addressing critical food inequities and related challenges within specific neighborhoods. The program's pilot phase specifically targets neighborhoods in the following City Council districts, which have been identified as jurisdictions with high rates of diet-related diseases, limited access to healthy food options, and a history of disinvestment. By concentrating efforts in these areas, the program aims to create positive and lasting impacts, fostering healthier communities, promoting access to nutritious food, and revitalizing historically underserved neighborhoods. The Los Angeles Food Policy Council fully supports the proposed timeline outlined in the Feasibility Study for Phase 1 implementation of the pilot program. Additionally, we advocate for the inclusion of an additional timeline commitment from the City to expand the pilot into two more phases. This commitment will ensure comprehensive coverage of all identified key neighborhood in the policy, thus effectively serving the needs of each identified Good Food Zone priority area.

The following table illustrates the progressive implementation roll out between 2023 and 2030 as part of a three phase process. This letter will focus on detailing recommendations

for Phase 1. During Phase 1, evaluation will be key in determining the implementation for Phase 2 and Phase 3.

Geographical Scope	Business Types
<b>PHASE 1</b>	
<p><b>Initial Pilot Program (2 years): Q4 2023 - Q2 2026</b>            South LA Communities: Council District 8,9            San Fernando Valley Communities: Council District 7</p>	<p><b>Initial Pilot Program (2 years): 2023 - 2026</b>  <b>Retail</b> - all food (other than restaurants) purchased by consumers and consumed off-premise  <input type="checkbox"/> Corner Stores and Neighborhood Markets  <input type="checkbox"/> <b>Grocery Stores</b> (NEW RECOMMENDATION)    <b>Restaurants</b> - prepared food food consumed on or off-site  <input type="checkbox"/> Restaurants - traditional sit-down, fast casual</p>
<b>PHASE 2</b>	
<p><b>Implementation Expansion (following 2 years): Q3 2026 - Q2 2028</b>            Include previous Council Districts and introduce the following:            EXPAND TO: Watts Communities: Council District 15            EXPAND TO: East Los Angeles Communities: Council District 1</p>	<p><b>Retail</b> - all food (other than restaurants) purchased by consumers and consumed off-premise  <input type="checkbox"/> EXPAND TO: Ecommerce: (e.g. meal prep, produce delivery, etc.)  <input type="checkbox"/> EXPAND TO: Mobile (e.g. food trucks, sidewalk vending)    <b>Production</b> - Urban Agriculture  <input type="checkbox"/> EXPAND TO: Micro-gardens, Urban Farms</p>
<b>PHASE 3</b>	
<p><b>Implementation Expansion (following 2 years): Q3 2028 - Q2 2030</b>            Include previous Council Districts and introduce the following:            EXPAND TO: San Fernando Valley Communities: Council District 6</p>	<p><b>FULL IMPLEMENTATION - Secured permanent funding and investigate additional food businesses depending on feasibility and lessons learned.</b></p>

EXPAND TO:Skid Row Communities: Council District 14 EXPAND TO:Pico Union/Westlake: Council District 1, 10	
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## 2. Foster Business Diversity by Prioritizing Microenterprise, Small Business, and Large Enterprises

### Intended Beneficiaries

The Good Food Zone policy's primary beneficiaries are the current residents and entrepreneurs residing in underserved neighborhoods. Small businesses and low to moderate income entrepreneurs face significant challenges, including limited capital, business experience, and familiarity with local government processes, hindering their success and growth opportunities. Hence, the Good Food Zone concept places a strong emphasis on supporting under-resourced and small businesses that are in dire need of assistance. Moreover, the policy envisions Good Food Zones as a means to attract culturally relevant full-service grocery businesses and/or provide incentives for larger corporate full-service grocers to expand into specific neighborhoods outlined in the geographic scope. *As a pilot approach, LAFPC suggests prioritizing support for small businesses while considering how incentives can also cater to the needs of larger enterprises, such as grocery stores.*

### Size of Business

Businesses will vary in needs and capacity, and the Good Food Zone initiative can be designed to meet different needs and apply different requirements based on the size of the business. We recommend two categories of eligible business: Micro-Enterprise and Other Business.

Micro-Enterprise Businesses are defined by the City of Los Angeles as having 1 to 5 employees. Micro-Enterprises have unique vulnerabilities and needs that larger (even “small businesses” with more employees) do not. Therefore, we recommend that to isolate three main categories: **Micro-Enterprise** as businesses having 1-5 employees, **Small Businesses** as having 5-500 employees, and **Large Enterprises** as those that have over 500 employees. Requirements for eligibility, and incentives, will be tailored to these three categories.

### Type of Business for Phase 1

Food businesses across the supply chain can contribute to the health, food access and economic needs of a community, not only retail. Innovation and growth in food production, manufacturing and distribution offer other areas for job creation and entrepreneurship, while

also demonstrating social, health and environmental benefits. Requirements to demonstrate access to fresh food in a community will look different than that of traditional retail, but should not exclude non-retail businesses from participation in the Good Food Zone program.

### **PHASE 1: Initial Pilot Program (2 years): 2023 - 2026**

#### **Neighborhoods:**

South LA Communities: Council District 8,9

San Fernando Valley Communities: Council District 7

**Retail** - all food (other than restaurants) purchased by consumers and consumed off-premise

- ☐ Corner Stores and Neighborhood Markets
- ☐ Grocery Stores

**Restaurants** - prepared food consumed on or off-site

- ☐ Restaurants - traditional sit-down, fast casual

### **3. Establish Collaborative Guidance through the Inclusion of an Advisory Committee**

We propose adding an Advisory Committee facilitated by the Good Food Zone Working Group to help guide the Good Food Zone pilot program, aiming to enhance accessibility in our community's food systems and with participating merchants in the pilot. The Committee's diverse expertise, including community residents, stakeholders, business owners, etc. will ensure a comprehensive approach to informing and addressing the program's challenges. They will foster open communication with the City of LA Liaison and gather feedback from stakeholders, to help capture strengths and opportunities of the ongoing program delivery. Additionally, the Committee, with input collected from participating merchants and customers, will develop performance indicators to help measure success and advocate for the program's benefits, sustaining its momentum and long-term support. With their guidance, the Good Food Zone pilot program is poised to create a lasting, positive impact on our community's well-being and food-related practices.

### **4. Hire a Food Business Liaison & Third-Party Consultant**

We support the allocation of one dedicated, permanent, city-funded employee with the title Food Business Coordinator or Manager with the goal of centralizing services for food businesses, coordinating with all food equity serving organizations and partners, and work towards identifying permanent funding to continue the expansion of the program. The full time city funded employee will also work closely with an identified third party business development consultant for the pilot program to ensure successful implementation of the program during its first phase and gather valuable insights to inform future program year implementations. The project consultants should have experience in providing technical assistance business development specifically for minority owned businesses that centers

around healthy food options to help implement healthy food business practices aimed towards increasing access to nutritious food options in the targeted communities.

**Responsibilities of the Consultant:** Consultant will serve as the Lead *Technical Assistance* provider for each enrolled business in helping the participating business implementing healthy food business practices required by the program. The consultant will serve as a central agent for each enrolled participant and help the business owners access additional resources through the business source centers and other city departments.

**Responsibilities of the Food Business Liaisons:** One identified city staff member will be serve as the *Food Business Liaisons* within the Economic Workforce Development Department and will be responsible for centralizing resources for food entrepreneurs, monitoring the programs implementation and evaluations, working closely with food systems leaders to help coordinate city-wide efforts, investigate and identify innovative ways to improve equitable access to food centered around supporting local food business entrepreneurs.

## **5. Create an Online Business Hub to Empower Food Businesses**

**A Free Resource Hub for Food Entrepreneurs:** In addition to having dedicated city staff per region focused on centralizing resources for good food businesses, our recommendation includes a comprehensive online platform for aspiring and existing food entrepreneurs to access. This all-inclusive platform will encompass low-interest loans, small business grant opportunities, workshops, webinars, and more. Our recommendation is to develop a central online portal exclusively tailored for good food businesses, providing them with all the essential information needed to establish their ventures and/or remain compliant. Food entrepreneurs from diverse backgrounds can efficiently navigate through the portal to discover existing loan and credit opportunities, access relevant technical assistance, and seamlessly navigate the permitting and licensing processes for successful planning, launch, and growth of their businesses.

## **6. Provide Tailored Technical Assistance to Accommodate the Needs of Diverse Business Types and Experience Levels**

**Requirement Structure (table below):** In this section of the report, we present the eligibility criteria, requirements, and design recommendations tailored to different types of businesses. We firmly believe that each business type deserves special consideration in three specific areas, ensuring they can best serve the communities they operate in and function as integral components of a comprehensive program for all business owners. The table provides a clear roadmap to foster sustainable, healthy, and equitable food systems within the designated area, emphasizing the importance of collaboration and inclusivity to achieve our shared vision.

**Overall Eligibility:** • Satisfactory Food Official Inspection Report (FOIR) • Meet California Retail Food Code • Department of Public Health Letter Grade prominently displayed • Pay employees living wages • Practice source separation of waste and enrolling organic waste recycling per state law (AB 1826 Mandatory Commercial Organics Recycling)

**Selection Criteria:** • food-centered business that is either retail or restaurant • located within GFZ designated area • has City of Los Angeles Business Tax Registration Certificate (BTRC) • has a State of California seller's permit • has an LA County Department of Public Health Food Handlers Permit

**Retail** - all food (other than restaurants) purchased by consumers and consumed off-premise

**❑ Corner Stores and Neighborhood Markets**

**Eligibility:** Microenterprise (5 or less employees), minimum 3 years in business

**Outreach & Recruitment:** There should be great efforts in promoting the program via social media and ground canvassing for this section. Identified TA providers and Food Business Liaison will ensure proper recruitment takes place in the Good Food Zones

Requirements	Design Recommendations
Have completed a healthy food business program within the last 5 years	
<ul style="list-style-type: none"> <li>• EBT acceptance</li> <li>• Mission Statement</li> <li>• Healthy food messaging 20% or more of their business</li> <li>• 20% of retail space to be dedicated to healthy foods that may include dry goods, grains, breads, dairy, fresh produce, fresh meats, poultry, fish, and frozen foods</li> <li>• Demonstrates that healthy food products are core to business by limiting unhealthy food messaging to less than 15% of the in-store business marketing.</li> <li>• Commitment to local hire for new employees or replacements if hiring is possible</li> </ul>	<ul style="list-style-type: none"> <li>• Require Applications Submission</li> <li>• Assign TA provider to complete the following: <ul style="list-style-type: none"> <li>• Require Interview</li> <li>• Accepted (or rejected to program)</li> <li>• Collect EBT Sales data before, mid-program, after</li> <li>• Conduct Observation Assessment before, mid-program, after</li> <li>• Collect product sourcing data before, mid-program, after</li> </ul> </li> <li>• TA provider will dedicate four months of one-to-one assistance to help achieve the detailed requirements within the first year of the program</li> <li>• TA provider, where appropriate, will assist in implementing additional healthy retail practices.</li> <li>• TA provider will serve as a liaison to city of LA liaison to ensure all needs are being met from the participating business.</li> </ul>
Not participated in a healthy food business development program	



<ul style="list-style-type: none"> <li>• Mission Statement</li> <li>• Healthy food messaging 10% or more of their business</li> <li>• 15% of retail space to be dedicated to healthy foods that may include, dry goods, grains, breads, dairy, fresh produce, fresh meats, poultry, fish, and frozen foods</li> <li>• Demonstrates that healthy food products are core to business by limiting unhealthy food messaging to less than 15% of the in-store business marketing.</li> <li>• Commitment to local hire for new employees or replacements if hiring is possible</li> </ul>	<ul style="list-style-type: none"> <li>• Require Applications Submission</li> <li>• Assign TA provider to complete the following:</li> <li>• Require Interview</li> <li>• Accepted (or rejected to program)</li> <li>• Collect EBT Sales data before, mid-program, after</li> <li>• Conduct Observation Assessment before, mid-program, after</li> <li>• Collect product sourcing data before, mid-program, after</li> <li>• TA provider will dedicate six months of one-to-one assistance to help achieve the detailed requirements within the first year of the program</li> <li>• TA provider will assist business owner in implementing healthy retail practices in their business.</li> <li>• TA provider will serve as a liaison to city of LA liaison to ensure all needs are being met from the participating business</li> </ul>

**Additional Support from the City:** In addition to the incentive funds, we recommend the City of LA to advocate for food subsidies programs to expand into family owned retailers such as medically tailored prescription programs from local medical providers.

### ❑ Grocery Stores

**Eligibility:** Satisfactory Food Official Inspection Report (FOIR) • Meet California Retail Food Code • Department of Public Health Letter Grade prominently displayed • Pay employees living wages (i.e.\$16.78. by 2023, to be adjusted annually) • Practice source separation of waste and enrolling organic waste recycling per state law (AB 1826 Mandatory Commercial Organics Recycling)

**Outreach & Recruitment:** The City of LA Food Business Liaison will proactively foster relationships with full-service grocery stores, small or large enterprise, to gain insights into their expansion requirements within one or more Good Food Zones. This endeavor aims to understand their specific needs and criteria, facilitating a smooth recruitment process for their participation in the program.

Requirements	Design Recommendations
<ul style="list-style-type: none"> <li>• Mission Statement</li> <li>• CalFresh/WIC accepted (or business</li> </ul>	<ul style="list-style-type: none"> <li>• Require Applications Submission</li> <li>• Assign TA provider to complete the</li> </ul>

<p>is in the process of applying - if eligible)</p> <ul style="list-style-type: none"> <li>• Implement healthy food design practices by prominently featuring healthy food at front of the business,</li> <li>• In-store signage to clearly mark healthy food products and healthy food messaging</li> <li>• Maintain sugary beverages and high sodium products in designated aisle and not be more than 20% of their front of business sales floor.</li> <li>• Demonstrate at least 10% food spend sourced verified local, sustainable, fair trade or organic products</li> <li>• Demonstrate at least 20% food spend sourced from self-certified minority and women-owned business</li> <li>• Commitment to local hire for new employees or replacements</li> <li>• Commitment to hiring people with barriers to employment (e.g., transitional age youth, formerly homeless, formerly incarcerated.)</li> <li>• Sustainable buildings and facilities management as demonstrated by DWP energy efficiency audit or LEED Certification</li> <li>• 20% of retail space to be dedicated to healthy foods that may include, dry goods, grains, breads, dairy, fresh produce, fresh meats, poultry, fish, and frozen foods;</li> <li>• Demonstrates that healthy food products are core to business by limiting unhealthy food messaging to less than 15% of the in store business marketing.</li> <li>• Increase EBT Sales by 10% within the first year of program</li> <li>• Pays employees approved minimum wage</li> <li>• Commitment to 40% local hire for new</li> </ul>	<p>following:</p> <ul style="list-style-type: none"> <li>• Require Interview</li> <li>• Accepted (or rejected to program)</li> <li>• Collect EBT Sales data before, mid-program, after program<sup>1</sup></li> <li>• Conduct Observation Assessment before, mid-program, after<sup>2</sup></li> <li>• Collect product sourcing data before, mid-program, after<sup>3</sup></li> <li>• Collect employee data before, mid-program, after</li> <li>• TA Provider will be available throughout for any questions or guidance but will not be required to offer intensive services.</li> <li>• TA provider will serve as a liaison to city of LA liaison to ensure all needs are being met from the participating business. .</li> </ul>
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<sup>1</sup> Collect EBT Sales: Conduct pre, mid program, and post sales on all EBT transactions to ensure there is an increase in revenue for all EBT purchases.

<sup>2</sup> Observation Assessment: Conduct pre, mid-program, post assessment to help track in store marketing efforts, healthy food inventory available on the store floor, and unhealthy food storage. (refer to HNMN's program assessments for examples).

<sup>3</sup> Collect Product Sourcing Data pre, mid-program, post to help understand where the business is currently sourcing their products and capture improvements based on program delivery.

<p>employees or replacements. (<a href="#">See Metro's Construction Careers policy for standard</a>)</p> <ul style="list-style-type: none"> <li>• Perform annual energy efficiency and food waste audits and set goals</li> <li>• Practice source separation of waste and enrolling organic waste recycling per state law (AB 1826 Mandatory Commercial Organics Recycling)</li> <li>• Adequate lighting within the business premises, throughout the parking lot, and at all entrances and exits</li> </ul>	
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**Additional Support from the City:** In addition to the incentive funds, we recommend the City of LA to investigate additional incentive opportunities for full service grocers to open in the Good Food Zones as well as investigate innovative approaches at attracting larger chain grocery businesses to expand into the identified Good Food Zones.

This recommendation is in alignment with the South Los Angeles Community Plan Implementation Overlay District (South LA CPIO) which seeks to foster grocery store development by offering provisions that promote development for targeted commercial uses. The policy encourages the establishment of grocery stores within the South LA area through various means, including parking reductions, increased building height allowances, and higher Floor Area Ratios (FAR). These incentives create a favorable environment for grocery developers, making it more attractive for focused development in the area.

A thoughtful land use strategy in the City would further the objectives of the South LA CPIO would promote grocery store development by providing tangible benefits to potential developers, ensuring that South Los Angeles residents have improved access to essential food options.

**Restaurants** prepared food consumed on or off-site

☐ **Restaurants - traditional sit-down, fast casual**

**Eligibility:** Microenterprise (5 or less employees) or Small Business (5 to 500 employees), food-centered retail business, located within GFZ designated area, minimum 2 years in business.

**Outreach & Recruitment:** There should be great efforts in promoting the program via social media and ground canvassing for this sector. It's also important to identify community based organizations that work with small business restaurants in the target areas to help market to eligible participants. Identified TA providers will ensure proper recruitment takes place in the Good Food Zones.

Requirements	Design Recommendations
<ul style="list-style-type: none"> <li>• Mission Statement</li> <li>• Incorporate plant-based entrée option</li> <li>• Demonstrate 5% food spend sourced verified local, sustainable, fair trade or organic products</li> <li>• Demonstrate food 5% spend sourced from verified minority and women-owned business</li> <li>• Offer 10% of the menu items to be classified as healthy food.</li> <li>• Dedicated menu for healthy food offering or a special marking clearly identifying healthy food options</li> <li>• Introduce portion control healthy food options for customers at a lower cost to the customer.</li> <li>• Commitment to local hire for new employees or replacements if hiring is possible</li> </ul>	<ul style="list-style-type: none"> <li>• Require Applications Submission</li> <li>• Assign TA provider to complete the following: <ul style="list-style-type: none"> <li>• Require Interview</li> <li>• Accepted (or rejected to program)</li> <li>• Collect general Sales data before, mid-program, after</li> <li>• Conduct Healthy Restaurant Assessment before, mid-program, after</li> <li>• Collect product sourcing data before, mid-program, after</li> </ul> </li> <li>• TA provider will dedicate 6-8 months of one-on-one assistance to help achieve the detailed requirements within the first year of the program and identify key metrics for year two.</li> <li>• TA provider will assist in implementing additional healthy restaurant practices.</li> <li>• TA provider will serve as a liaison to city of LA liaison to ensure all needs are being met from the participating business.</li> </ul>

**Additional Support from the City:** In addition to the incentive funds, we recommend the City of Los Angeles to look at ways of relaxing zoning policies for onsite parking and any subsequent requirements that burden small restaurant businesses during the plan check process. Furthermore, implement a ministerial review process that allows for small restaurant businesses to proceed through the permitting process in a timely manner and receive their certificate of occupancy.

## 7. Include implementation of metrics & evaluation structure for the pilot program (Return Of Investments)

The presence of an effective evaluation structure is crucial for understanding the various elements of the pilot's implementation and its Return on Investment (ROI). Given this is the pilot phase, we recommend basing our impact assessment using metrics that complement standard operational measures systems and ultimately provide an unobstructed unified view of its performance. More specifically, our recommendations include the areas of food access, community well-being, job creation, economic growth, and other relevant aspects as shown in Appendix A)

The City of Los Angeles should prioritize a [participatory-structured](#) evaluation process when measuring the pilot program's overall effectiveness in achieving its objectives, related impact as well as strengths and opportunities which will help ensure the evolution of the program design achieves the highest impact in the communities it. We understand that not all metrics will be

applied in the pilot phase but hope the list in Appendix A offers a comprehensive list to select feasible metrics to prioritize.

By considering the metrics listed in Appendix A, the Economic Workforce Development Department can quantitatively measure the success and impact of the Good Food Zone Pilot Program. Regular evaluations and data analysis will enable informed decision-making, adjustments to program implementation, and the identification of opportunities for improvement. The selection of appropriate metrics and the establishment of a robust evaluation framework will be instrumental in ensuring that the program effectively meets its intended objectives and delivers a positive return on investments for all stakeholders involved.

### **EXPANSION RECOMMENDATIONS BEYOND PILOT PHASE:**

As Phase 1 sets its foundations, our overarching vision extends to the horizons of Phase 2 and Phase 3. Looking ahead, our foremost recommendation is the appointment of a dedicated City of Los Angeles staff liaison, a crucial facilitator who will champion the cause, navigate the intricacies, and secure the necessary funding for the program's expansion. In Phase 2, the program's embrace will grow wider, encompassing an e-commerce dimension, along with mobile ventures such as food trucks and sidewalk vending. Moreover, Phase 3 will be the realization of full implementation, marked by permanent funding and an exploration of additional food business opportunities. Phase 1 is a stepping stone toward an encompassing vision that transcends boundaries and nurtures thriving communities.

### **CONCLUSION**

In conclusion, the Los Angeles Food Policy Council (LAFPC) commends the Economic Workforce Development Department (EWDD) and L.A. City Council for championing the Good Food Zone Pilot Program. This initiative holds the potential to reshape local food access, foster community well-being, and stimulate economic growth in underserved areas. Backed by our member organizations, we've outlined recommendations to ensure effective implementation and inclusivity for all stakeholders involved, reflecting the Health Element's goal of nourishing both body and environment.

The program's Phase 1 recommendations, focusing on business diversity, collaborative guidance, and tailored assistance, create a supportive ecosystem for food enterprises. The integration of metrics for evaluation underscores our commitment to measuring impact and return on investments accurately. As we look to Phases 2 and 3, we envision growth beyond the pilot, with a dedicated liaison guiding expansion and a broader scope embracing e-commerce, mobile ventures, and permanent funding. The LAFPC remains committed to advancing this transformative initiative for a more equitable and prosperous community food landscape.

**Thank you,**

Los Angeles Food Policy Council & Good Food Economy Working Group

## **APPENDIX A: Metrics to Consider:**

### **Food Access Metrics:**

- Percentage increase in healthy food retail options within targeted neighborhoods.
- Number of new grocery stores, corner stores, and restaurants offering healthy food options.
- Percentage increase in CalFresh EBT acceptance among participating businesses.

### **Community Well-being Metrics:**

- Community engagement and satisfaction levels with the availability of healthy food options.
- Number of individuals utilizing food assistance programs like CalFresh EBT.

### **Economic Growth Metrics:**

- Growth in revenue and profitability of participating food businesses.
- Tax revenue generated from increased economic activity in targeted neighborhoods.

### **Equity and Inclusivity Metrics:**

- Demographic breakdown of beneficiaries and employees of participating businesses.
- Number of businesses owned by BIPOC entrepreneurs.
- Number of businesses operated by women and minority-owned enterprises.
- Progress towards reducing economic disparities in the targeted neighborhoods.

### **Environmental Metrics:**

- Reduction in food waste through improved sourcing and sustainable practices.
- Reduction in the carbon footprint associated with food production and distribution.
- Adoption of energy-efficient and sustainable practices by participating businesses.

### **Program Implementation Metrics:**

- Timeliness and effectiveness of technical assistance provided to businesses.
- Percentage of businesses successfully meeting program requirements.
- Number of businesses that expand their healthy food offerings over time.
- Participation and engagement levels of the Advisory Committee.

### **Customer Engagement and Satisfaction Metrics:**

- Surveys or feedback mechanisms to assess customer satisfaction with healthy food offerings.
- Percentage increase in customer foot traffic and sales in participating businesses.

### **Merchant-based:**

- Overall opinions about impact of the pilot on their business
- Intent to continue being part of the GFZ pilot
- Perceived changes in customer purchase behavior