Los Angeles Food Policy Council

STRATEGIC DIRECTION

How the Los Angeles Food Policy Council Will Create Change in the Food System

2018-2023
In Spring 2017, the Los Angeles Food Policy Council (LAFPC) engaged our Leadership Board, staff and key partners in an extensive strategic planning process to assess our strengths, strategic contributions and next steps as an organization. As a Food Policy Council, LAFPC is a cross-sector network-based organization committed to fostering collective impact across diverse communities and issue areas related to food- “from farm to fork and beyond.” As a result of strategic planning, we refined our mission and vision, and clarified our core competencies and priorities. We also made explicit our commitment to build capacity and foster leadership across our now expansive network of working groups and collaborative partnerships. Our four Strategic Objectives are based on a current landscape analysis of food organizations and qualitative and quantitative data about where we see greatest need. Our new Strategic Direction is a compass for our work over the next several years and meant to be a “living document” to be actively updated.
MISSION

The Los Angeles Food Policy Council (LAFPC) works to ensure food is healthy, affordable, fair and sustainable for all.
We believe Good Food for All is possible and that all communities deserve access to good food, grown in a way that respects people and the planet.

We work to create a local food system rooted in equity and access, support for farmers and food workers, environmental stewardship and free from hunger.

To accomplish our vision of Good Food for All, we catalyze, coordinate and connect people across the LA region, including government, business and community groups working on food.
We empower diverse stakeholders across sectors and communities to collaborate on policy in three ways:

• CULTIVATE COLLABORATION
• ALIGN COMMUNITIES
• MAKE IMPACT
WHAT WE DO

CULTIVATE

We cultivate a diverse network of change makers from across our food system, from farm to fork and beyond, through cross-sector working groups, network events and other civic engagement activities.

ALIGN

We provide strategic guidance to our stakeholder network through facilitation, research, policy development and training.

MAKE IMPACT

We translate collaboration into policy outcomes, and help incubate, launch and lead food system initiatives.
The Los Angeles Food Policy Council serves as backbone organization for a network of over 400 organizations and agencies interested in a healthy, sustainable and fair food system. We cultivate and facilitate an ecosystem of active Working Groups, a “Network” space of regular large collaborative meetings, and high-level coordination among food system leaders. Borrowing from various theories of network-based change including collective impact and emergent strategy, we believe systems change through “critical connections”* across diverse and cross-sector partnerships.

*(SEE ADRIENNE MAREE BROWN’S “EMERGENT STRATEGY: SHAPING CHANGE, CHANGING WORLDS.”)
How we work as an organization is a reflection of our values and our vision of Good Food for All. To guide our organizational practices, we adopted the following Good Food Ethics.

**How We Work**

**Good Food Ethics**

How we work as an organization is a reflection of our values and our vision of Good Food for All. To guide our organizational practices, we adopted the following Good Food Ethics.

**EQUITY AND INCLUSIVITY**

We focus on creating just conditions for the most disenfranchised communities. We are mindful of cultivating inclusive spaces, and are sensitive to the diverse cultural needs and lived experiences of community members. The perspectives of those most impacted by structural inequities (including but not limited to racism, classism, sexism, ableism, ageism, and homophobia) are uplifted and prioritized in our work.

**STEWARDSHIP**

We consider the impact of our actions on current and future generations by caring for our natural resources, realizing we are in relationship to all living beings.
SOVEREIGNTY
We believe that people impacted by an unjust food system have the right to determine local and culturally-relevant food traditions and practices.

WELLNESS
We understand health as a human right and a holistic state of wellbeing that includes dignity, power and opportunities to live a fully actualized life. We support comprehensive conditions for every member of the community to be healthy and well.

INTEGRITY
We practice self-awareness and self-inquiry with regards to our relationship to identity, privilege and power within the Good Food movement, and we seek to serve communities mindfully and honestly.

MUTUAL RESPECT
We respect the interconnectedness of all our efforts within the local food system. We believe there is a role for everyone in this movement. We act in good faith, mutual interest and reciprocity in our partnerships and our work.
HOW WE PRIORITIZE

To optimize our impact, we focus our efforts with the following criteria in mind:

**TRANSFORMATIONAL IMPACT**

We seek to change the food system at large, therefore we focus on the system-level solutions that have the potentials to benefit the most communities.

**EQUITY**

We prioritize the most impacted communities in our food system, specifically low-income communities, workers and people of color.

**FILLING GAPS**

We seek to add value to the landscape of work by filling gaps that once addressed will lead to transformational impact and advance equity.

**STRATEGIC USE OF RESOURCES**

We strategically grow to meet our goals, but not outpace our resources of time, capacity and funding.
WHAT IS A GOOD FOOD SYSTEM?

• Prioritizes the health and well being of our residents.

• Makes healthy, high quality food affordable.

• Contributes to a thriving economy where all participants in the food supply chain receive fair compensation and fair treatment.

• Protects and strengthens our biodiversity and natural resources throughout the region.

• Ensures that good food is accessible to all.
WHAT GUIDES OUR WORK TODAY?

Good Food For All Agenda

The Los Angeles Food Policy Council was created as a result of the Good Food for All Agenda in 2010, a project of a Food Policy Taskforce convened by Mayor Antonio Villaraigosa. The Agenda is a comprehensive policy platform reflecting a collective vision of how we can promote health, sustainability and fairness through food.

In 2017, LAFPC conducted the first update to the Good Food For All Agenda by collecting input from over 300 stakeholders, including local food advocates, farmers, gardeners, entrepreneurs, distributors, retailers, scientists, policymakers, advocates and residents throughout the Los Angeles food system. The Good Food for All Agenda is a collective statement on the priorities of the broader food movement, and informs the specific contributions of the Los Angeles Food Policy Council.
The following are the priorities identified in the Good Food for All Agenda, which influence the work of LAFPC.

A Good Food Economy that provides healthy food, jobs and economic opportunity inclusive of historically impacted communities. New business models are needed to ensure all people have access to nutritious food and economic opportunities within the food system.

Economic, institutional and cultural shifts are necessary to stimulate and sustain market demand for Good Food, including support for local farming, using both business and policy tools.
Food wasted in landfills and along the supply chain is a major contributor of greenhouse gas emissions, and a loss of water, energy, labor and money. Food scraps can be repurposed as compost, livestock feed or fuel. Edible surplus food donated to food banks or shelters can aid in reducing hunger.

The Good Food movement strives to address hunger by strengthening public assistance and anti-poverty programs, focusing on vulnerable groups, and increasing pathways out of poverty. To truly eliminate hunger in Los Angeles, we must end poverty.
GOOD FOOD FOR ALL AGENDA

Priority Action Areas

Our local food system is both a contributor to climate change, and a critical tool for reversing it. Localized farming and regenerative agriculture are ways to ensure LA is able to withstand major climate events, chronic drought and ensure food resources for future generations.

The Good Food Movement is the combined effort of numerous stakeholders across the food chain, working in coordination toward a vision of healthy, sustainable and fair food for all. We imagine deepening our impact by ensuring the most diverse, inclusive representation in our work, and better cross-issue coordination with efforts such as housing, labor and immigration.
WHAT GUIDES OUR WORK TODAY?

**Food System Dashboard**

LAFPC created the Food System Dashboard to monitor progress in the health, sustainability and fairness of our local food system. The Dashboard combines qualitative and quantitative data from over 200 indicators reflective of our 10-county region. First published as the Food System Snapshot in 2013, we updated the Food System Dashboard in 2017 to assess where we see the greatest need to inform our Strategic Objectives.
Both the Good Food for All Agenda and the Food System Dashboard inform the strategy of the LA Food Policy Council.

Our new Strategic Direction shows what we will focus on to make change in our food system.

It reflects “our piece of the puzzle.”
Over the next 5 years, our primary goal is to cultivate a GOOD FOOD MOVEMENT that ensures all communities enjoy food that is healthy, sustainable and fair.
We define the local **GOOD FOOD MOVEMENT** as a regional network of change makers committed to advancing the values and vision of the Good Food for All Agenda in an inclusive, coordinated and cross-sector way.

We see coordinated leadership taking place through many different organizations and communities, as well as through LAFPC led collaborations. As a movement, we mobilize our communities to win large-scale change in the food system and create more just power dynamics.

By focusing on developing the **GOOD FOOD MOVEMENT**, LAFPC chooses to approach our work in a way that builds capacity, and improves the impact of the network.
We build the **GOOD FOOD MOVEMENT** by collaborating and leading on the following strategic objectives:

**CLOSE THE GAP IN ACCESS** to healthy food and food assistance programs for underserved communities

**GROW A FAIR LOCAL FOOD ECONOMY** by supporting socially and environmentally responsible economic models

**STRENGTHEN CLIMATE RESILIENCY** and protect environmental resources in our food system

**BUILD DIVERSE LEADERSHIP CAPACITY** for a multi-sector food movement that will be able to make progress on the above objectives
<table>
<thead>
<tr>
<th>Close the Gap in Access</th>
<th>Measurable progress toward all Angelenos living within ( \frac{1}{2} ) a mile of fresh food access or food assistance. Reduction in diet-related health disparities facing low-income and communities of color in LA.</th>
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</thead>
<tbody>
<tr>
<td>Grow a Fair Local Food Economy</td>
<td>Measurable progress for food workers and sustainable farmers within LA’s food supply. Measurable improvement in municipal food programs serving food insecure residents and benefiting local and mid-sized high-road business. Stronger local food economy providing quality jobs and ownership opportunities, especially for people of color and low income residents.</td>
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<tr>
<td>Strengthen Climate Resiliency and Protect Environmental Resources</td>
<td>Measurable reduction of food waste from landfills; increase in composting, healthy soils and food recovery programs across Los Angeles.</td>
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<tr>
<td>Build Diverse Leadership Capacity</td>
<td>Proliferation of diverse participation in Good Food organizations and enterprises across region. Better connectivity between urban and rural communities on Good Food for All Agenda. Increased participation of most impacted stakeholders.</td>
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</tbody>
</table>
We will use the indicators from the Food System Dashboard related to our Strategic Objectives.

• 5 Year Vision: Reduction in health disparities facing low-income, communities of color in LA.
• Indicators Monitored
  • Diabetes by race
  • Overweight and Obese Adults by race
  • Overweight and Obese Adults by community
  • Overweight and Obese Adults amongst 140% FPL vs. Total County (2014)
• Source: California Health Interview Survey

For more information about our indicators of success, please see the Food System Dashboard 2017.
## OBJECTIVE 1: CLOSE THE GAP IN ACCESS

<table>
<thead>
<tr>
<th>Key Activity Area</th>
<th>Life Cycle Stage</th>
<th>LAFPC Leadership</th>
<th>Strategy to Increase Access to Healthy Food and Food Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve urban agriculture as strategy for food access and ecological stewardship</td>
<td>MATURE</td>
<td>MODERATE</td>
<td>Focus on urban agriculture in public housing; Assist with phase one implementation of Urban Agriculture Incentive Zone Programs; Use urban agriculture policy to further community control of land</td>
</tr>
<tr>
<td>Universal CalFresh at farmers markets</td>
<td>MATURE</td>
<td>MODERATE/DECREASING</td>
<td>Replicate policy or offer limited technical assistance to farmers markets in other parts of LA County</td>
</tr>
<tr>
<td>Strengthen policy and economic drivers for new healthy food retail in high need areas</td>
<td>DEVELOPING</td>
<td>MINIMAL</td>
<td>Assist City of LA in directing city services to promote and attract high-road food retail (SAAFE policy); Monitor and advise on SAAFE for LA County</td>
</tr>
<tr>
<td>Increase number of healthcare institutions adopting policy and environmental strategies to promote neighborhood food access, food assistance and health equity</td>
<td>EMERGING</td>
<td>MINIMAL/GROWING</td>
<td>Currently many potential partners, including supporting LAC Dept of Public Health efforts; LAFPC as food system advisor and linker; Could potentially connect to Good Food Purchasing Policy, healthy food retail program work</td>
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## OBJECTIVE 2: GROW FAIR & LOCAL FOOD ECONOMY

<table>
<thead>
<tr>
<th>Key Activity Area</th>
<th>Life Cycle Stage</th>
<th>LAFPC Leadership</th>
<th>Strategy to Support Socially &amp; Environmentally Responsible Economic Models</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand Good Food Purchasing Policy in LA County, Improve impacts in LAUSD</td>
<td>MATURE</td>
<td>HIGH</td>
<td>Seek greater impacts from GFPP on food workers, healthy food access for seniors and youth and sustainable, mid-sized farming</td>
</tr>
<tr>
<td>Legalization of street food vending</td>
<td>MATURE</td>
<td>HIGH</td>
<td>Support on fair and thorough implementation of sidewalk vending program, with healthy food incentives, to benefit tens of thousands of low-income entrepreneurs</td>
</tr>
<tr>
<td>Increase business efficacy and reach of community-serving healthy food businesses in low-income areas, including neighborhood markets, street vendors, urban farmers and cottage food producers</td>
<td>MATURE/DEVELOPING</td>
<td>HIGH</td>
<td>Evolve Healthy Neighborhood Market Network program to include range of community-serving food businesses, focus on food equity, POC ownership and resident-business partnership; Position small business support as neighborhood stabilization/anti-displacement approach; Serve as link to financing and resources</td>
</tr>
<tr>
<td>Link local farmers with community based healthy food business (COMPRA FOODS)</td>
<td>DEVELOPING</td>
<td>HIGH/MODERATE</td>
<td>Include local growers in COMPRA distribution chain; Seek economic sustainability of COMPRA as distribution business</td>
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## OBJECTIVE 3: STRENGTHEN CLIMATE RESILIENCY & PROTECT ENVIRONMENTAL RESOURCES

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<thead>
<tr>
<th>Key Activity Area</th>
<th>Life Cycle Stage</th>
<th>LAFPC Leadership</th>
<th>Strategy to Promote Resiliency and Protect Environmental Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilize Good Food Purchasing Policy to generate opportunities for sustainable local agriculture</td>
<td>MATURE</td>
<td>HIGH</td>
<td>Seek greater impacts from GFPP on sustainable, regenerative and mid-sized farming.</td>
</tr>
<tr>
<td>Improve rescue and diversion of surplus food from waste stream to hunger relief sites</td>
<td>EMERGING</td>
<td>MODERATE</td>
<td>Advise effective implementation of food recovery component of City of LA’s RecycLA Program; Focus on coordination of stakeholders and strategy development</td>
</tr>
<tr>
<td>Increase healthy soils and compostable food waste infrastructure</td>
<td>EMERGING</td>
<td>LOW/GROWING</td>
<td>Research, policy development and public awareness of compost/healthy soils as climate mitigation strategy; Connect healthy soils to environmental justice framework and sustainable regional ag</td>
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<tr>
<td>Increase food systems planning in climate resiliency efforts</td>
<td>NASCENT</td>
<td>LOW</td>
<td>Monitor climate resiliency efforts and advise on food system vulnerabilities and opportunities; Serve as connector with emergency management and climate sectors</td>
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## OBJECTIVE 4: BUILD DIVERSE LEADERSHIP CAPACITY

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<th>LAFPC Leadership</th>
<th>Strategy to Build Diverse Leadership Capacity</th>
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<tr>
<td>Invest in leadership capacity of LAFPC participants and Good Food organizations to optimize our collective impact with focus on food equity</td>
<td>NASCENT</td>
<td>HIGH</td>
<td>Develop leadership capacity building programs and resources for LAFPC participants/partners with focus on most impacted communities (e.g. training on Food System Dashboard or Good Food Ethics); More intentional leadership pipeline for Working Groups; Encourage member-led activity (e.g. “spin off” projects); Educate candidates for elected office on food policy and encourage civic engagement of LAFPC network (e.g. candidate questionnaires and voter guides)</td>
</tr>
<tr>
<td>Increased visibility and recognition among general public about Good Food issues and efforts.</td>
<td>EMERGING</td>
<td>HIGH</td>
<td>Improve communication, educational material and press engagement for increased public awareness of LAFPC and food policy issues; Uplift and profile diverse voices and perspectives within the Good Food movement</td>
</tr>
<tr>
<td>Participate in regional and state policy and Farm Bill discussions to better link urban and rural communities around Good Food for All Agenda</td>
<td>NASCENT</td>
<td>MINIMAL</td>
<td>Serve as connector and voice to connect urban and rural communities on regional issues by weighing in on agenda-aligned policy opportunities</td>
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Los Angeles Food Policy Council
We work toward our Strategic Objectives through various programmatic activities and formats.

<table>
<thead>
<tr>
<th>What We Do</th>
<th>Format</th>
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| **Cultivate Collaboration** | Network Events  
Food Leaders Lab |
| **Align Communities** | Working Groups  
Leadership Board |
| **Make Impact**       | Good Food Purchasing Program  
Healthy Neighborhood Market Network/ Food Equity and Small Business Program  
Policy Consultation and Advising |
Special thanks to our Organizational Development Committee (Joann Lo, Michael Flood, Robert Egger, Rick Nahmias, and Jin Ju Wilder), the LAFPC Leadership Board and staff, our consultants Sara Daleiden and Ron Milam, and graphic design support from Team Friday for bringing the Strategic Direction to life.