

GHETTOSTEAD DEVELOPMENT TOOLKIT



**FOOD SECURITY AND
COMMUNITY DEVELOPMENT
IN SOUTH LOS ANGELES**

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Introduction

This toolkit is designed to serve as a guide in developing a vision and implementation plan for the proposed Ghattostead Co-Work community and economic development project located in Los Angeles, California. The toolkit outlines a process of project visioning, value and goal setting, implementation options relevant to local contexts, and evaluation tools to determine project impact. The purpose of the toolkit is to provide context, precedents, and feasibility considerations for the development of a successful food security and community development project on the proposed site. Throughout the toolkit we aim to provide general ideas and tips coupled with helpful resources to further explore specific concepts and site options.

As this document highlights sequential processes that build upon a growing understanding of the site vision and opportunities, we recommend first reading the document as a whole to familiarize yourself with the different phases and considerations of the project. Then, refer back to the specific information, resources, and tools relevant to each phase.

While our research and recommendations are founded in the context of the Ghattostead site and its location in South Los Angeles, the process outline and many of the tips and resources may be applied to other projects.

LEGAL RESOURCES + CONTEXT

To help navigate the legal framework of development options for the proposed Ghattostead project, the toolkit also provides a compendium of legal contexts relevant to exploring programming alternatives. Information regarding the legal context of re-use alternatives at the Ghattostead is intended as a general overview of applicable local (and some state) land-use regulations. This information was not prepared by a licensed attorney and should not be construed as a provision of legal advice. Readers should consult their attorneys before relying on representations found herein.

The Ghattostead is a proposed food production and community development project promoting food security and job growth for low-income clients in South Los Angeles. The term “Ghattostead” is a compound word taken from the words *ghetto* and *homestead*. *Ghetto* signifies that the site is located in an impoverished part of the city. *Homestead* is a private lot used as a residence and as a place to farm animals and produce.

POLITICAL + RESOURCE CONTEXT: LA FOOD POLICY COUNCIL 2012-2013 RECOMMENDATIONS AND PRIORITIES

Starting with Mayor Villaraigosa’s administration, the City of Los Angeles has been investing significant political will and resources towards improving the way Angelenos eat and the way food is produced in Los Angeles. Los Angeles now recognizes the important role cities play in addressing the local economic, health and environmental impacts of the global, industrialized food system. Villaraigosa created the Good Food Office, including a food policy team and the incubation of the Los Angeles Food Policy Council, a nonprofit entity with over 40 member organizations. The Good Food Office “catalyzes, coordinates and connects stakeholders from across the food system to create holistic, systems-level transformation” (Good Food Office, City of Los Angeles. Building a Healthy Food System for Los Angeles: Strategies 2012-2013)

These efforts have already begun to pay significant dividends. For example, major food purchasers such as LA Unified School District have adopted the Good Food Purchasing Pledge, creating major changes towards more local, healthier and sustainable food purchasing practices. The Ghattostead has the opportunity to leverage the current political will and available resources by connecting its work with the Food Policy Council’s Strategic Priorities for 2012-13. The top three priorities all include elements that the Ghattostead should consider aligning with (chart on next page).



Food Policy Council 2012-13 Strategic Priority	Opportunities for Ghattostead Alignment Elements for implementing this strategy include:
1. Develop a coordinated healthy food neighborhoods strategy, with a focus on neighborhood market conversions.	<ul style="list-style-type: none"> ● Community gardens ● Farmers' markets ● Local sourcing mechanisms: <i>The Ghattostead could be a local source for corner stores, neighborhood suppliers</i> ● Corner market healthy food conversions, particularly in South LA
2. Implement a Good Food Procurement Policy that leverages demand from large institutional purchasers.	<ul style="list-style-type: none"> ● As new public institutions adopt good food procurement policy, opportunity to help provide the local sourcing: <i>The Ghattostead could be a local source for local public institutions adopting a good food procurement policy</i> ● Strategy calls for "family scale agriculture and food processing within the local area or region": <i>The Ghattostead would likely align with this</i> ● Trying to transform supply chain to reward farmers and food businesses for environmental and socially sustainable business practices: <i>Being environmentally and socially sustainable as a business will benefit the Ghattostead</i> ● Support local and regional farmers and food businesses: <i>The Ghattostead could be sought out by local public institutions developing good food procurement policy</i>
3. Develop a Food Hub enterprise that can support local growers, connect retailers in low income areas to locally produced food and provide business incubation for value added and prepared foods.	<ul style="list-style-type: none"> ● Develop a Food Hub enterprise: <i>Regional Food Hub in development may benefit Ghattostead as it could provide a place to sell food; alternatively, Ghattostead could be part of the collaborative to develop the hub</i> ● Connect local produce growers to the urban food distribution system: <i>If Ghattostead is a local grower, will benefit from this; could also focus on helping improve the urban food distribution system by acting as a hub, training others, etc.</i> ● Increased access and expanded direct-to-consumer sales for farmers in food desert neighborhoods: <i>The Ghattostead is in a food desert neighborhood and could therefore be targeted as a potential producer for doing direct-to-consumer sales</i> ● Job creation throughout food chain, including incubation of community kitchens developing value added food products: <i>The Ghattostead could align with the priority on community kitchen and job creation</i> ● Increased education of residents about available nutrition

CHAPTER I

Visioning and value-setting

INTRODUCTION

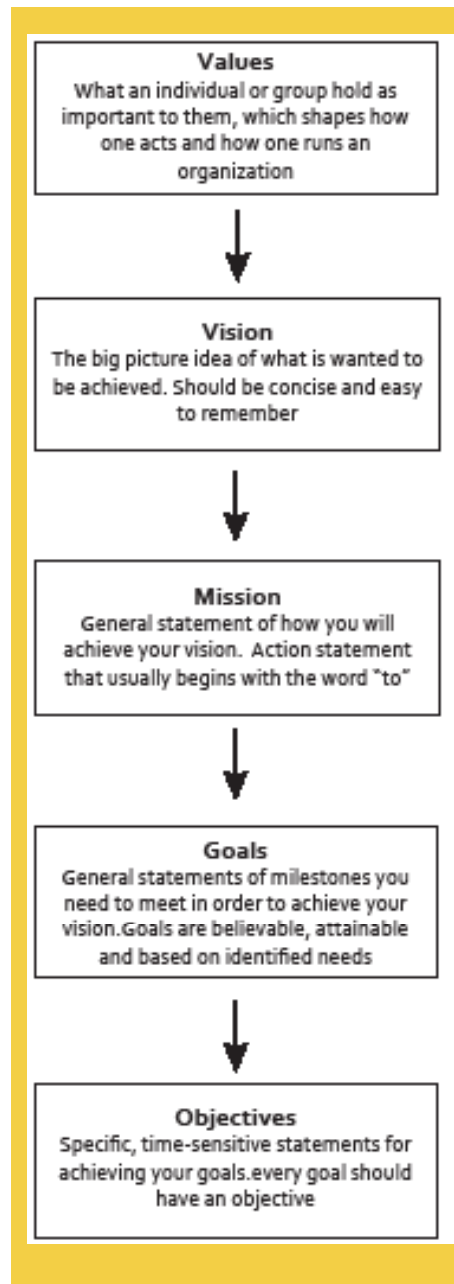
This section of the toolkit seeks to help set up the guiding framework which can shape the direction in which you decide to take your site. Having this framework will allow you to:

- “ensure the unanimity of purpose” within the organization
- provide a basis or standard for allocating organizational resources
- establish a general tone or organizational climate
- give the ability for persons outside of the organization to be able to identify with the organization
- help to translate the mission and vision into identifiable tasks and responsibilities to staff workers” (David, 2011)

By the end of this section you should be able to:

- Have a firm understanding of the guiding values for this site
- Write a vision based on your values
- Write a mission statement based on your vision
- List the goals for the site
- List the objectives for the site

This framework is meant to be an iterative process as you go through the toolkit and work intimately with your community and stakeholders. In order to obtain full buy-in we recommend engaging stakeholders in the visioning and value-setting process. However, it is ultimately up to you how much shared ownership of this project you will cultivate. Please see the Community Engagement section for processes on working with your community and stakeholders. We recommend that you go through this process at least once and refine your views prior to engaging community members.



I. SETTING VALUES

Value setting is the first and most important step in this process, for it will guide you in building your vision, mission and goals for the site.

Below you will find two lists. Go through each line and decide which value you resonate with most. Remember to choose the values that you believe are important for the site and not just for you personally. Also, do not try to spend too much time choosing; go with your initial reaction. Use the values you choose to shape how you put together your vision, mission and goals. You may value both items on each line, but this exercise will help you to determine your priorities.

List A	List B
employment	education
working with youth	working with seniors
working with a specific age group	connecting generations
regular attendees	new attendees
quantifiable achievements	qualitative achievements
keeping services on site	extending services outside of site
partnering with other organizations	being stand alone
staff run	volunteer run
amount of food grown	amount of people trained to grow food
ongoing involvement opportunities	less frequent, special events
earned income (charging for food or services)	free services or products
variety of food grown/produced	specialized food growing/production

II. CREATING A VISION

A vision is a succinct and clear statement that conveys your aspirations for the site if in possession of unlimited resources. The vision should describe your site and what its impact will look like when it is successfully established.

Examples:

- Liberty Hill Foundation: Change. Not Charity.
- Amazon Incorporated: Our vision is to become the Earth's most customer centric company; to build a place where people can come to find and discover anything they might want to find.

VISION PLAN ACTIVITY 1

Materials:

- poster board
- glue
- scissors
- colored pencils/markers
- old newspapers and magazines

Directions:

Create a collage of pictures, symbols, words and drawings of how you picture the site. Let your inhibitions go; this should be a time to put all of your thoughts and feelings towards the site on paper. When you complete this visual aid, place it in a visible area where you are able to see it and remind yourself of your values as you go through the toolkit.

VISION PLAN ACTIVITY 2

Step 1: Pick your topic

Decide on what it is you're trying to envision. Visualize the site and what you want it to look like and what you want to see people doing there. Also, think of what you want other people to say when they think of this place.

Step 2: Pick a time frame

Decide how far into the future you are looking. Most visions look at least ten years in advance.

Step 3: List achievements

List any achievements you've already realized related to what you visualize. It may be conversations with certain people, presentations, events, organizations, etc. For example, securing a first funder or attaining a group of graduate students to consult pro bono.

Step 4: Drafting process

Write something lofty and far-reaching, something out there and wild. Write from the heart. Write what is meaningful to you for the site. Write and rewrite and rewrite.

Step 5: Let others see

List the people and stakeholder groups whom you will share this vision with and use their feedback to create new drafts of the vision. Consider sharing your vision with stakeholders, community partners and confidants.

Step 6: Final draft

Also, consider where and when you will unveil this draft to the public.

III. CREATING A MISSION STATEMENT

A mission statement is a general action statement which describes how you will accomplish your vision. The statement will usually start with the word “to.” After drafting versions of your mission statement, get the views of different people and stakeholder groups to choose and refine your final mission statement.

Example Worksheet:

Site's Name	What You Do	For Whom Do You Do It	How You Will Get It Done
Univ. of Georgia	improve lives	undergraduate students	holistic educational process
Anna's Day Care Center	enrich lives	children of the community	through interactive play therapy

Examples:

To help undergraduate students improve their lives through a holistic educational process at the University of Georgia.

To ensure the children in the community have enriched lives through interactive play therapy.

Fill out the rubric below to create different versions of a possible mission statement. Consider your vision and values activities when completing this activity. Always ask the question, “Does my mission statement align itself with my vision?”

Site's Name	What You Do	For Whom Do You Do It	How You Will Get It Done

TO _____

TO _____

TO _____

IV. CREATING GOALS

Goals are broad based statements that answer the question, "What does your organization hope to accomplish?"

Ideally, you should have 3-5 goals for your organization.

Goals should use visionary action words such as create, develop, expand, increase, offer, promote, provide, serve and strengthen.

Brainstorm at least 5 goals below:

CREATE _____

DEVELOP _____

EXPAND

INCREASE _____

OFFER _____

PROMOTE _____

PROVIDE _____

SERVE _____

V. CREATING OBJECTIVES

Objectives are specific, time-sensitive statements for achieving your goals. Every goal that you created in the last activity should be listed again here to help with creating your objectives.

Examples:

Goal	Action	To What Extent	To Whom	By When
serve the community	teach weekly gardening classes	30 adults	adults within 2 blocks of the site	6 months
increase awareness on breast cancer	provide free breast exams	60% of the female population in South Los Angeles	women between the ages of 21 and 45	24 months

Within 6 months we will teach 30 adults living within 2 blocks of the site gardening classes.

60% of women between the ages of 21 and 45, living in South Los Angeles, will have an increased awareness on breast cancer by having a free breast exam.

Creating an Objective Activity:

Fill out the rubric below to create different versions of possible objectives. Consider your vision and values activities when completing this activity.

Goal	Action	To What Extent	To Whom	By When

RESOURCES

Definitions

- <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-09.html>
- <http://umaine.edu/publications/6107e/>
- <http://www.binghamton.edu/career-development-center/quick-reference-guides/values.pdf>
- http://illinoisstate.edu/downloads/workplace_values.pdf
-

Good Toolkit for setting up a non-profit

- <http://grantspace.org/Tools/Knowledge-Base/Nonprofit-Management/Establishment>
- ### Nonprofit-mission-statements
- <http://www.npcm.com/Resources/GoalsObjectivesOutcomes/tabid/60/Default.aspx>
 - https://depts.washington.edu/oei/resources/toolsTemplates/team_shield_exercise_2012.pdf
 - <https://www.inkling.com/read/strategic-management-david-14th/chapter-2/importance-benefits-of-vision>
 - David, F. (2011). Importance(benefits) of vision and mission statements. Retrieved from <https://www.inkling.com/read/strategic-management-david-14th/chapter-2/importance-benefits-of-vision>

CHAPTER 2

Community engagement

INTRODUCTION

The benefits of public participation include increased quality of the decisions being made, minimized cost and delay (you save money and time by addressing issues up front), consensus building, increased ease of implementation, understanding public concerns, avoiding confrontations later, and developing engaged participants. (Lecture at the USC Price School by Katherine Perez-Estolano, “Participatory Methods of Planning”, 9/2/13)

No matter how you decide to move forward with your project, you will want to engage the community in some way. First, you must determine who you wish to engage with and what your goal is for engagement. From there, you can determine at which points in the development process to engage and select the most relevant forms of engagement.

COMMUNITY ENGAGEMENT ORGANIZATION

1. Stakeholder analysis: whom to engage

- Government
- Community organizations
- Churches

Conducting the analysis

2. Goals of engagement

- Getting information to the public
- Getting information from the public

3. Points to engage with stakeholders

4. Choosing relevant forms of engagement

- Select methods for getting information to the public
- Select methods for getting information from the public



I. STAKEHOLDER ANALYSIS: WHOM TO ENGAGE

Identifying and analyzing the individuals, groups, organizations and networks who may be your stakeholders is a critical step, not to be overlooked. Who your stakeholders are depends on your project's purpose. You will have to decide whether to start engaging stakeholders to help define your project, or whether you will wait to engage stakeholders until the project is up and running. You may want to engage some stakeholders in the visioning process and hold off with others until the project begins. We recommend that you engage with neighbors before the project ever breaks ground, in order to avoid controversy.

In identifying the various stakeholders affected by the project, you should analyze the potential relationship between the Ghattostead project and the stakeholders being invited to participate. As a starting point, the following are stakeholders who have been identified as having an interest in the outcome of the activities in the Ghattostead. Regarding food access, distribution and entrepreneurial activities in South Los Angeles and specifically the Harvard Park area, immediate neighbors and residents within the vicinity of the Ghattostead are a major stakeholder. Consider people you know and how they fit into your stakeholder list. There are issue-based and geographically-based stakeholders to consider. The entities listed below provide a starting point.

Government

There are numerous local government entities that represent the site area and are tasked to oversee the wellbeing of their constituents. The following list is of the local government stakeholders (source: Empowerla.org)

- City Council Representative: Bernard C. Sparks, District 8
- County Supervisor: Mark Ridley-Thomas
- State Senator: Curren Price, District 26
- State Assembly: Reggie Jones-Sawyer, District 59
- Neighborhood City Council: Empowerment Congress Central Area
- Community Police Station: 77th Street
- School District: LA Unified School District, Manual Arts Cluster Area

Community Organizations

There are several organizations that have roles in the food access system in South Los Angeles:

- Community Coalition: Organized protests to stop the closing of a Ralph's supermarket in South Los Angeles.
- Community Services Unlimited: Manages urban farms throughout South Los Angeles. Works with community schools to provide training to youth on urban farming techniques.
- Community Health Councils: Funding source for smaller community initiatives. They are also a source of information on local laws affecting the neighborhood environment.
- RootDown LA: Engages high school students in South Los Angeles in educational experiences that empower them to build healthier food communities as they cook, grow, and sit down to eat healthy food with their friends, families and neighbors.

Churches

These organizations play a key role in the distribution of food, whether it be hot meals or groceries:

- Lewis International Christian Church
- St. Cecilia Catholic Church
- Normandie Church of Christ
- Liberty Baptist Church
- Figueroa Church of Christ

II. GOAL(S) OF ENGAGEMENT

Community engagement can be a tool to get information to the public, get information from the public, or both. Remember, the public cares about values and priorities, and it is most effective to engage the public in those kinds of decisions (Creighton, 2005). Consider what level of engagement you need in order to:

- assure participation from the stakeholders you wish to be involved
- achieve legitimacy
- avoid roadblocks from unhappy parties, such as legal or political roadblocks

Getting information to the public-- This consists of sharing information with stakeholders on what the project is, what will happen, when, etc. Examples of ways to get information to the public include notices, door-to-door canvassing, information online, in newsletters, or posting information at the site itself (such as a sign in the front yard).

Getting information from the public-- If you wish to solicit feedback, opinions, suggestions or ideas, your goal is to get information from the public. This allows for you to attain greater buy-in through the participation process, but it comes at the expense of sharing the power in terms of what the site or project will become. You should only seek information that will be used in some way. For example, if you are willing to have the project's direction and goals influenced by stakeholders, that is great, but do not collect information or feedback on what people think the project should become if their feedback will not be taken into consideration. You could also get information from the public for other purposes, such as to evaluate what hours to be open, which services people would most use, etc. Examples of getting information from the public include surveys, interactive meetings such as open houses or charrettes, or contests (such as a contest to name a program, design a logo, etc.). In order to get useful information from stakeholders, they must be informed first. Often, tactics for getting information from the public either follow information sharing, or combine both getting information to and from the public, such as a presentation followed by interactive discussion.

At this juncture, please reflect and answer the two questions below on communicating information.

Do you wish to get information to stakeholders? yes no

Do you wish to get information from stakeholders? yes no

III. AT WHICH POINTS TO ENGAGE WITH STAKEHOLDERS

You should consider your project's timeline and determine at which points in the process you need to engage with stakeholders. If your only purpose is to get information to the public, consider at what point stakeholders need to know what is happening. For example, if you wish to notify neighbors before breaking ground, be sure to allow enough time that they can express concerns or get involved. If you wish to involve stakeholders in any decisions or choices, plan to engage with them in advance of when the decisions need to be made.

IV. CHOOSING THE MOST RELEVANT FORM(S) OF ENGAGEMENT FOR YOUR PURPOSES AND TIMELINE

You want to choose the most robust and relevant forms of engagement within the constraints of the size, scope, budget and timeline of the project. Remember-- you will have limited person-hours to commit and must ensure plenty of time to spread the word about any event you want stakeholders to attend. It is advisable to begin promoting an event 3-4 weeks in advance, with a special push in the week leading up to an event or meeting. Interactive surveys or open houses can be alternative ways to solicit feedback on a rolling basis.

The following methods might be appropriate for the size, scale and purposes of your project. For a more robust list of methods, we recommend James Creighton's *The Public Participation Handbook: Making Better Decisions through Citizen Involvement* (2005).

SELECT METHODS FOR GETTING INFORMATION TO THE PUBLIC:

Briefings- Briefings can take the form of personal visits or small group meetings. This is a great way to make sure you get in touch with key individuals who may be sensitive to the project, such as neighbors who might be concerned about new people coming to the neighborhood.

Feature story- Feature stories in local outlets such as KCET "Departures" or Intersections South LA, can provide in-depth, persuasive and personal perspectives on the project for the local community.

Internet- A simple website, which can be created quickly through a platform like WordPress, can be a central location to share information on the project, to build support for the project, and to solicit feedback, such as through an online survey link. Social media is another easy and important way to reach out, particularly if you want to target youth. Consider creating a Facebook page with updates and event information. Instagram can be an effective tool for engaging youth or residents in documenting the need for the project by taking and posting photos of food access in the neighborhood.

Presentations to community groups- You should leverage the community organizations which already exist, whether simply to keep them in the loop or to seek partnership. We recommend that you attend an Empowerment Congress Central Area Neighborhood Development Council meeting to share information about the project. This is the council which serves 1506 W 54th Street. They meet every fourth Monday of the month, and their planning meeting is the first Thursday of each month. More information can be found here: <http://empowerla.org/eccandc/>

Exhibits and displays- Posting a sign or display on the property's front lawn is a great way to catch the attention of anyone who walks, bikes or drives by the property and is interested in what is happening at the site. You could also use this space to post information on any public events, such as a tour, kick-off block party, or workshop.

SELECT METHODS FOR GETTING INFORMATION FROM THE PUBLIC:

Kick-off event- We recommend a kick-off event, perhaps a block party, which includes a tour of the site, information and education on lack of fresh food access in the neighborhood, and opportunities for people to provide feedback on the importance of various potential elements of the site, such as trainings, youth-focus, delivery of food to seniors, particular foods to grow, etc.

Advisory group and or task force- If you would like more sustained feedback, consider creating an advisory group or task force that can be an ongoing part of the project. This could include a combination of local experts-- neighbors, residents, potential programming users, along with experts in the field-- members of the LA Food Policy Council and similarly interested organizations such as LA Green Grounds or RootDown LA.

Coffee Klatch- A Coffee Klatch is a small meeting in a private home. It is often employed as a participation tool when there is a contentious issue. If you think that neighbors are (or will become) upset with the disruptions or changes caused by the Ghattostead project, a Coffee Klatch is a good way to explore these issues.

City walk- You can help sensitize people to the area through a local asset tour to better understand what already exists in the neighborhood and how serious the lack of fresh food access really is in the area.

Open house- Hosting an open house for feedback is a great way to share information on the different issues and what the options are. Consider having several booths or stations where people can learn about and explore the different issues. For example, you could have 3 booths: community engagement, education, and business development. Each booth could include information on potential elements. For example, elements in community engagement might include:

- community dinners
- youth distributing produce to elderly/disabled neighbors
- community based workshops
- volunteer opportunities

Participants can learn about each element and help prioritize what is needed most in the neighborhood, what would be most successful, and what would be most used.

Multiattribute utility analysis (MAUA)- This is a method of decision analysis to help weigh alternatives with several factors and could be employed during the open house or similar exercises. Participants can allocate 100 points total amongst the alternatives to show choice and level of preference. Alternatively, you can create forced choice questions and aggregate the scores. A forced question example would be: “Do you want Ghattostead to work with at-risk youth?” (yes or no).

Charrette- A charrette is an intense, multi-day participatory design and planning tool to take several iterations of feedback from stakeholders and employ design professionals to turn that feedback into alternative proposals. This is a great way to ensure thorough feedback and to make a decision quickly, but it requires a good deal of preparation and, more importantly, requires several days of participants’ time.

Surveys- Surveys can be used at events, online (on your website or Facebook page), on through door-to-door solicitation to gather feedback instead of, or in addition to, events or meetings. Surveys can be used to gather feedback without having to plan an event. You should also consider surveys in terms of pre/post project evaluation (see evaluation section).

NOTE ON LANGUAGE

63.1% of residents in the Ghattostead’s census tract speak Spanish at home, so you should consider providing bilingual materials and providing translators at events.

CHAPTER 3

Implementation

INTRODUCTION

The benefits of public participation include increased quality of the decisions being made, minimized cost and delay (you save money and time by addressing issues up front), consensus building, increased ease of implementation, understanding public concerns, avoiding confrontations later, and developing engaged participants. (Lecture at the USC Price School by Katherine Perez-Estolano, “Participatory Methods of Planning”, 9/2/13)

No matter how you decide to move forward with your project, you will want to engage the community in some way. First, you must determine who you wish to engage with and what your goal is for engagement. From there, you can determine at which points in the development process to engage and select the most relevant forms of engagement.

I. CO-WORKING SPACES

By acting as a communal workspace that is flexible for the needs of small businesses seeking space to develop, the Ghattostead can act as an entrepreneurial hub and small business incubator. Co-working spaces not only provide small businesses and budding entrepreneurs with spaces to create their vision, but also help to create a culture to boost creativity, learn about the needs of people, give and receive feedback from a wide audience, and be a part of a collective community that share similar goals and ambitions. The Ghattostead could be a co-working space for small businesses and nonprofits focused on food and food security to create more good with all of their collective work.

Relevant Land Use Regulation

- Los Angeles Planning & Zoning Code
- Sec. 12.09.6
 - Sec. 12.05.A.16

Land Use Regulation Summary

Co-working spaces are typically arranged for multiple people to work on separate projects simultaneously at the same place using the shared resources of the space. In the City of Los Angeles, co-working spaces are permitted in commercial zones and on the ground floors of multi-floor buildings in mixed use (RAS) zones. But the Ghattostead is in an R2 zone, so co-working spaces would be regulated under the section of the zoning code referring to home occupations. A home occupation is allowed in an R2 zone as long as it meets a list of 21 conditions--one of them being that the occupation be “conducted within the main dwelling unit [...] and only by persons residing within the dwelling unit.” Unless a co-working space at the Ghattostead does not allow two workers on the premises conducting paid work within the designated co-working space simultaneously, co-working spaces fall outside of the conditions allowed for home occupations in R-2 zones. Additionally, co-working spaces cannot take place in secondary dwelling units like the loft in the backyard of the Ghattostead. Since the main dwelling unit at the Ghattostead will continue to have private rather than community uses, a co-working space would not be permitted--unless the Ghattostead were to obtain a discretionary permit from the City Planning Department for a **Zone Change or Variance** from the zoning regulations.



Goal 3: Provide business incubation for value added and prepared foods.

Tactical Options

1. Develop a co-working program that precludes more than one worker working on site simultaneously.
2. Operate a traditional co-working space informally while pursuing a discretionary permit for a **Zone Variance** or a **Zone Change** with the guidance of a land-use attorney and the support of the site's neighbors.
3. Operate a legal co-working space that allows multiple workers to make non-monetary transactions using alternative forms of trade such as time credit trades or barter.

**Zone Change or
Zone Variance**
Appendix: Flows 5,6 &
Forms 4,6

Case Studies

BLANK SPACES - <http://www.blankspaces.com/>

Blank Spaces is a community co-working space in the Miracle Mile neighborhood of Los Angeles whose mission is to “provide a modern, communal workspace that will inspire creativity, promote occupational freedom and accommodate independent professionals and entrepreneurs with ever-changing schedules and needs.” Offering a vast assortment of office services and a variety of work spaces including offices, conference rooms, and work stations, Blank Spaces fits their space to the specific needs of their clientele.

NEXT SPACE - <http://nextspace.us/about-us/>

Next Space is a coworking space in Culver City specializing in creating not only a working environment for their clients, but also providing a community of creativity to share experiences, ideas, and processes to better each business. “Workspace plus Community = NextSpace”

RESOURCES

- Four Aspects of Successful Coworking Spaces <http://www.forbes.com/sites/85broads/2013/07/19/creating-a-space-for-entrepreneurs/>
- Making Spaces for Others: a report for anyone who wants to create a better workspace http://www.makingspaceforothers.com/content/home/MakingSpaceForOthers_By_Katy_Jackson_sml2.pdf



Goal 2: Trying to transform supply chain to reward farmers and food businesses for environmental and socially sustainable business practices
 Goal 2: Support local and regional farmers and food businesses
 Goal 3: Job creation throughout food chain
 Goal 3: Increased education of residents about available nutrition assistance and outlets - Ghattostead could align with education focus

II. EDUCATION + JOB TRAINING

Educating community members on topics of food production and preparation can increase residents' self-sufficiency as well as build a network of valuable skills within the community. Pairing such skills with education on health and nutrition can also improve both individual and neighborhood health. Furthermore, training community members to develop and implement successful models of food distribution can extend the reach of the Ghattostead's programming and help to disseminate both food and information throughout the community.

EDUCATION

The Ghattostead could offer regular classes or workshop sessions to train interested community members on food security topics such as gardening, food preparation and preservation, health and nutrition, and food distribution. In addition to food-specific topics, the Ghattostead could serve as a site for other educational opportunities relevant to community members' needs or interests. Possible topics include adult education (English tutoring, GED preparation), financial literacy, or job application and interview skills.

JOB TRAINING

Educational programming may also take the form of job training to prepare residents for work in the emerging "green economy." According to the United Nations, a green economy is "low carbon, resource efficient, and socially inclusive" and "results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities." Urban farming and related social enterprises are exemplars of green economy jobs. Such training may be a key opportunity for traditionally hard-to-employ groups such as youth, veterans, or previously incarcerated community members.

Planning questions to consider

- What type of information or skills would be useful to residents in my community? Of these, which would be the most useful?
- Am I qualified to teach this information or skill set? If not, how can I become qualified, or how can I partner with a qualified instructor?
- What type of space, materials, equipment, or other resources would be necessary to implement this type of programming?
- Who is the target audience for this programming?
- How will this programming be managed and funded?

Relevant Land Use Regulation

Los Angeles Planning & Zoning Code

- Sec. 12.22.A.8 - Exceptions
- Sec. 12.24.U.6 Conditional Use Permits - City Planning Commission - Educational Institutions

Land Use Regulation Summary

Homes in any R zone may be used for what the Zoning Code terms "adult education classes." The Zoning Code does not define the content or the form of the classes but does state that they are "programs conducted by University Extension of University of California or any other comparable university." According to this definition, as long as the class is held by an institution like UCLA Extension, the class qualifies. This leaves open what kinds of classes can be taught and even who may attend since institutions like UCLA Extension and community colleges have few restrictions on student age. Whether the Ghattostead can qualify as a comparable institution is unclear. However, the operators of the Ghattostead may partner with nearby colleges and universities to offer classes on-site as long as certain conditions are met: no more than thirty students may attend classes on site; and classes can only be held once per week for no more than three hours each for up to 15 weeks per semester.

Tactical Options:

1. Partner with educational institutions to offer classes on site. No permits or additional discretionary entitlements need to be gained.
2. Offer classes independently while advocating for clarity and support for these kinds of uses in R zones in the Zoning Code.
3. Gain accreditation from the State Board of Education in order to offer classes by-right in R zones without partnering with current educational institutions.

Case Study - Education

CITY SLICKER FARMS URBAN FARMING EDUCATION PROGRAM is “closing the knowledge and skills gap for individuals and communities to grow their own food” (City Slicker Farms). By offering several types of opportunities, City Slicker Farms is able to engage a wide range of community members in their educational programming. The farm offers internships for both youth and adults; a summer Youth Crew that involves teenagers in cultivating fresh produce while learning leadership and job skills and earning a monthly stipend; farm tours and service learning for groups of all ages; and community-based workshops on topics of urban farming and nutrition. <http://www.cityslickerfarms.org/urban-farming-education-program>

RESOURCES - EDUCATION

- Master Gardener or Master Food Preserver classes through University of California Cooperative Extension (see p. ____ in Appendix)
- CDC Heart-Healthy & Stroke-Free (A Social Environment Handbook): http://www.cdc.gov/dhdsp/seh_handbook.htm
- CDC Nutrition Resources for Health Professionals: <http://www.cdc.gov/nutrition/professionals/tools/index.html>
- Sustainable Agriculture Research & Education (SARE) Learning Center offers online courses & resources on topics of sustainable agriculture: <http://www.sare.org/Learning-Center>
- Sprouts Cooking Club teaches kids to cook with real food: <http://www.sproutscokingclub.org/>

Case Study - Job Training

MASSACHUSETTS AVENUE PROJECT “teaches teens to solve food access issues in their neighborhoods by growing and selling organic food, learning to run their own business, training others, and working on public policy change.” (Massachusetts Avenue Project, <http://mass-ave.org/>) More info: <http://mass-ave.org/>

RESOURCES - JOB TRAINING

- Digital Literacy Educator Tools: <http://www.digitalliteracy.gov/content/educator>
- Chrysalis (nonprofit providing resources/support to homeless and low-income individuals to find and retain jobs in LA): <http://www.changelives.org/>
- Farmer Veteran Coalition provides farming education and assistance to veterans in the farming community: <http://www.farmvetco.org/our-resources>
- Youth Farmers’ Market Handbook: http://dug.org/storage/public-documents/YFM_Handbook_digital_copy.pdf
- United Nations Environment Programme Green Economy Initiative: <http://www.unep.org/greeneconomy/AboutGEI/WhatIsGEI/tabid/29784/Default.aspx>



LAFPC ALIGNMENT

Goal 3: Increased education of residents about available nutrition assistance and outlets - Ghattostead could align with education focus

III. INFORMATION HUB + TOOL SHED

INFORMATIONAL MATERIALS

As a supplement to other on-site programming, the Ghattostead could compile a library of useful information regarding proposed food security and community development projects. Relevant resources may include materials on themes of: horticulture, cooking, food preserving, health and nutrition, food distribution, community organizing, economic development, and nonprofit or small business management. Information can be shared in the form of books, scholarly journals, periodicals, other print materials (handbooks, brochures), websites, blogs, DVDs, etc.

Relevant Land Use Regulation

Los Angeles Planning & Zoning Code

- Sec. 12.11.A.7 - "R4" Multiple Dwelling Zone
- Sec. 12.21.A - Parking requirements
- Sec. 12.21.C.3 - General Provisions - Yards for Institutions, Churches, etc
- Sec. 12.22.A.18 - Exceptions - Developments Combining Residential and Commercial Uses
- Sec. 14.00.A.3 - Public Benefit Projects - Libraries, museums, fire or police stations or governmental enterprises

Land Use Regulation Summary

This use would provide a private, non-profit library--which is permitted by-right on property zoned R-4 as long as it meets certain yardage requirements. However, non-profit libraries are also allowed on lower level R zones as Public Benefit Projects, which requires following a prescription of performance standards before receiving a permit to operate--which include yardage and parking requirements. Currently, the Ghattostead site does not meet those requirement.

Tactical Options

1. Establish a book & media library under a non-profit operator, and gain the applicable **Public Benefit Project permit** after meeting the City's prescribed performance standards.
2. Establish a book & media library under a non-profit operator after gaining a discretionary permit for either a **Zone Change from the Area Planning Commission** or a **Zone Variance**.
3. Establish a decentralized, digital library database and check-out system for books and media owned by residents and businesses throughout the neighborhood in order to integrate neighborhood resources and avoid bureaucratic processes.

TOOLS + EQUIPMENT + MATERIALS

The site can promote the expansion of similar projects throughout the surrounding community by serving as a hub of tools, equipment, or materials relevant to food security projects such as gardening, preserving, cooking for large groups, etc.

Land Use Regulation Summary

A private, on-site rental system for tools, equipment and materials as a free service to community members is not a specific use that is regulated in the City of Los Angeles or in the State of California. If, however, the rental system is a paid service, then this use would be commercial. This specific kind of commercial use is not mentioned in the Zoning Code, so it is likely to be regulated as a home occupation, which requires a business licence and prohibits the use of certain materials and substances that may limit what can be rented out.

Tactical Options

1. Establish a complementary community tool library. No additional specific restriction have been identified for this use.
2. Establish a community tool library as a paid service, meeting the conditions of "Home Occupation" in the Zoning Code.

Public Benefit Project permit

Appendix: Flows 4 & Forms 3

Zone Change or Zone Variance

Appendix: Flows 5,6 & Forms 4,6

3. Enroll neighbors in existing online goods-sharing systems in order to build a more robust network of shared goods in the neighborhood.
4. Develop a neighborhood specific goods-sharing service online and offline.

Planning questions to consider

- What types of information will community members seek regarding the food production/ community development activities we wish to promote in our community?
- What types of tools, equipment, or materials are necessary (or helpful) for the food production activities we wish to promote in our community?
- Who will be allowed to use these materials?
- How will we manage the loan and return of these materials?

Case Study

WEST PHILLY TOOL LIBRARY loans tools to community members for home and yard maintenance. With access to tools and tutorials, area residents are also able to learn new skills through this community resource. More info: <http://westphillytools.org/>

RESOURCES

- Guide to Sharing: <http://www.newdream.org/programs/collaborative-communities/community-action-kit/sharing>
- How to Start a Tool Library (a webinar): <http://www.newdream.org/resources/webinars/webinar-start-a-tool-library>
- Local Tools (a web app for tool lending libraries): <http://localtools.org/>
- Goods Sharing Web Platform: <http://neighborgoods.net/>

SHARED-USE MOBILITY LIBRARY (BICYCLES, SKATEBOARDS, ROLLER SKATES/BLADES, SCOOTERS, AUTOMOBILES, SEGWAYS)

The Ghattostead may seek to improve the conditions of its surrounding neighborhood while also connecting people and places within it. A mobility library can support these activities by providing shared transportation resources to community members and to food entrepreneurs. Many models for shared-use mobility hubs exist. Some are decentralized networks based on mobile apps such as Lyft or Sidecar. Other are low-tech complimentary bicycle check-out systems operated by a university transportation center. The most common forms of mobility libraries require a form of deposit or payment. And they often focus on car-sharing or bike-sharing. But many modes of transportation exist and should be evaluated.

Relevant Land Use Regulation

- Los Angeles Municipal Code
 - Sec.12.21.A.4
- California Public Utilities Commission Decision
 - Decision 13-09-045

Land Use Regulation Summary

With the tremendous growth in car-sharing, ride-sharing, and bike-sharing businesses and systems throughout the world, shared-use mobility is gaining increased attention from regulators at all levels of government. In fact, regulation was a key subject at the first-ever Shared-use Mobility Summit held in October 2013. The Municipal Code of the City of Los Angeles is mostly silent about shared-use mobility uses on private spaces. Local regulation does address how bike-sharing can be used on private property--though with limited application to the Ghattostead site. In April 2013, City Council passed a bicycle parking ordinance that requires all new developments to replace a portion of their planned vehicle parking with bicycle parking. The ordinance allows bicycle parking to include stations for a bike share program. This

ordinance, however, is not applicable to developments on properties zoned R-2. Nor is it applicable to existing developments that will not change use or go through a major remodel. Car-sharing is also a subject of state and local regulation. Whereas the California Public Utility Commission has approved the operation of car-sharing businesses in the state, the Los Angeles City Council has resolved to develop more stringent regulations and challenge the CPUC decision. While this may influence how vehicles owned by the Ghettostead operator can be used, it does not significantly influence land-use decisions at this time. As of yet, no regulation addresses sharing space for other forms of alternative mobility--such as push scooters, skateboards, wheelchairs, rollerskates, Segways or rollerblades.

Tactical Options

1. Develop a shared-use mobility library that includes a variety of mobility equipment--including bicycles.
2. Develop a guidebook of shared-use mobility resources accessible to residents in the neighborhood.

Case Study

The *ARCATA LIBRARY BIKE* is a volunteer-run bicycle loan program in the city of Arcata, California that works much the same way as lending at a book library. Bicycles could be loaned to an adult for a \$20 deposit, which would be returned to the person of the bike were returned within six months. A person could also just renew the loan at the time that it would be scheduled to expire. Over a one-year period, the system checked out 630 bikes. And they average 53 bike check-outs per month. The program has maintained donated bikes, and it has gained support from a number of local businesses.

RESOURCES

- Zotwheels, UC Irvine <http://www.parking.uci.edu/zotwheels/howitworks.cfm>
- Fort Collins Bike Library: <https://www.fcbikelibrary.org/signup.php>
- Arcata Library Bike: <http://www.arcata.com/greenbikes/>
- UC Santa Cruz Bike Library: <http://bikelibrary.weebly.com/>

IV. FOOD PRODUCTION

GARDENING

The Ghettostead has several spaces that could be feasibly converted to on-site food production to develop a coordinated healthy food neighborhoods strategy. In addition to serving as a demonstration garden and providing hands-on opportunities for gardening experience and education, produce from the site can be used in a variety of other food security projects, such as cooking and food preservation demonstrations or training, distribution enterprises, or community dinners and events.

The most productive or cost-effective gardening strategies depend on physical features that vary across the site, such as sunlight, water access, and soil quality (some potential garden sites have no soil currently). This section of the toolkit will outline the various options for gardening on-site, including in-ground garden beds, raised beds, parkway gardening, vertical gardening, and alley gardening.

IN-GROUND GARDENING

An in-ground garden can be installed easily and with few materials and tools. However, before planting in-ground, be sure to test your soil for harmful contaminants such as lead. In-ground garden beds are also more prone to disruption from animals (typical garden pests such as rabbits and moles, as well as neighborhood cats and dogs) that have access to the site. If these are concerns, consider planting your garden in a raised bed instead. Whether you choose to plant in-ground or in a raised bed, consider the sunlight exposure and accessibility to water at your garden site.

RAISED BEDS offers several benefits over in-ground gardens:

- Easier access for gardeners (especially children and the elderly)
- Good solution if ground soil is not safe to grow food
- Easier to weed, and generally have fewer pests
- Improved soil drainage, which is better for plant growth
- Soil doesn't become compacted because you don't step on the growing area
- Helps to define the garden for children (so they don't step on plants)

Raised beds also have a few drawbacks:

- They dry out quicker than ground soil and may need more water
- They may be an unnecessary expense if ground soil and gardener ability makes in-ground gardening feasible

Design/planning questions to consider

What size do I want the bed to be?

What material should I use?

Should I build the bed myself or use prefabricated pieces?

How will I lay out the bed(s) in my site?

VERTICAL GARDENING

Vertical gardening is particularly suitable for narrow strips of land along walls or fences. By encouraging climbing plants to grow up a trellis, you can make a small piece of land highly productive. The principles of vertical growing can also be used in standard in-ground or raised beds: install a trellis on the north end of a garden bed (so it doesn't block sun for the rest of the bed) and encourage climbing plants to grow up, rather than out.

ALLEY GARDEN

An alley garden can be installed either in-ground or in a raised bed (or series of raised beds); follow guidelines for testing soil quality (p. ___) and, if necessary,

Soil

Appendix: p. 44

Sunlight

Appendix: p. 41

Choosing Raised Bed Size, Material, and Construction

Appendix: p. 48

Vertical Gardening

Appendix: p. 45

Soil

Appendix: p. 44

**Choosing
Raised Bed Size,
Material, and
Construction**

Appendix: p. 48

consider the most suitable type of raised bed to use. While an alley garden will be implicitly offered to harvesters outside of the Ghettostead, develop a plan for checking on and maintaining the garden (watering, weeding, harvesting as necessary). You may also wish to use signage or other methods to encourage neighbors or passersby to harvest.

Relevant Land Use Regulations

- Los Angeles Planning & Zoning Code
- Sec. 12.27.U - Variances - Plan Approvals
 - Sec. 19.01.I - Fees

Land Use Regulation Summary

When gardening is being conducted for non-commercial uses, the Zoning Code does not prohibit any specific kind of gardening on any part of a property where discretionary approvals are not being sought by the property-owner. However, in instances where discretionary approvals are being sought, a Landscape Plan Approval is required. If gardening is being conducted for commercial purposes, however, certain regulations apply. These regulatory limitations are discussed in the Food Distribution section.

Tactical Options

1. Develop a garden for uses that could be private or educational.
2. Develop a garden for public shared uses conforming to local land use regulation or advocate for a change in applicable regulation.

Case Study

LA GREEN GROUNDS is a volunteer-based group working to install edible gardens in front yards and parkways in South Los Angeles. The group advocates for residents to grow their own food and build community wellness by sharing produce and gardening skills with neighbors. (<http://lagreengrounds.org/>)

RESOURCES

- University of California Cooperative Extension Master Gardener Program provides trained specialists as volunteers in local horticultural projects (see p. 41)
- Raised bed construction instructions and tips (see p. 48)
- Sunlight requirements and root depth charts (see p. 41)
- Companion Planting Guide (see p. 44)
- Veggie Planting Guide for Southern California (see p. 43)
- Soil Testing (see p. 44)
- Beginning Farmers (An Online Resource for Farmers, Researchers, and Policy Makers): <http://www.beginningfarmers.org/urban-farming/>
- RAUF Foundation (Resource Centres on Urban Agriculture and Food Security): <http://www.ruaf.org/>
- The Urban Homestead Project: <http://urbanhomestead.org/>

PARKWAY GARDENS

After years of political battle, the City of Los Angeles now permits residents to plant parkway gardens. These gardens are highly visible and symbolic of an accessible public good; as such, a parkway garden may be an important tool for building conversation and community around the Ghattostead's neighborhood food security projects.

Test to ensure that the ground soil is safe before planting and determine the most suitable type of raised bed if necessary. While it is the homeowner's duty to maintain the parkway garden, it is legal for anyone to harvest from it (although the invitation is only implicit). You may explicitly invite neighbors and passersby to harvest with creative signage ("I'm ripe, pick me!" or "Hello, neighbor! Please help yourself!").

Relevant Land Use Regulation

Los Angeles Planning & Zoning Code

- Sec. 22.322 - Board of Public Works — Control Over Construction, Maintenance and Design of Public Work or Improvement.
- SEC. 62.162. POWER TO PLANT, MAINTAIN AND ISSUE PERMITS.
- SEC. 62.169. PERMIT REQUIRED TO PLANT IN STREETS

Land Use Regulation Summary

The City of Los Angeles Public Works Department, Bureau of Street Services has the responsibility to plant and maintain landscaping in areas of the public right-of-way such as parkways along sidewalks. Currently, residents are not permitted to plant in parkways without permission from the Public Works department. However, City Council has approved the final drafting of an ordinance that would allow "edible landscaping" to be initiated and maintained by residents without a special permit from the Department of Public Works. This action was taken on October 28, 2013 and is pending a final draft from the City Attorney's Office before a final vote by City Council and implementation.

Tactical Option

- I. Plant edible landscaping on the parkway in front of the Ghattostead site while awaiting while awaiting the final implementation of the rules that would allow this use of the parkway.

LIVE ANIMALS & AQUACULTURE

Even with limited space certain animals can grow in abundance and be productive in urban environments. Often, the systems of fish or animal farming complements traditional gardening. For example, fish wastes can be used as fertilizer for produce in an aquaponics system. Develop the capacity for large scale commercial production of fish as part of a food hub. Before deciding to rear animals on your site you will need to consider the type of resources the animal can provide, possible nuisances (p. 34), and maintenance and harvesting requirements.

LIVE ANIMALS

The friendliest animals for a semi-urban residential homestead are chickens (refer to regulation on live animals). Hens produce eggs and meat for consumption, breast feathers for home needs and can be used for comforter-stuffing, and chicken manure for fertilizer. If you live on a larger lot with limited regulatory restrictions other low-stress animals to consider are geese, goats, sheep, bees, and pigs.

AQUACULTURE

There are more advanced aquaculture set-ups (refer to sidebar), but the most simple is a home recirculating system. This will require an above ground vinyl-lined swimming pool, a garden hose, and water quality instruments (e.g. drum clarifier, biofilter, aerator). Fish are much

Soil
Appendix: p. 44

**Choosing
Raised Bed Size,
Material, and
Construction**
Appendix: p. 48



**LAFPC
ALIGNMENT**

2013 strategic goal: Develop the capacity for large scale commercial production of fish as part of a food hub.

like plants and can be cold-hardy or heat-loving types, and your decision for particular fish will depend on your culinary preferences, site-specific characteristics, and your experience. Common and hardy fish types to consider for your homestead: tilapia, catfish, and carp.

Relevant Land Use Regulation

Los Angeles Planning & Zoning Code

- Sec. 12.05.A.7 - "A1" AGRICULTURE ZONE. - Livestock
- Sec. 12.08.A.3 - "R1" ONE-FAMILY ZONE. - Animal Keeping
- Sec. 12.21.C.5.a - General Provisions - Location of Accessory Buildings
- Sec. 12.24.W.5/6 - CONDITIONAL USE PERMITS AND OTHER SIMILAR QUASI-JUDICIAL APPROVALS - Authority of the Zoning Administrator for Conditional Uses/ Initial Decision

TYPES OF AQUACULTURE SYSTEMS

- Cage culture: built for \$100; supplies – cage materials, fish, feed; pond, lake, stream; tilapia, trout, salmon, hybrid striped bass
- Flow-through (would require large body of water)
- Greenhouse aquaponics: requires a lot of management and would cost up to \$1000
- Home recirculating: best for simple to-do; vinyl-lined swimming pool with a garden hose; pool costs range from \$300 to more than \$2000; only vinyl lining to be replaced every few years; 12 ft in diameter and 3 feet high (will hold 2,000 gallons of water 10-15 lbs of fish with unfiltered water, but can produce more than 100 pounds of fish in one growing season if "controlling temperature, removing ammonia, and waste, and oxygenating the water"; tilapia, catfish, bass, carp and trout

Land Use Regulation Summary

Animal Keeping is not permitted for any commercial use and cannot be slaughtered outside of an Animal Slaughtering Zone. Where Animal Keeping is permitted for private use, certain conditions must be met. Equine, poultry, rabbits, and chinchillas are allowed to be kept on properties zoned R2 for non-commercial uses. Goats, cattle, bovine, and swine may not be kept on properties zoned R2. Animals that may be kept must be in the rear of the main building and a certain distance from dwelling units, shared walls and property lines. This rule precludes animal keeping on many smaller lots and in many denser neighborhoods -possibly including the Ghettostead and its neighborhood. Animal keeping for commercial uses, such as bovine feed or sale yards and cattle or goat dairies, are subject to a **conditional use permit under the authority of the Zoning Administrator** in certain agricultural zones, but are not permitted in R2 zones. The Zoning Code is silent on aquaculture.

Conditional Use Permit

Appendix: Flows 3 & Form 1

Discretionary Approval

Appendix: Flows 3, 5, 6 & Forms 1, 4, 6

Tactical Options

1. Keep a mix of animals permitted on the site that contribute to the overall function of the site and that can have private and educational uses but cannot be slaughtered on-site.
2. Keep a mix of animals not permitted on site for private and educational uses while gaining **discretionary approval** to keep them.
3. Keep a mix of animals for commercial use while gaining discretionary approval to keep them.

V. FOOD PROCESSING

COMMERCIAL KITCHEN

A commercial kitchen provides space and equipment for members of the community to rent or use for free in order to produce food. Depending on the intended use, the kitchen design can focus on capacity for large batches, equipment to allow canning and preservation or duplication of equipment to allow multiple users at once.

Relevant Land Use Regulations

Los Angeles Planning & Zoning Code

- 12.05.A.16 - "A1" AGRICULTURE ZONE - Home Occupations
- 12.09.A.6 - "R2" TWO-FAMILY ZONE - Accessory uses and home occupations
- California State Assembly Bill 1616 - California Homemade Food Act http://www.leginfo.ca.gov/pub/11-12/bill/asm/ab_1601-1650/ab_1616_bill_20120921_chaptered.html

Land Use Regulation Summary

The California State Assembly passed the California Homemade Food Act (AB 1616) in order to allow home-based food producers to sell food processed in their home kitchens. Certain high-risk foods that require refrigeration, such as meat and dairy, continue to be prohibited. But many kinds of fruit, nut, vegetable and grain products may now be processed in home kitchens for sale. Certain conditions must be met. No more than one person who does not live in the home may be employed in the cottage food operation; labeling requirements must be met; and kitchens will be subject to inspection--depending on how the food will be distributed. Locally, the City of Los Angeles regulates this kind of business as a home occupation, which is allowed on the Ghattostead site. However, were the Ghattostead operator to allow people who live outside of the home to use the kitchen for commercial purposes that residents of the site do not formally manage, this would be prohibited by the State of California and the City of Los Angeles. Additionally, a commercial kitchen could not allow more than one person who is not a resident of the site to be on site using the kitchen at any time. This does, however, allow multiple people to use it at different times.

Tactical Options

1. Implement a commercial kitchen operated by a resident at the Ghattostead site, gaining a permit from the California Department of Public Health and following the Zoning Code's rules for Home Occupations. The Ghattostead operator may invite a chef-in-residence who would qualify as the operator of the kitchen.
2. Implement a commercial kitchen that accommodates multiple businesses and simultaneous users. Since the State and the City have aligned limitations on the scale of home-based commercial kitchens, this option may be paired with advocacy for a zone change at the local level or rule changes at the state level.
3. Implement a shared kitchen that accommodates multiple simultaneous users but without a commercial use component. The programming would be primarily educational. And any products distributed from the kitchen would need to be given away complementarity or through complementary currencies like **time credits**.

Case Studies

RHODE ISLAND COMMUNITY FOOD BANK: This kitchen provides a location for culinary job training for local adults where students learn how to create healthy meals and gain employment in restaurants and commercial kitchens while providing food to hungry children. Over 500 students have gone through the program since 1998. <http://www.rifoodbank.org/Programs/CommunityKitchen/tabid/179/Default.aspx>

LA COCINA (SAN FRANCISCO, CA): Works with primarily low income Hispanic community, since 2006- 4,400 sq ft kitchen, businesses apply to grow their business- not a rental space-focused on growing small businesses.

Time Credits

See "Resources" appendix for more information on the Arroyo S.E.C.O Network of Time Banks

YORKITCHEN (YORK, PA): Since 2011, available for rent 24/7, allows local farmers to add value to products without the cost of commercial grade equipment. They provide classes and connection to farmers market. Farmers are able to use the 1200 sq ft space for \$25 per hour.

RESOURCES

Other shared kitchens:

- <http://detroitkitchenconnect.com/>
- <http://foragesf.com/foragekitchen/>
- <http://www.edibleenterprises.org/index.html>

Steps to consider when developing incubator model:

- <http://www.shareable.net/blog/how-to-start-the-airbnb-of-kitchen-incubators-in-your-community>

This Shared Kitchen Report details common obstacles faced by existing organizations:

- http://www.econsultsolutions.com/wp-content/uploads/2013/08/ESI-SharedKitchenReport_2013.pdf



Goal 3: Connect retailers in low income areas to locally produced food

VI. FOOD DISTRIBUTION

Once food is grown or processed by the Ghattostead, the distribution method can vary based on organizational goals such as whether the intention is to donate, generate profit or break even. Some of the distribution options favor keeping food in the community whereas others are less discriminative to the location of consumers.

SUBSCRIPTION/CSA (COMMUNITY SUPPORTED AGRICULTURE)

A CSA is a direct relationship between a producer and consumer without going through wholesaling and retailing. It may be difficult to source enough produce to fulfill a CSA subscription with just one home garden, but a network of gardens could provide enough volume to sustain a membership base. Boxes of produce that has been grown on this network of gardens would then be delivered usually on a weekly basis. Or the Ghattostead can serve as a pick-up location for its own or an existing CSA service such as Farm Fresh To You (<http://www.farmfreshtoyou.com/>).

Land Use Regulation Summary

The Zoning Code is silent about CSA pick-up events. Since no exchange of federal currency and no produce growth are necessary components of a CSA pick-up location, this could be a permissible use. Food grown on-site may be able to be distributed at the CSA pick-up event as long as no money changes hands during the event.

Tactical Options:

1. Operate a CSA pick-up event monthly in order to encourage the use of the Ghattostead as a neighborhood meeting place.
2. Do not operate a CSA pick-up at the Ghattostead but participate in one as a consumer and as a supplier, taking advantage of the Truck Gardening ordinance.

Case Study - Subscription

BACKYARD-BASED CSA: Since 2010, two entrepreneurs in Salt Lake City Utah have used a collection of backyard gardens, totaling 1 acre, to provide inventory for local CSA. As of 2012 they had over 120 members who either pick up or have delivered at a cost of \$375-750 per 22-25 week growing season. (Cost varies depending on half vs. full share; delivery vs. pick-up; addition of value-add products such as soup and juice) Backyardurbangardens.com

MARKET / FARMSTAND

The Ghattostead can apply to have a table at the nearby Crenshaw Baldwin Hills Farmers Market (currently operating on Saturdays 10 a.m. - 3 p.m. in the Sears parking lot). This would provide an outlet for both grown or crafted foods as well as providing another source of fresh food in the community.

Requirements for sellers include organic certification and a business license plus a sellers permit for hot foods and artisan goods. <http://www.seela.org/crenshaw-farmers-market/>

ON-SITE FOOD SALES/MINI MARKET: Instead of being a part of an existing farmers' market, it may soon be possible to sell food right from the Ghattostead. This could possibly create foot-traffic and activity amongst neighbors in the area who come to buy fresh food, adding life to the local streets. As of November, 2013 the city is taking steps to legalize street vending.

Relevant Land Use Regulations

Los Angeles Planning & Zoning Code

- Sec. 12.24.X.6 - CONDITIONAL USE PERMITS AND OTHER SIMILAR QUASI-JUDICIAL APPROVALS. Further Authority of the Zoning Administrator for Other Similar Quasi-Judicial Approvals. Farmer's Markets
- Sec. 12.24.W.45 - CONDITIONAL USE PERMITS AND OTHER SIMILAR QUASI-JUDICIAL APPROVALS. Authority of the Zoning Administrator for Conditional Uses/ Initial Decision. Farm Stands
- Sec. 19.01.E - FILING FEE - APPLICATIONS AND APPEALS.

Land Use Regulation Summary

Most commercial uses are not permitted on properties zoned R2--unless those uses are classes programmed by a college or where no more than one customer is on site at a time. Currently, a market, a farmers' market, and a farm stand are not permitted uses on most private property in an R2 zone--unless it's held on property owned by a church, school, or philanthropic organization while gaining approval through the Conditional Use Permit process and meeting site performance standards that the Ghattostead cannot currently meet. Also, a farmers' market that sells produce grown on site constitutes a "farm" according to the city's definition. And a farm is not a permitted use in R2 zones. **An ordinance has been proposed** to allow farmers' markets in more places in R zones. The Zoning Code does, however, allow farm stands on-site for the sale of agricultural or farm products in RA "suburban" zones.

Tactical Options

1. Operate a farmers' market despite the current regulation while advocating for the passage of the farmers' market in a form that suits the needs of the Ghattostead.
2. Operate a farmers' market while gaining a **Zone Change or a Zone Variance**.
3. Avoid selling on-site until the farmers' market ordinance has passed to the satisfaction of the Ghattostead.
4. Do not sell agricultural and farm products on-site.

OFF-SITE SALES

ONLINE: Selling foods online may help reach a wider audience. This would be an advantageous route if the goal is to help locals use food to earn money. However, it does not prioritize using the food to feed the community. In 2010, a Los Angeles resident used Craigslist to advertise lemons from her backyard trees at half the cost of chain grocers. (<http://articles.latimes.com/2010/may/21/business/la-fi-homegrown-20100521>)

ETSY FOOD MARKET: On the vintage and craft website, Etsy, food artisans can sell their wares to consumers across the country. Most food products on the website center around candies, nuts, preserves and baked goods. It could be possible for Ghattostead entrepreneurs to grow a crop such as strawberries, then make it into a jam and sell it



Goal 1: Develop a coordinated healthy food neighborhoods strategy via farmers markets

See "Pending Proposed Ordinances" appendix for more details on Certified Farmers' Markets in R zones in addition to other relevant ordinances pending.

Zone Change or Zone Variance
Appendix: Flows 5,6 & Forms 4,6

online. The barrier to begin selling on Etsy is much lower compared to a traditional grocer or gift store. A “storefront” can be started within about an hour.
(http://www.etsy.com/browse/home-garden/food-market?ref=br_nav_new_3)

BARTER: Similar to a food swap event (see p. 31), some cities have established online networks to allow communities to trade meals. This doesn’t have to be done simultaneously and instead operates on a credits system. Some people have earned income by making several meals at once and trading in credit earned for cash. Example: <https://www.mealku.com/>

DIRECT TO RESTAURANT (DISTRIBUTION): Produce grown on site at the Ghettostead can be sold to local restaurants. This will likely take cold-calling and cultivation of relationships with restaurants that feature seasonal menus and can commit to an unreliable quantity of foods. Another alternative is to grow specific crops at the request of local restaurateurs, such as a specific microgreen that is difficult to purchase wholesale.)

Case study - Direct to Restaurant

SOLANO CANYON COMMUNITY GARDEN NEAR CHINATOWN: The community garden worked with the Supperclub restaurant to provide greens, peppers and herbs. They would deliver a box every week and the chef would work to incorporate the ingredients into the menu.

FOOD SHELTER/FOOD PANTRY DONATION: Local shelters, food pantries and churches that offer meals often lack in fresh food, they usually welcome donations of fresh food to supplement their meals. Connect to an existing distributor like <http://www.laspecialty.com/index.php/company> which connects buyers and sellers.

Relevant Land Use Regulation

Los Angeles Planning & Zoning Code

- Sec. 12.08.A.3 - “R1” ONE-FAMILY ZONE. Use. Truck Gardening

Land Use Regulation Summary

In terms of land use, off-site sale of food grown, produced and processed on-site is very similar to farming, as the City defines the term. The City calls this kind of use “truck gardening.” Truck gardening means that food grown, produced and processed on-site is then sold off-site. A truck garden and a farm are similar in that they are uses in which produce grown on-site would be sold off-site. The definition of farming, however, adds that produce could also be sold on-site. Farming is not a permitted use in any R zone; truck gardening is permitted since its sale is off-site-only.

Tactical Options

1. Manage a truck gardening operation that supplies local markets and restaurants with surplus produce grown on site.
2. Do not manage a truck gardening operation and use the on-site garden for private and educational purposes only.

RESOURCE

The Intervale Center:

- http://www.communityfoodenterprise.org/book-pdfs/CFE%20-%20intervale-center_view.pdf



Goal 1: Develop a coordinated healthy food neighborhoods strategy: local sourcing mechanisms



Goal 1: Develop a coordinated healthy food neighborhoods strategy: local sourcing mechanisms

EVENTS

The Ghattostead could serve as a space for community members to gather for events to share ideas, goods, and skills, while also building community. Consider these food-related events:

COMMUNITY DINNERS

This is a way of gathering people in the neighborhood for either weekly, bi-weekly or monthly dinners to talk about inspiring topics. It provides a space to share food, ideas, conversations, stories, and passions. It is a way to create connectivity within the neighborhood, which eventually leads to sustainable life. Community dinners can take different forms but the common factor is sharing food amongst friends.

HARVEST PARTY

With the perks of living in Southern California and being able to grow food all year round, a harvest party can be put together at the beginning of every harvesting period. It is a good way to gather people in the community who will help pick and use the season's bounty.

Land Use Regulation Summary

A community dinner or a harvest party is typically a private event among invited patrons. The permissibility of these events depend, in part, on whether patrons must pay in order to participate. If these events were free, then no specific land-use regulation would apply to them. If the event were used to exchange monies, then the event would be considered a commercial use. Then the applicable land-use regulation would depend on the kind of commercial use is being conducted at the event. A typical commercial use for an event like a community dinner would be to charge for the each meal served, such as in a pop-up restaurant. A pop-up restaurant would still be considered a restaurant and would not be permitted in any R zone except for RAS3 and RAS4 mixed-use zones.

Tactical Options

1. Host events such as harvest parties or community dinners featuring food grown and raised at and around the Ghattostead without charging patrons for meals.
2. Host a pop-up restaurant while gaining a discretionary permit such as a **Zone Change or a Zone Variance** in order to legally charge for meals.
3. Host community dinners, harvest parties, and pop-up restaurants that allow patrons to pay for meals with their volunteer time or using alternative currencies such as time credits.

FOOD SWAPS + SEED SWAPS

A food swap is an event where cooks, bakers, and gardeners can come together to share their homemade or home grown foods, while developing new friendships. These events provide a diversity of homemade foods while getting to know community members. Seed swaps serve similar functions as a food swap. But instead of swapping food, people exchange seeds for growing plants in their gardens.

Land Use Regulation Summary

Food swapping and seed swapping are barter events and do not require an exchange of federal currency. This use is not regulated under the local land-use law. Given that a food swap or a seed swap meets regulations provided by any other jurisdiction responsible for them, they may be permitted to operate on-site.

Tactical Option

1. Facilitate a Food Swap or Seed Swap at the Ghattostead site in order to encourage the use of the Ghattostead as a neighborhood meeting place, and pair this activity with a relevant class, community dinner, or another event.



LAFPC ALIGNMENT

Goal 3: Increased education of residents about available nutrition assistance and outlet

Zone Change or Zone Variance
Appendix: Flows 5,6 & Forms 4,6

RESOURCES

- Urban Dinner Socials: <https://www.facebook.com/UrbanDinnerSocials>
- What Is a Food Swap? <http://www.foodswapnetwork.com/>
- LA Food Swap: <http://lafoodswap.com/>
- Seed Library of Los Angeles: <http://slola.org/>

VII. COMMUNITY LAND TRUST

A community land trust is an arrangement that allows land to be held by a third party on behalf of the beneficiaries of the trust. Community land trusts serve to take properties off the real estate market in order to serve the non-market objectives of the trust. Many community land trusts serve to provide home-ownership opportunities to low-income families who would not be afforded the opportunity on an open real estate market. And by stabilizing home values and rents they have served to stave off displacement resulting from “revitalization” while offering improved access to services and amenities that beneficiaries of the trust would not normally receive. Neighborhood stabilization options like a community land trust are important for the Ghattostead operator to consider in the strategies used to provide valuable services to the community around it.

Land Use Regulation Summary

The land-use regulations that apply to private owners of any R2 zoned property would also apply to a community land trust with the exception that community land trusts that are also nonprofits are permitted to operate a farmers market on certain properties in R zones. However, the Ghattostead as a private residence is not one of these designated properties.

Tactical Options

1. Create a community land trust that establishes the Ghattostead site as its first property in a neighborhood-stabilization and community-building plan.
2. Own the Ghattostead privately without gaining certain regulatory easements provided to nonprofits.

Case Study

THE BEVERLY VERMONT COMMUNITY LAND TRUST (BVCLT) is a non-profit developer that provides permanently affordable home-ownership and rental options to people with low to moderate incomes or with disabilities while also working to create sustainable and pedestrian-oriented neighborhoods. The BVCLT is an outgrowth of the Los Angeles Eco-Village, which is now a property within the BVCLT. Currently, four types of housing are provided by the BVCLT: single-family homes, condominiums, limited equity housing cooperatives, and shared homes. The BVCLT has an operating budget of between \$100,000-300,000, and each of its properties has its own operating budget separate from the trust's. The BVCLT is three miles west of Downtown Los Angeles and only a few blocks from a Metro rail station in one of the densest parts of the city.

RESOURCES

- Beverly Vermont Community Land Trust: <http://www.bvclt.org/>
- National Housing Trust/Institute for Neighborhood Economics: <http://www.nhtinc.org/ice.php>
- T.R.U.S.T South LA: <http://trustsouthla.org/>

VIII. OTHER CONSIDERATIONS

SIGNAGE

Depending on your vision and goals, different marketing strategies should be considered. The Ghattostead is located on a busy street within a residential neighborhood and a visible sign would bring attention to the growing community asset. A static sign can also be complemented with alternating signage advertising specific goals or activities the homestead wishes to share with neighbors and passersby. Signs within the site can also add a creative touch and designate the different zones and activities. Limit cluttering of signs by being selective of what is displayed. A few things to consider indicating: parking, operating hours, accessibility, and most importantly the site's name and purpose.

PARKING

In an existing neighborhood, parking is designated and limited for extra visitors; therefore, planning for extended parking (several hours at a time) or drop-and-go parking should be considered during the overall site development plan. Make it a point to supply active participants (often neighbors) with information on public transit or walking routes (shaded, safe, wide sidewalks, and painted crosswalks, minimal vehicular traffic) to control the parking situation. This can be made available both in print and web formats for easy access. In addition to vehicular access, consider allowing flexible space for handicapped persons to move around the site, especially the perimeter and main walkways.

HOURS OF OPERATION

While thinking of nuisances, also consider what the appropriate hours of operation may be for your site. How involved your neighbors are may impact your ability to set hours of operation. For instance, if your surrounding neighbors are involved in your project, it may be acceptable to begin construction at 8am or extend events until 11pm; however, if they are not directly involved with that phase of the project, it may be more courteous to set hours that respect your neighbors' space and time. Additionally, be sure to consider when your target audience may be most available or willing to participate.

CONSTRUCTION

Whenever you are considering construction on your site, be sure to research if a building permit is required for that type of construction. Not having the correct permits may result in an illegal structure which may result in a fine or the city forcing you to remove the structure. To find out in person about what permits may be necessary for each project, the Department of Building and Safety offers a public building counter, located on the 4th Floor, Counter 14, 201 N. Figueroa St., Los Angeles, CA 90012. <http://ladbs.org/LADBSWeb/public-home.jsf>

WASTE & SANITATION

To extend the life-cycle of many materials and resources for the site development, remember that waste can be minimized in several ways during both construction and regular maintenance. During construction and/or demolition, separate and save clean and untreated sawdust for use in compost bins and around the garden. Other materials can also be repurposed as landscape liners or a unique outdoor ornament.

(image: http://s3.amazonaws.com/wordpress_production/blogs/wp-content/uploads/2013/05/Repurposed-tools-fencing-therebuildingcenter-portland-flickr-wanderingone.jpg)

For community dinners or events, consider “bring your own...” by encouraging shared and reusable silverware and utensils.

If you choose to maintain a garden or are interested in reducing the site's food waste, plan for a compost bin. Composting is a simple way of recycling organic matter and can divert as much as 30% of household waste. The resulting material is a nutrient-rich soil amendment for plant growth. Refer to Appendix for more information on composting, including a list of wastes

that can and cannot be composted. Also, it is important to consider the spread of germs after handling organic material or animal waste. Therefore, make sure to provide a sanitation station for participants on site.

SAFETY

Safety should be a key consideration in planning for Ghettostead programming. Simple items such as having an evacuation plan and a meeting point for groups in case of fire or emergency, keeping a first aid kit in the kitchen, or knowing where electrical lines are in the yard before digging will keep your programming fun, and importantly, safe for all participants.

GARDEN SAFETY

- <http://www.cdc.gov/family/gardening/>
- <http://www.cpsc.gov/en/newsroom/news-releases/1996/lawn-and-garden-safety-tips---cpsc-urges-care-with-springtime-chores/>
- <http://www.mybwmc.org/lawn-and-garden-safety-tips>

CALL BEFORE YOU DIG

- <http://www.socalgas.com/safety/dig-alert.shtml>
- <http://www.digalert.org/homeowners.html>

EARTHQUAKE PREPAREDNESS

- <http://fire.lacounty.gov/safetypreparedness/safetyprepareearthquake.asp>
- <http://emergency.cdc.gov/disasters/earthquakes/>

KITCHEN SAFETY

- <http://umaine.edu/publications/2314e/>
- <http://lancaster.unl.edu/factsheets/019.htm>
- <http://publichealth.lacounty.gov/phcommon/public/eh/fsquiz/>

OUTDOOR EVENTS

- <http://www.weather.gov/safety>
- http://www.readyla.org/index2.php?lang=en&cat=getting_prepared&text=prepare_outdoor_safety

NUISANCE:

In planning and preparing for successful Ghettostead programming, be sure to consider how any of your proposed activities or events may be considered a nuisance to your neighbors. For example, a composting project may attract pests to your yard, keeping chickens may introduce unwelcome noises or odors to the immediate area, or hosting large events may create a parking challenge in your neighborhood. While you should not automatically rule out any activities that may have a negative impact on your neighbors, you should be proactive about considering unintended impacts. In both planning and implementing programming on site, ask yourself early and often how a proposed activity could be considered a nuisance to your neighbors, and take precaution to try to engineer those activities to be implemented in a way that minimizes nuisance.

CHAPTER 4

Funding

GRANT AND LOAN FUNDING

Urban farming is recently experiencing a wave of growth and popularity, creating new avenues of available capital, backed by traditional lenders and as well as venture funds with a philanthropic mission. The framework created to form the vision, mission, goals and programming for the Ghattostead will show to prospective lenders and grant providers how your organization specifically fits in with their funding requirements.

As the Ghattostead evolves and grows, depending on whether or not there will be a commercial or monetized aspect of the project, applying for microloans that are targeted to small food vendors will be useful. These microloans are specifically tailored to help small food ventures to operating expenses, purchase equipment and other infrastructural expenditures.

Once the Ghattostead has been established, shown a consistent operation, predictable revenue and entrepreneurial expertise has been vetted, it will be time to expand and request greater funds. Somewhere two to five years down the road, the microloans can be paid off with a more traditional small business loan. For these, there is the Grow America Fund, which has a lower interest rate and longer term based on the good faith the project has shown in being a stable venture.

The following Resource list will be a great starting point to find possible funding sources whether it be a grant or a loan. Keep in mind when you are applying for funding to apply to funders who align with your goals and objectives. Also, seriously consider what funding option is best. Receiving a loan to be paid back has much different implications for your organization than receiving a grant.

FUNDING RESOURCES (START-UP)

KIVA

<http://www.kiva.org/start>

Provides a worldwide platform for entrepreneurs to present their venture and solicit small one-time loans from individuals. These websites allow for cultivating an immediate stream of capital, as their requirements for a business plan are less stringent.

Green for Greens: Finding Public Funding for Healthy Food Retail ChangeLab Solutions and National Policy Legal Analysis Network

http://changelabsolutions.org/sites/default/files/Green_for_Greens_FINAL_%28CLS_20120530%29_20120119.pdf

This comprehensive toolkit provides multiple funding options and opportunities on a local, state and federal level for businesses and non-profit organizations seeking to provide healthful foods in underserved areas. The toolkit also dedicates a section to economic development and how to approach economic development agencies. Note that the toolkit was published in 2011 and is not a living document, so some of the opportunities may be outdated or unavailable.

The California Endowment

<http://www.calendow.org/grants/index.html>

The California Endowment has two funding streams: the first is a loan program for funding projects that align itself with the Endowment's 10-year Building Healthy Communities Plan; the second program, the Innovative Ideas Challenge, provides grants for innovative ideas to combat prevalent health issues in underserved communities.

Healthy Food Access Portal

<http://www.healthyfoodaccess.org/find-money>

This federal-level resource site provides various funding issues for ventures whose mission is to work in low-income communities in both urban and rural areas. The website is regularly updated with new funding opportunities.

Opportunity Fund

www.opportunityfund.org

Los Angeles Office:

6606 Pacific Boulevard Suite 214

Huntington Park, CA 90255

408-297-0204

Opportunity Fund is a California-based non-profit organization that provides microloans for small businesses, microsavings and community real estate financing. Opportunity Fund provides three tiers of business loans which can vary in value from \$2,600- \$100,000. These loans are the EasyPay Loans, Small Business Loans and Equipment and Vehicles.

Community Financial Resource Center

<http://www.cfrcla.org/>

4060 South Figueroa Street

Los Angeles, CA 90037

323-233-1900

The Community Financial Resource Center provides funding for street vendors, small business start-ups and established businesses. Additionally, the center provides business training and support.

Business Resource Group

<http://www.bizresourcegroup.com/index.htm>

11075 Santa Monica Boulevard Ste 175

Los Angeles, CA 90025

310-575-3309

The Business Resource Group strives to provide training, financial assistance and technical support to small and disadvantaged business owners in order to ensure business longevity and success.

California Small Business Development Center

<http://smallbizla.org/about/>

562-938-5020

The Development Center has multiple locations in Los Angeles County, providing comprehensive assistance for small businesses including financial assistance and education opportunities.

FUNDING RESOURCES (CONTINUING)

Whole Foods Market: Local Producer Loan Program

<http://www.wholefoodsmarket.com/mission-values/caring-communities/lplp-faq>

Provides low interest loans for small businesses, specifically to fund expansion and capital investment ventures. Businesses that have been operating for at least three years can qualify for up to \$100,000 while start-ups can receive up to \$25,000. Loans are administered through local Whole Foods outlets. Contact your nearest Whole Foods for more information.

Grow America Fund

<http://ndcgaf.org/>

The Grow America Fund provides loans for businesses that have been in operation for at least three years. GAF sets itself apart by providing loans that start at \$150,000 for longer time periods and lower down payments.

California FreshWorks

<http://cafreshworks.herokuapp.com/>

Provides financing for established businesses to expand their programming in underserved communities.

MAKE A PROFIT

Many of the distribution methods outlined in the Distribution section on (pg. #) offer the opportunity to generate a profit from the sale of raw or processed food products. In order to make sales on a regular basis, either the Ghattostead as an umbrella agency, or each individual entrepreneur will need to obtain a business license by registering with the City of Los Angeles.

SIX DIFFERENT ROUTES TO PROFIT

1. Farm stand on property: Create a table and signage to sell to passersby as crops are harvested, much like a garage sale but operated on a more regular basis.
2. Farmers' Market: There is an opportunity to sell products at the Baldwin Hills Mall farmers' market, which takes place every Saturday.
3. Local retailer, in-store stand: Work with a local bodega to negotiate a space to sell produce (although this will likely mean offering a cut of the profit to the retailer). Retailers may be hesitant to buy and maintain the produce themselves, so the Ghattostead's involvement may encourage retailers to try selling new goods.

Case Study

THE CILANTRO TO STORES PROGRAM IN SAN DIEGO partners local farmers with convenience stores to provide fresh food to the Chula Vista community, which lacks grocery stores. Although this program was funded by grants and other local sources, operating on a commission-only basis may convince some retailers to participate.

4. Direct-to-restaurant: as outlined in the distribution section (pg. #), selling direct to a restaurant should be based on an agreement prior to harvest. This avoids a scramble to find a buyer and can provide a steady income. Depending on the rarity of the ingredient and whether it is by request, the amount of potential income is highly variable.
5. Direct-to-consumer (online sales): selling items online, either on Craigslist or Etsy, is preferable for processed and value-added products such as candies or dried fruit. Depending on the marketing and quality of the products, this can be an avenue to make money from growing and processing crops on-site. Note that there is likely much competition for generic products, but novelty or original products could do very well.
6. Wholesale/Produce Distributor: Some produce distributors in the Los Angeles area may be willing to partner with a small grower. This could be a great way to sell the produce without having to spend as much time finding buyers. However, this convenience usually comes at a high price and cuts into possible profit. (Example: Small Farm Fresh in Los Angeles: <https://www.smallfarmfresh.com/news/small-farm-fresh-launches>)

The success of selling food grown or made at the Ghattostead will rely on more than just matching supply to outlets. The marketing and presentation strategy communicates to the community about the quality and trustworthiness of the products. The La Cocina Guide, whose weblink is in the resources section below, illustrates how to effectively present food goods in order to attract customers and grow sales.

Another early consideration to make if the Ghattostead seeks to earn a profit is to grow strategic plants. For example, with raw goods, some crops are more profitable than others and have the potential to earn money within a limited space (examples include mushrooms, herbs

and lavender). If the intended outlet is a farmers' market, it may be helpful to look at what is currently being offered and try to fill a gap in what other farmers do not offer, such as fruits or root vegetables.

Preparing foods can add value to raw goods or can also add value to store-bought ingredients. The California Cottage Food Law, effective January 2013, allows entrepreneurs to make and sell the following food goods:

1. Baked goods such as bread, biscuit, churro, cookies, pastries and tortillas. (No cream, custard or meat fillings)
2. Candy
3. Chocolate covered non perishables (like nuts and dried fruit)
4. Dried fruit
5. Dried pasta
6. Dry baking mix
7. Fruit pies, fruit empanadas, fruit tamales
8. Granola, cereals and trail mix
9. Herb blends and dried mole paste
10. Honey and sweet sorghum syrup
11. Jam, jelly, preserve and fruit butter
12. Nut mixes and nut butter
13. Popcorn
14. Vinegar and mustard
15. Roasted coffee and dried tea
16. Waffle cones and pizelles

The revenue limit to be considered a cottage operation is \$35,000. These goods can be sold locally, online, or through specialty distributors like Good Eggs (<http://www.goodeggs.com/la>).

RESOURCES

- La Cocina tips and guides on starting a food business: <http://www.lacocinasf.org/resources/starting-small-business/>
- Business Development Resources for healthy food operations: <http://www.hufed.org/library/category/resource>
- Los Angeles Business Startup Guide: <http://www.losangelesworks.org/startBusiness/>
- Los Angeles Business License: <http://finance.lacity.org/form/TaxRegistrationV4.pdf>

CHAPTER 5

Evaluation

MEASUREMENT & EVALUATION

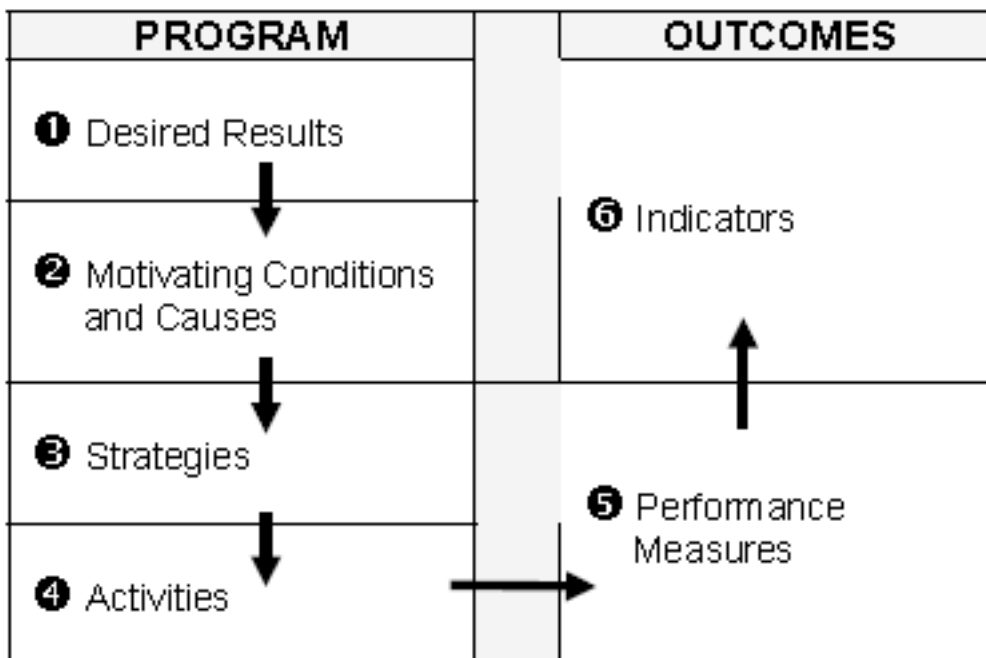
It is important to start thinking right away about how you will measure and evaluate the impact of your project, both for internal and external purposes. You want to be able to answer for yourself and others: How is this project impacting individuals and the community as a whole?

Impact can be measured in many ways and can be adapted for different audiences. For example, you will want to know if you are accomplishing your goals and objectives, neighbors may want to know how many people you are serving, funders may want to know your SROI (social return on investment), while food security organizations may be interested in how much food is being distributed. You want to be purposeful in what you measure and why-- do not track something just for the sake of doing so, as that can waste valuable time. Try to be purposeful and succinct in what you will measure and how.

LOGIC MODEL FRAMEWORK

You can use a logic model as a framework to clarify for yourself and communicate to others the relationships between the programming you will offer and how these activities will achieve the results you want while tracking progress along the way. The logic model “summarizes the key elements of your program, reveals the rationale behind your approach, articulates your intended outcomes and how they can be measured, and shows the cause-and-effect relationships between your program and its intended outcomes.” (Learning from Logic Models, 2000)

Logic Models have two major components, programming and outcomes, both of which feed off of each other:



To create a logic model, you start by defining your desired results and clarifying the motivating causes and conditions behind the way things are today. Next, you will articulate program strategies, which are your broad approaches to making change, followed by program activities, which are specific services or interventions. This leads you to defining your outcomes-- both performance measures and indicators.

PERFORMANCE MEASURES

Your program's measurable results can be broken down into outputs and outcomes. Outputs are the measurement of effort, such as number of classes or trainings held. Outcomes are the measurement of effect, such as increased consumption of healthy food or reduction in chronic diseases such as hypertension, diabetes or obesity.

INDICATORS

Indicators measure impact more broadly beyond your project, taking into account changes your project will help create community-wide. These differ from performance measures in that they require the efforts of more than just your program.

Try filling out the following worksheet, adapted from "[Learning from Logic Models](#)," a Harvard Family Research Project (2000).

CONTINUOUS LEARNING ENVIRONMENT

Tracking and evaluating your impact is important for showing stakeholders and funders that your project is achieving success and is worthwhile. More importantly, ongoing measurement and evaluation gives you mechanisms for learning and improvement, giving you a structure to consider what is working, what is not, and how to generate the greatest impact for your stakeholders.

Learning from Logic Models

See Appendix C
p.64 for step-by-
step guidance,
examples of how
to create a logic
model, a glossary
of terms, and a full-
page version of the
worksheet.

Appendix

A. IMPLEMENTATION OPTIONS

GARDENING

Master gardeners

University of California Cooperative Extension – Los Angeles County

Master Gardener Program

http://celosangeles.ucanr.edu/UC_Master_Gardener_Program/

Master Gardeners are volunteers trained as specialists in horticultural practices for home, community, and school landscapes. In 2012-2013, the Los Angeles County Master Gardener Program logged 18,708 volunteer hours helping 147,527 residents at 287 locations.

Services

- Grow LA Victory Garden Classes: 4-session classes for beginner gardeners. Offered in many locations; both spring and fall sessions.
- On-site Workshops, Technical Assistance, and Speakers: Request a Master Gardener's help by emailing ydsavio@ucanr.edu with the following information:
 - Day and Date
 - Time
 - Activity Name
 - Sponsoring Group
 - Location Address
 - Help Requested Anticipated Attendance
 - Contact Name
 - Contact Phone & Email
- Help with gardening questions: Email mglosangeleshelpline@ucdavis.edu or call (626) 586-1988 with a description of your concern or question
- Annual Master Gardener Training Program: Competitive annual training. Visit website for more information on applying.
- Grow LA Victory Garden Initiative Vegetable Gardening Handbook for Beginners:
- PDF available at <http://celosangeles.ucdavis.edu/files/97094.pdf>

Contact

Yvonne Savio, Master Gardener Program Manager

ydsavio@ucanr.edu, (626) 586-1981

http://celosangeles.ucanr.edu/UC_Master_Gardener_Program/

Master food preservers

University of California Cooperative Extension – Los Angeles County

http://celosangeles.ucanr.edu/Master_Food_Preserver_Program/

- Training in canning, pressure canning, freezing, drying, fermenting
- 12-week session led by UC-certified Master Food Preservers
- Once trained, Master Food Preservers have a requirement to complete 30 volunteer hours, 15 continuing education hours annually

SUNLIGHT

Full sun: 6+ hours direct sunlight

Partial sun: 4-5 hours direct sunlight

Partial shade: 2-4 hours direct sunlight

Shade: less than 1 hour direct sunlight

Note: Daily hours of sunlight will change by season! Reassess at different points in the year (March, June, September, December).

Basic rule: If you grow it for the root or fruit, it needs full sun; if you grow it for the leaves, partial shade is all you need.

ROOT GROWTH

For most vegetables, root growth is concentrated within the top 6 inches of soil. However, some plants require deeper root structures. Use this chart to determine the soil depth you will need for your crops (<http://eartheasy.com/raised-beds-soil-depth-requirements.html>):

Shallow Rooting 12" - 18"	Medium Rooting 18" - 24"	Deep Rooting 24" - 36"+
Arugula	Beans, dry	Artichokes
Broccoli	Beans, pole	Asparagus
Brussels sprouts	Beans, snap	Beans, lima
Cabbage	Beets	Okra
Cauliflower	Cantaloupe	Parsnips
Celery	Carrots	Pumpkins
Chinese cabbage	Chard	Rhubarb
Corn	Cucumber	Squash, winter
Endive	Eggplant	Sweet potatoes
Garlic	Kale	Tomatoes
Kohlrabi, Bok Choy	Peas	Watermelon
Lettuce	Peppers	
Onions, Leeks, Chives	Rutabagas	
Potatoes	Squash, summer	
Radishes	Turnips	
Spinach		
Strawberries		

COMPOSTING + VERMICULTURE INFORMATION

Guide to Composting

- <http://www.organicgardening.com/learn-and-grow/composting-101?page=0,0>

Free composting workshops and bin purchasing

LA County DWP: Smart Gardening Workshops

- http://dpw.lacounty.gov/epd/sg/wk_scheds.cfm

City of LA Bureau of Sanitation

- http://www.lacitysan.org/solid_resources/recycling/composting/bin_sales_events.htm

VEGGIE PLANTING GUIDE FOR SOUTHERN CALIFORNIA



PLANTING PERIOD GUIDE

- Optimal
- Acceptable
- Not Recommended

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Asparagus	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Beans (bush)	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Beans (pole)	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Beets	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Broccoli	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Brussel Sprouts	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Cabbage	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Cantaloupe	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Carrots	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Cauliflower	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Celery	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Chives	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Collards	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Corn	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Cucumbers	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Eggplant	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Endive	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Favas	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Jicama	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Kale	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Kohl Rabi	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Leeks	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Lettuce	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Lima Beans	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Mustard	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Okra	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Onions	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Parsley	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Parsnip	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Peas	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Peppers	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Potatoes	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Pumpkin	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Radish	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Rutabaga	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Spinach	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Squash (summer)	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Squash (winter)	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Sunflowers	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Swiss Chard	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Tomatoes	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Turnips	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Watermelon	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal
Zucchini	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal



This table lists the recommended times to sow vegetable seeds for the typical Southern California climate. When buying transplants, remember to adjust for the age of the plant (about 1-2 months).

Source: Digital Seed

COMPANION PLANTING GUIDE

Companion Planting Chart

Some Natural Insect Repellent Tips

Companion planting chart showing various plants and their interactions. Legend: Green circle = companion; X = antipathic.

Designed by Yayasan IDEP Foundation • www.idepfoundation.org • Based on the Companion Planting Chart © Perennial Products NSW

SOIL TESTING INFORMATION

Master Gardener
 Agriculture and Natural Resources, University of California Cooperative Extension
 Master Gardener Program of Santa Clara County
 1553 Berger Dr. San Jose, CA 95112
 Telephone: 408-282-3105, www.mastergardeners.org

UCCE
 University of California
 Cooperative Extension

TESTING LABORATORY SERVICES AVAILABLE TO THE PUBLIC

Testing Laboratory	Phone	Website	Soil	Water	Plant Pathology
Caltest Analytical Lab 1885 North Kelly Road, Napa CA 94558	707-258-4000	www.caltestlabs.com/Home.aspx		X	
CERCO Analytical, Inc. 3942-A Valley Avenue, Pleasanton CA 94566	925-462-2771	www.cercoanalytical.com/	X	X	
Perry Laboratory 424 Airport Blvd, Watsonville CA 95076	831-722-7606	http://perrylaboratory.com/index.shtml	X	X	X
Soil and Plant Laboratory 1101 S. Winchester Blvd. Suite G-173, San Jose CA 95128	408-727-0330	www.soilandplantlaboratory.com/	X	X	X
Soil Control Lab 42 Hangar Way, Watsonville CA 95075	831-724-5422		X	X	
*University of Massachusetts Soil and Plant Tissue Testing Lab 682 North Pleasant Street Amherst, MA 01003	413-545-2311	www.umass.edu/soiltest/index.htm	X	X	

* Many Universities have inexpensive testing laboratories, so give them a try, even if they are located out of state.

This list contains some commercial analytical labs that provide testing services to the public for a fee. This list is not all-inclusive and is provided as a convenience to the public without implying endorsement of any specific business.

Testing services include soil testing for pH, salts, nutrients, trace elements; water testing biological and mineral components; plant pathology testing for diseases and nutrient deficiencies. Please contact the lab for specific services.

Your local garden center sells basic, do-it-yourself soil test kits that start at \$5 and go up, but they are not very accurate.

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VERTICAL GARDENING INFORMATION

VERTICAL GARDENING

Vertical gardening is a method of growing crops up a fence, trellis, or wall. Plants can be grown from the base of a garden bed or straight from the ground.

Vertical gardens have many advantages:

- They save space, so they're particularly useful in small gardens
- They help keep disease at bay by allowing vining plants to climb up a wall rather than spread over the damp ground with little air circulation
- They can help shade other crops that need less sun; just make sure the directional orientation is correct before installing them!
- They help prevent certain pests that aren't vertical crawlers
- They can allow plants to be within arm's reach for individuals who are unable to garden in a traditional way

There are several ways to create vertical gardens. Read on for instructions on how to construct your own vertical planters!

Stakes

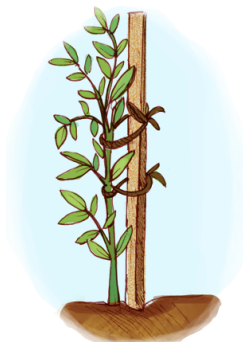
Stakes are one of the easiest ways to support plants

Difficulty level: Easy

Good for: tall or heavy plants, especially tomatoes

How to:

1. Simply drive stakes into the soil near the base of plants (or, plant seedlings after installing the stakes so as not to disrupt the roots).
2. Tie plants to stakes to support them. Tomato stems are delicate so use cloth strips or pieces of panty hose to tie them to the stake
3. Note that for optimal growth there should be two types of ties. One should support the plant at the base and middle of the stem. The cloth should be wrapped around the stem and then lashed in a figure-eight to the support. The other type of tie should direct the top food of the tomato stem upwards. Loop the cloth gently under two side stems and tie the rest of the cloth securely to the support.



Fence trellises

Difficulty level: Easy

Good for: tomatoes

How to:

1. Plant seedlings in a row
2. Drive eight-foot stakes one to two feet into the ground near seedlings – every two seedlings or so “sandwich” your seedlings between a double-wrap of the twine around each pair of posts. That is, begin and end the first run of the twine on the same side of each post, about a foot from the ground.
3. Then string the twine on the opposite side after rounding the second post. Repeat the wrapping another six inches above the first one. Depending on how tall you predict your plants to grow,



continue the wrapping process in six-inch increments until they reach the predicted height of the plants

Teepee trellises

Teepee trellises are used in **Three Sisters Gardens**

Difficulty level: Easy

Good for: beans, peas, tomatoes, and heavily fruited crops such as melons and squash



How to:

1. Acquire three to six poles (choose the weight based on how heavy your plants are) at 10 or 12 feet long
2. Sink them one to two feet into the ground
3. Pull the poles into a tight bundle at the top and use strong twine to lash the poles together
4. If you'd like, leave one section between the poles unplanted to leave a space for easy access to the crops or to provide a space for a child to play

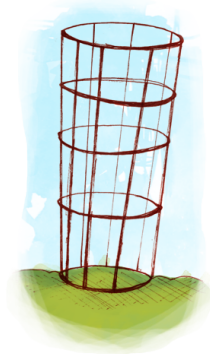
Cage

Difficulty level: Medium

Good for: sprawling plants like tomatoes and cucumbers

You will need:

- a roll of concrete mesh
- bolt cutters
- slip-joint pliers
- screwdriver
- gloves



Instructions:

1. Decide on the desire diameter of your cage For a cage with a diameter of 5', measure 5' along the side of a wire role.
2. Cut with bolt cutters so that one vertical edge of the meshpanel has wire "fingers". The other vertical side should simply have a vertical wire running along the edge; fingers should not be exposed.
3. Next, cut off the bottom edge of the panel so that, again, in the absence of the edge the "fingers" are exposed. These are the spikes that will anchor the cage in the ground.
4. Now back to the side "fingers". Slip the screwdriver ½" over each side "finger" and use the leverage of the handle to bend the fingers into hooks.
5. Then, starting at the top of the cage, draw the hook around the other side of the mesh panel (the non-finger side). The top finger/hook should now be hooked around the top of the vertical wire. Clamp the hook shut with pliers.
6. Continue down the rest of the cage this way.
7. When complete, the cage will be heart-shaped.

1. Place the cage on its side and, using gloves, push/bend it into a cylinder shape.
2. Place the finished cage finger-side down around seedling in order to anchor it in the ground

A-Frames

Difficulty level: Advanced

Good for: heavy fruits such as melons, gourds, and pumpkins

You will need:

- 7 Pieces of 1" x 4" x 6' plywood, treated or untreated (you only really need 6 - one's for backup)
- Box of wood screws (#8 - 1 1/2" will do nicely)
- 36" x 25' roll of wire Hardware cloth
- Saw - manual or power electric
- Screwdriver - manual or electric
- Staple gun - manual or electric
- Wire cutters
- Pencil and tape measure



Instructions:

1. Cut 2 of the 6-foot plywood pieces in half to get 4 3-foot pieces.
2. Put two of these 3-foot pieces, along with two of the 6-foot pieces together at the edges, forming a "picture frame" shape.
3. Create the two sides of the trellis: Connect these four pieces with wood screws. Then repeat with the other 3-foot and 6-foot pieces.
4. Roll out enough hardware cloth to cover one side. Using your staple gun, staple it to the frame. Pull the hardware cloth tight as you are stapling it to the frame, otherwise it will sag in the middle.
5. Repeat for the other side/frame.
6. Screw in the two hinges at the top of the frame to connect the two frames. Do this while the two frames are laying open on the ground to ensure that the angle is as desired
7. Make the "feet" pieces by first cutting another 6-foot piece into two 3-foot pieces.
8. Then, cut diagonally across the 3-foot piece to create two "feet" pieces. The pointed side will point downward and stick into the ground.
9. Repeat for the other two feet pieces
10. Screw the four feet pieces to the frames
11. Plant seedlings beneath the frame

Adapted from Green Education Foundation,

<http://www.greeneducationfoundation.org/greenthumbchallengesub/start-up-kit/get-set-build-your-garden/1087-vertical-gardening.html>

RAISED BED CONSTRUCTION INSTRUCTIONS & TIPS

Design/planning questions to consider:

- What size do I want the bed to be?
- What material should I use?
- Should I build the bed myself or use prefabricated pieces?
- How will I lay out the bed(s) in my site?

Size

Considerations: soil depth requirements for intended crops, safety of ground soil, who will be using the bed, budget, tools & labor

- **Height** (12" – 24" is standard, but some beds are higher or lower based on preference)
 - Lower (under 12")
 - If you have good (safe, not compacted) soil beneath the bed, the roots can grow down into it
 - Lower beds require fewer materials and thus are cheaper to construct
 - Higher (more than 24")
 - If the soil beneath the bed is unsafe/compacted, or if the bed will sit atop a hard surface (pavement, rooftop), you will need to make the bed tall enough to contain all roots
 - ADA accessible beds are generally 24" high
 - Consider cross supports for beds higher than 18" (the weight of such a volume of soil will put pressure on the boards, causing them to bow outward)
- **Length & Width**
 - No wider than 4' (it is difficult for a gardener to reach more than 2' to the center of a bed)
 - Kids' beds recommendation: 3' wide
 - Wheel chair accessibility: 3' wide for adults, 2' wide for children
 - Standard dimensions: 4' x 8' (boards come in these sizes, so you won't have to cut them)
 - However, your raised bed can be whatever dimensions you would like (and you can fit it to a specific space if needed)

Materials

Considerations: budget, tools & labor, interest in organic certification, health implications

- *Cedar*
 - Naturally rot resistant (bed should last at least 10-15 years)
 - Expensive
 - Check to be sure your hardwood is sustainably harvested
 - Other rot resistant woods to consider: redwood, black locust, cypress
- *Untreated lumber*

- Economical, but does not last as long as treated wood or hardwood (untreated lumber in contact with moist ground will likely begin to rot in several years)
- *Treated lumber*
 - *Alkaline Copper Quat (ACQ) Ground Contact* is FDA approved for food contact and growing. This treatment method contains copper (protects against insects) and fungicide (protects against soil fungus).
 - Note: Pressure-treated lumber is now safer than it used to be (until 2003 it was treated with a compound that leached arsenic into soil), but is generally not recommended for gardens used by small children (a sign that you may want to be careful about using it at all)
 - No pressure-treated lumber is allowed in soils used to grow certified organic food
- *Scrap lumber*
 - You can construct a bed out of scrap wood (e.g. pallets), but be aware that you will have to rebuild your bed every few years because moisture and soil contact will rot the wood
- *Concrete blocks*
 - Economical
 - Rot resistant- longest lasting option
 - Easy to assemble, requires minimal tools and experience
- *Repurposed containers*
 - Children's wading pool (drill holes in the bottom for drainage)
 - Look for containers that are at least 12" deep
- *Prefabricated raised bed kits*
 - Large hardware stores (Home Depot, Lowe's) sell ready-made beds that require minimal assembly on-site
 - Many of these options are made of composite wood (recycled plastic and wood), which is water-resistant and long-lasting, but more expensive
- *Fastenings & other materials*
 - For wood beds you'll need screws (3.5" for most designs) and/or corner brackets
 - For concrete block beds you'll need cement adhesive (such as "Liquid Nails" Heavy Duty Construction Adhesive)
 - If your garden has burrowing pests (e.g. moles), use a layer of hardware cloth (1/2" or 1/4" galvanized mesh). Lay the hardware cloth across the bottom of the completed bed and up at least 3" along its interior; staple in place.
 - You can add accessories to your bed:
 - Netting to keep out critters
 - Drip tape (self-watering system)
 - Benches along the edge to sit on while gardening
 - You can even build a raised bed on legs (see link below); attach wheels to the legs and your raised bed can be moved!

Construction Instructions

Find a basic design for 4' x 8' wood beds here:

http://thefoodproject.org/sites/default/files/DIY-bag-manual-2012_2.pdf
<http://www.cacscw.org/downloads/Accessible%20Raised%20Beds.pdf>

Find a design for wood beds on legs (adaptable for moveable beds) here:

<http://www.instructables.com/id/Raised-Garden-Bed-on-legs/>

Find a basic design for a concrete block bed here:

[http://orange.ifas.ufl.edu/res_hort/pdffiles/Factsheets/011%20How%20to%20Build%20a%20Raised%20Bed%20Garden%20\(Concrete%20Block\).pdf](http://orange.ifas.ufl.edu/res_hort/pdffiles/Factsheets/011%20How%20to%20Build%20a%20Raised%20Bed%20Garden%20(Concrete%20Block).pdf)

(*Note: You can use cement adhesive instead of rebar to hold the blocks together)

<http://www.vegetablegardener.com/item/8578/concrete-raised-garden-beds-easy-to-build-and-fairly-cheap>

Raised Bed Layout

- Place your bed where it will get at least 6 hours of sunlight per day
- If possible, the long side of the bed should face south (provides equal light exposure to all plants)
- If you place your bed on top of soft ground that you plan for your crop roots to permeate, break up the soil a bit with a shovel or pitchfork before placing the bed.
- If you place a shallow bed on top of a lawn, dig up sections of sod with a square nosed shovel and turn the sod piece over in place (so the roots are facing up) to help to prevent the grass from growing up through a shallow bed.

LEGAL APPENDICES

Overview of Land Use Regulation in the City of Los Angeles (in appendix?):

The City of Los Angeles is a Charter City in the State of California. Cities in the State of California are required to develop a General Plan in order to guide future development. In the 1990 case of *Leshner Communications, Inc. v. City of Walnut Creek*, the California Supreme Court held that the General Plan was the constitution that all future development must abide by. California State Planning and Zoning Law requires that a city's zoning law be consistent with the City's General Plan. Most charter cities are exempt from this requirement--except for the City of Los Angeles. Additionally, the State does limit the authority of charter cities from disapproving affordable housing and requires a minimum standard for zoning hearing procedures. (Barclay & Gray, 2012)

The City of Los Angeles' Zoning Code is nearly seventy years old. Since this code was developed in 1946, Los Angeles has changed. Its population has grown to over 3.8 million people. Massive and varied infrastructure and land development projects have been built and are continuing to be built. And what Angelenos want and expect from their city is no longer the same as it was in the post-war era.

Over the decades, the zoning code has adapted to these changes. Amendments, conditions and overlays have been added to the code. Whereas it started as a pamphlet, the Zoning Code has become a cumbersome and inconsistent tome of regulations that poorly reflects the policies that the people of Los Angeles have created in their General Plan.

The Zoning Code does not live up to the needs of the Los Angeles of today. Nor is it effective at helping Angelenos create the future that they want for their city. This is problematic for the Ghattostead as it attempts to address the current health and economic conditions of its South LA neighborhood under a zoning code that doesn't necessarily account for the needs of the site's neighborhood.

Nonetheless, understanding the City's land-use bureaucracy is important for deciding on the direction of programming on the Ghattostead site. For example, when selecting programming options, options that are permitted through currently established processes may avoid challenges to those uses on site brought up by City regulators. Whether conducting programming through formal, informal, or alternative means, the Ghattostead operators should

be aware of what the City’s rules state regarding what should and should not happen on site.

Reference:

Barclay, C., & Gray, M. (2012). *Curtin’s california land use and planning law. (32nd ed.). Point Arena: Solano Press Books.*

Summary of R2 Zone

Los Angeles Planning & Zoning Code
Sec 12.09

Location	Zone	Use	Maximum Height		Required Yards			Minimum Area		Min. Lot Width	Parking Req'd
			Stories	Feet	Front	Side	Rear	Per Lot	Per D.U.		
1506W 54th St	R2	Two-Family Dwellings, R1 uses, Home Occupations	Unlimited	45	20% lot depth; 20 ft. max., but not less than prevailing	10% lot width < 50 ft.; 5ft; 3ft. min.; +1 ft. for each story over 2nd	15 ft.	5,000sq. ft.	2,500sq. ft.	50 ft.	2 spaces, one covered

The Ghattostead site is situated in the City of Los Angeles on a parcel of land zoned for two-family residential dwellings. This zone is called R2. This zone is limited in the kinds of uses that can be conducted on site. The common, legal uses found on R2 zoned properties are houses and duplexes meant as habitation for one or two families as well as “home occupations.” Properties zoned R2 must also meet specific yardage and area requirements; however, exceptions to area requirements can be made. Any land-uses conducted and maintained on the Ghattostead site that do not conform to the regulations set forth in section 12.09 of the City of Los Angeles Zoning Code would need to gain special discretionary approvals from the City Planning Department in order remain in compliance with local land-use law.

Index of Referenced Zoning Code
(See Appendix C Worksheets)

Definitions

The terms listed here are selected from the Los Angeles Planning & Zoning Code in Chapter 1, Article 2 of the Los Angeles Municipal Code as well as from the glossary of Curtin’s California Land Use and Planning Law, 32nd edition (indicated with *). This sources are used since the Ghattostead site is under the regulatory jurisdictions of the State of California and the City of Los Angeles.

A Zone:

A agricultural zone that meets the conditions set forth in the Los Angeles Zoning Code Section 12.05 or Section 12.06.

Accessory building or Use*:

An activity or structure on a property that is incidental and subordinate to the main use.

Adult education classes:

Any educational programs conducted by University Extension of University of California or any other comparable university.

Charter City*:

A city incorporated under its own charter rather than under the general laws of the state. Charter cities have broader powers than do general law cities in matters of municipal affairs. Cal. Const. Art. XI, section 3 and section 5; Gov’t Code section 34400 et seq. and section 34450 et seq. The City of Los Angeles is a charter city, and it’s charter can be found online here: [http://www.amlegal.com/nxt/gateway.dll/California/laac/administrativecode?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:losangeles_ca_mc](http://www.amlegal.com/nxt/gateway.dll/California/laac/administrativecode?f=templates$fn=default.htm$3.0$vid=amlegal:losangeles_ca_mc)

Conditional Use Permit*:

Permit allowing a use under specified conditions which assure that the use will not be detrimental to the public health, safety, and welfare and will not impair the integrity and character of the zoned district. Conditional Use Permits in the City of Los Angeles are regulated under section 12.24 of the Zoning Code.

Conversion Project, Residential to Commercial/Industrial:

An existing apartment house, apartment hotel, hotel, multiple dwelling or group dwelling used exclusively for residential purposes proposed for conversion to a condominium or stock

cooperative which is to be used exclusively for commercial or industrial purposes through approval of a tract or parcel map. For purposes of this definition, the term “existing” means that the building was constructed prior to 1945 or, if it was built after 1945, a certificate of occupancy was issued for the building prior to the time of map application. (Added by Ord. No. 154,960, Eff. 4/3/81.)

Dwelling, Two-Family:

A dwelling containing two dwelling units. (Amended by Ord. No. 107,884, Eff. 9/23/56.)

Educational Institutions:

Colleges or universities supported wholly or in part by public funds and other colleges or universities giving general academic instruction as prescribed by the State Board of Education.

Farming:

The cultivation of berries, flowers, fruits, grains, herbs, mushrooms, nuts, ornamental plants, seedlings or vegetables for use on-site or sale or distribution on-site or off-site. (Added by Ord. No. 181,188, Eff. 7/18/10.)

Home Occupation:

An occupation carried on by the occupant or occupants of a dwelling as a secondary use in connection with the main use of the property, subject to the regulations of Section 12.05 A.16. of this Code. For dwelling units where a home occupation is conducted, the home occupation shall be considered a residential use for zoning purposes. (Amended by Ord. No. 171,427, Eff. 1/4/97, Oper. 3/5/97.)

Joint Living and Working Quarters:

A residential occupancy of one or more rooms or floors used as a dwelling unit with adequate work space reserved for, and regularly used by, one or more persons residing there. (Amended by Ord. No. 181,133, Eff. 5/11/10.)

Kitchen:

Any room or any portion of a dwelling unit, whether an enclosing subdivision thereof or otherwise, used or intended or designed to be used for cooking and preparing food except a light housekeeping room or that portion of a recreation room in a multiple residential use, or in an accessory building appurtenant thereto, containing the facilities for the cooking and preparation of food. (Amended by Ord. No. 140,191, Eff. 5/15/70, Operative 10/12/70.)

Ordinance*:

Law adopted by a city council or board of supervisors. See Gov't Code section 36900 et seq. (cities); Gov't Code section 25120 et seq. (counties).

Permitted use*:

Use specifically authorized in a particular zoning district, in contrast to a conditional use that is authorized only if certain requirements are met and after review and approval by the appropriate public agency.

Philanthropic Institution:

A nonprofit, charitable institution devoted to the housing, training or care of children, or of aged, indigent, handicapped or underprivileged persons, but not including the following: office buildings, except as an accessory to and located on the same lot with an institutional activity, as listed above; hospitals, clinics or sanitariums, correctional institutions, institutions or homes for the insane or those of unsound mind; lodging houses or dormitories providing temporary quarters for transient unemployed persons; organizations devoted to collecting and salvaging new or used materials, or organizations devoted principally to distributing food, clothing or supplies on a charitable basis.

R1 Zone:

A one-family zone that meets the conditions set forth in the Los Angeles Zoning Code Section 12.08

R2 Zone:

A two-family zone that meets the conditions set forth in the Los Angeles Zoning Code Section 12.09

RA Zone:

A one-family zone that meets the conditions set forth in the Los Angeles Zoning Code Section 12.07

RAS Zone:

A “Residential/Accessory Services Zone,” or mixed-use zone that meets the conditions set forth in the Los Angeles Zoning Code Section 12.10.5 and 12.11.5.

Residential Building :

A building or portion thereof designed or used for human habitation. (Added by Ord. No. 107,884, Eff. 9/23/56.)

Truck Gardening:

The cultivation of berries, flowers, fruits, grains herbs, mushrooms, nuts, ornamental plants, seedlings or vegetables for use on-site or sale or distribution off-site. (Added by Ord. No. 181,188, Eff. 7/18/10.)

Use*:

Purpose or activity for which a piece of land or its buildings is designed, arranged, or intended, or for which it is occupied or maintained.

Variance*:

Permission to depart from the literal requirements of a zoning ordinance. For a variance to be granted, the local decision-making body must make findings that a hardship would exist if a variance were not granted and that granting it would not constitute a special privilege. Variances in the City of Los Angeles are regulated under Section 12.27 of the Zoning Code.

Zoning*:

Ordinance enacted by a city or county that divide a community into districts or zones within which permitted and special uses are established, as well as regulations governing lot size, building bulk, placement, and other development standards. Gov’t Code section 65800 et seq. Zoning in the City of Los Angeles is regulated under Chapter 1, Article 2 of the Los Angeles Municipal Code.

Permit & Discretionary Action Process Flows

These flow charts represent the processes that the kinds of development and uses most relevant to the Ghattostead site would be obligated to follow in order to obtain the appropriate planning permits. These flows are adapted from the City Planning Department. All City Planning Department process flows can be viewed online at planning.lacity.org.

By-right/permitted use Development



Conditional Use Permit granted by the City Planning Commission

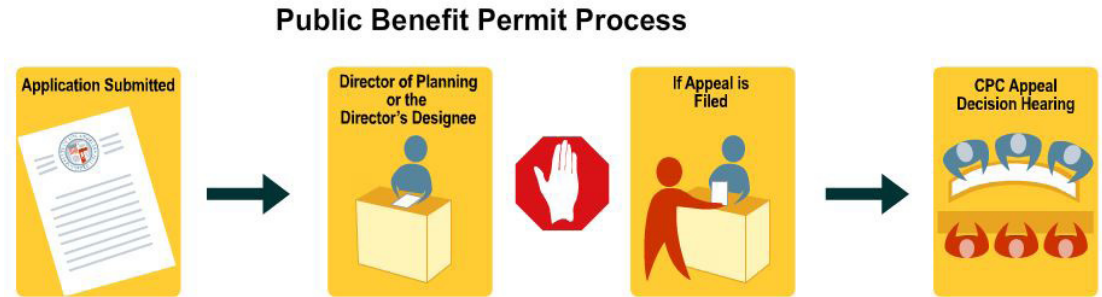
City Planning Commission (Conditional Uses, Plan Approvals & Other Similar Quasi-Judicial Approvals)



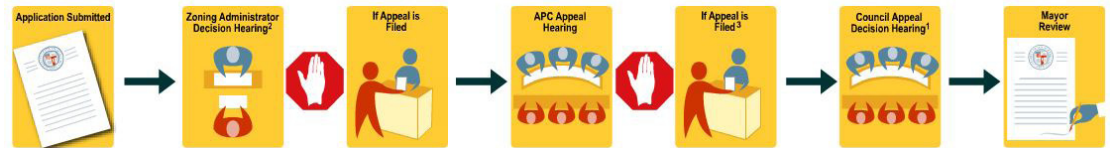
Conditional Use Permit granted by the Zoning Administrator



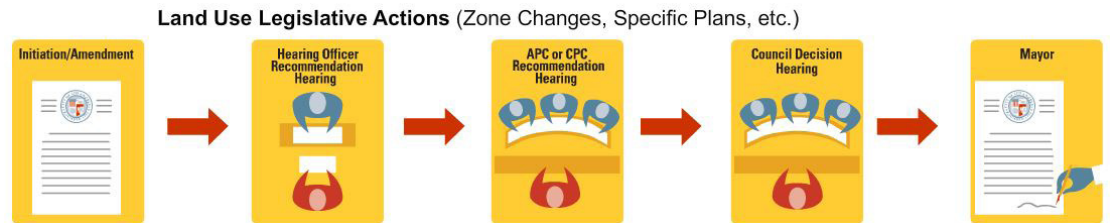
Public Benefit Project



Variance



Zone Change



Discretionary Action Forms, Instructions, and zoning summary grid (Appendix C-Worksheets):
A complete list of forms can be found at planning.lacity.org.

- Conditional Use Permit Form
- Minor Adjustments to Zoning Regulations Form
- Public Benefit Project Instructions
- Zone Change, Supplemental Use Instructions
- Zoning Regulation Summary
- Zone Variance Form

Public Counter Contacts (appendix):

Call Center: 311 (within the City of Los Angeles)

Planning Department Public Counters

201 N. Figueroa Street
4th Floor
Los Angeles, CA 90012
Phone: 213-482-7077

Building & Safety Public Counter - Downtown

201 N. Figueroa St.
Los Angeles, CA 90012
(Figueroa Plaza)
1st Floor -- Express Permits, Records, Licenses
4th Floor -- Construction Service Center

Building & Safety Public Counter - South LA

8475 S. Vermont Ave.
2nd Floor
Los Angeles, CA 90044

Description of Pending Proposed Ordinances

For more information about pending and resolved city council actions, council files are available for viewing and downloading online at <http://cityclerk.lacity.org/lacityclerkconnect/>

Beekeeping

Council file #: 12-0785

Summary: Beekeeping is not allowed in R1 zones in the City of Los Angeles. A motion was passed in May 2012 to direct City Planning to develop a report about the feasibility of allowing beekeeping in R1 zones.

Farmers' Markets in R zones

Council file #: 10-1832

Summary: Farmers' Markets are not allowed on most properties in R zones, and are only allowed in certain other zones through a Zoning Administrator Determination, regulated under section 12.24.X.6 of the Zoning Code. In 2010, Council Member Herb Wesson motioned to direct City Planning to develop an ordinance to allow Certified Farmers' Markets to operate on more properties in R zones through a Conditional Use Permit process and in currently-permitted zones through a Public Benefit process. This would provide an easier procedural path for new Certified Farmers' Markets to develop.

Parkway Gardening

Council file #: 13-0478

Summary: A motion was passed in April 2013 with the intention to allow residents to plant edible vegetation on public domain parkways without a special permit from the Department of Public Works.

Street Vending

Council file #: 13-1493

Summary: Street vending is illegal in the City of Los Angeles, yet thousands of street vendors operate anyway. A motion was passed by City Council in November 2013 instructing city staff to develop regulation that would constructively apply to food street vendors in order to allow them to operate legally in the City of Los Angeles.

California State Regulations: REFERENCE-ONLY

AB 1616 - Cottage Food Law

- <http://leginfo.legislature.ca.gov/faces/billVotesClient.xhtml>
- http://www.leginfo.ca.gov/pub/11-12/bill/asm/ab_1601-1650/ab_1616-1650_ab_1616_bill_20120921_chaptered.html

- <http://www.cdph.ca.gov/programs/Pages/fdbCottageFood.aspx>
- <http://www.cdph.ca.gov/programs/Documents/fdbCFOfoodslist.pdf>
- <http://www.accessdata.fda.gov/scripts/cdrh/cfdocs/cfCFR/CFRSearch.cfm?CFRPart=150>
- <http://publichealth.lacounty.gov/eh/misc/CAHomemadeFood.htm>
- <http://nuttyfig.com/how-to-start-a-food-business-in-california-with-the-cottage-food-law/>

B. GENERAL RESOURCES

DIRECTORY OF RELEVANT LOCAL ORGANIZATIONS

Production

Archi's Acres

<http://archisacres.com/page/about>

Veterans Sustainable Agriculture Training program (Escondido, CA)

Beginning Farmers

<http://www.beginningfarmers.org/urban-farming/>

Online resource for farmers, researchers, policy makers

Cultivate LA

<http://cultivatelosangeles.org>

Interactive map of regional food projects

Farmscape

<http://farmscapedgardens.com/#home>

Design, install, maintain urban farms in Los Angeles

Food Forward

<http://foodforward.org/>

Volunteers harvest and distribute fresh local produce that would otherwise go to waste

Industrious Folk Farmstead

<http://industriousfolk.blogspot.com/>

Urban homesteading project in Highland Park

LA Community Garden Council

<http://lagardencouncil.org>

Connects LA residents with community garden space in their neighborhood

LA Green Grounds

<http://lagreengrounds.org/>

All volunteer group builds edible gardens, advocates for gardens, open space, wellness

Los Angeles Urban Chicken Enthusiasts

<http://www.meetup.com/Los-Angeles-Urban-Chicken-Enthusiasts/>

A community group for area residents interested in raising chickens

Rodale Institute

<http://rodaleinstitute.org/>

<http://rodaleinstitute.org/farm/organic-transition-course/>

Online training for transitioning to organic ag

Seed Library of Los Angeles

<http://slola.org/>

Seed collection and repository to preserve genetic diversity and alternatives to GMOs

University of California Cooperative Extension – Los Angeles County

<http://celosangeles.ucanr.edu/>

Community-based educational programs in horticulture, nutrition, and related topics

Distribution

Coast Produce Co.

<http://www.coastproduce.com/>

Wholesaling/retailing

Freshpoint

<http://www.freshpoint.com/>

North America's largest produce distributor

Gold Star Foods

<http://www.goldstarfoods.com/>
Leading school food distributor

Heath & Lejeune

<http://www.soulyorganic.com/>
Organic wholesaler (distribution, storage, consolidation)

Homeboy Industries

<http://www.homeboyindustries.org/>
Bakery, café, diner, and grocery social enterprises employing formerly gang-affiliated men and women in job training programs

LA Food Swap

<http://lafoodswap.com/>
Brings Los Angeles cooks, bakers, gardeners, and foragers together to share their bounty

Public Matters

<http://www.publicmattersgroup.com/>
Implements Market Makeovers in East Los Angeles

Sustainable Economic Enterprises of Los Angeles (SEE-LA)

<http://www.seela.org/>
A leading producer of farmers' markets in LA County

USDA Farmers Market Promotion Program (FMPP)

<http://www.ams.usda.gov/AMSv1.0/FMPP>
Offers grants to improve and expand direct producer-to-consumer market opportunities

Advocacy, Education & Community Organizing**Arroyo S.E.C.O Network of Time Banks**

<http://www.asntb.com/>
Local community and economic development supported through complementary currencies

Community Coalition

<http://www.cocosouthla.org/>
Leaders in community organizing, campaigns to change public policy

Community Health Councils

<http://www.chc-inc.org/>
Health education and policy organization promoting social justice and equity

Community Services Unlimited (CSU, Inc.)

<http://csuinc.org>
Operates mini urban farm, urban farming workshops for youth and residents, farmstands

Food & Environment Reporting Network

<http://thefern.org/>
Independent news organization producing investigative reporting on food, agriculture and environmental health

Los Angeles Neighborhood Land Trust

<http://www.lanlt.org/>
Creates urban parks & gardens in underserved neighborhoods lacking green/rec space

Roots of Change

<http://www.rootsofchange.org/>
Policy work for establishing a sustainable food system in CA

Seed Library of Los Angeles

<http://slola.org/>
Education, resources, and lending services on seed-saving of non-GMO plants

Slow Food LA

<http://slowfoodla.com/>
Good, clean, and fair food access for all of LA

ANNOTATED BIBLIOGRAPHY

Robinson, Tanya .2008.Applying the Socio-Ecological Model To Improving Fruit and Vegetable Intake Among Low-income African Americans. *Journal for Community Health*. 33:395-406.

Analyzes the nutritional habits and health of African Americans, compared to the USDA guidelines for basic fruit and vegetable intake. Discusses the historical and cultural connections African Americans have had with food and health and how body image is uniquely viewed compared to other racial groups. The Socio-Ecological Model is a framework for looking holistically at health and the multiple levels of impact of a person's health.

Schulz, Amy and Mary Northridge.2004.Social Determinants of Health: Implications for Environmental Health Promotion.Sage Publications.*Health Education and Behaviour* 31;455.

Looks at how environmental, political, legal and historical mechanisms have systematically negatively impacted poorer neighbourhoods and negatively impacted the health of populations. Case studies of chronic stress, lead poisoning, diesel exhaust and unintentional injuries and how they affect one's nutritional health.

Lawrence Frank, et al.Winter 2006.Many Pathways from Land-Use to Health. *Journal of The American Planning Association* Vol 72 No 1.

Discusses the negative health effects of having separate land uses and how mixed-use developments can give more opportunity for physical exercise and easier access to healthful foods.

Janis Zoellner et al. Summer 2012.Exploring Community Gardens in a Health Disparate Population;Findings from a Mixed Method Pilot Study,Johns Hopkins University Press vol 6;2.

Study looking at the impacts of a community garden with at-risk youth and their families in Danville,VA. No conclusive evidence to show that the garden made youth eat more fruits and vegetables but the study did get community members interested in the garden.

Okvat, Heather and Alex Zautra. 2011.Community Gardening; A Parsimonious Path to Individual;Community and Environmental Resilience.*Journal for Community Psychology* 47:374-387

The historical context of gardening and how it has been a tool for bottom-up approaches to providing for the needs of lower-income neighbourhoods.

Minkler. Community Based Participatory Research: a Strategy for Building Healthy Communities Defines Community Based Participatory Research (CBPR) and the benefits of utilizing this method of research.Also gives case studies where CBPR has been used.

Campbell, Marcia Caton.2004. Building a Common Table:The Role for Planning in Community Food Systems. *Journal for Planning Education and Research* 23;341.

Looks at the conflicts of different entities within food systems and shows instances in which one group advocating for their rights can actually hurt other entities within the food system. Discusses the value of doing stakeholder analyses in order to lessen the conflicts. Discusses the various types of food systems: corporate, alternative, global vs. local.

Los Angeles Food Policy Task Force for Los Angeles. 2010.The Good Food for All Agenda: Creating A New Regional Food System for Los Angeles.

Report gives recommendations for how LA County can provide food that is healthy, sustainable, fair and affordable. Discusses the current situation of LA's food system, how to promote a good food economy, build a market for good food, eliminate hunger in LA, ensure equal access to good food in underserved communities, grow food in our neighbourhoods and inspire and mobilize good food champions.

Asman, Linda, et al.1993.Seeds of Change: Strategies for Food Security for the Inner City.UCLA Urban Planning Department.

Written after the LA Riots. Discusses opportunities for generating profits. Gives recommendations from a local to federal level on how to improve food security in inner city neighbourhoods. Some suggestions include creating a food policy council, working with supermarket chains to have a greater presence in inner city neighbourhoods, support farmers' markets from local to national level. Set up an inter-departmental working group to promote urban agriculture.

[Allen, Patricia, et al. 2003. Alternative Food initiatives in California: Local Efforts to Address Systemic Issues. Research Briefs, Center for Agroecology and Sustainable Food Systems.](#)

Report on the history of alternative food initiatives, their present state, and recommendations on how they can be strengthened. Discusses how AFIs have had conflicting interests even though their overall vision have been complementary.

[Dowler, Elizabeth and Martin Caraher. 2003. Local Food Projects: The New Philanthropy? The Political Quarterly 74; 57-65](#)

Discusses how some food project initiatives only address short term problems and quick fixes. Discusses how these initiatives can become long-term solutions, by looking at regional issues rather than individual habits.

[Regional Food Hub Subcommittee. 2010. Regional Food Hubs: Linking Producers to New Markets](#)
Discusses what a Food Hub is and how it can be beneficial to communities.

[Community Food Security Programs: What do they Look Like? Food Security Coalition](#)

Examines community food security, which is the provision of healthy and culturally appropriate food for all, and increasing social justice. Looks at the wide range of food programs such as community gardens, farmers' markets, community supported agriculture, and gives suggestions on how these programs can work to be better providers of accessible and equitable food.

[Fisher, Andy and Maya Tauber. 2002. A Guide to Community Food Projects. Community Food Security Coalition.](#)

Discusses the federal grant program, Community Food Project, administered by the USDA, and how it's driving force is to financially support food programs that work in low-income areas.

[Alison, working backwards from end of PPD531:](#)

[Morland, Kimberly, et al. 2002. Neighborhood Characteristics Associated with the Location of Food Stores and Food Service Places. American Journal of Preventive Medicine 22 1:23-29.](#)

Study of healthy food availability using geocoding. Found 4 times more supermarkets in white neighborhoods compared to black, and 3 times more in wealthy versus poor neighborhoods. Concluded that we must look beyond individual choice to see that minority communities may not have equal access to the variety of healthy food choices available to non-minority and wealthy communities.

[Eisenhauer, Elizabeth. 2001. In Poor Health: Supermarket Redlining and Urban Nutrition. GeoJournal. 53 2:125-133.](#)

Reviews the changes in urban retail food availability and the impact on health. Outlines the history of urban food retailing as amenities changed in low-income urban neighborhoods. Particularly in the 1980s, fewer, bigger stores located outside cities. Also examines "supermarket redlining," critiquing large chains' disinclination to locate in cities. Changes in food availability are key to the changing social conditions of the urban poor and decline of urban health.

[Food Research and Action Center. 2008. State of the States: 2008. A Profile of Food and Nutrition Programs Across the Nation. Washington, D.C](#)

Food Research and Action Center's profile of food and nutrition programs across the country, including data on the extent of hunger and food insecurity and the use of nutrition programs for the United States as a whole and for each state individually.

Shaffer, Amanda. 2002. *The Persistence of L.A.'s Grocery Store Gap: The Need for a New Food Policy and Approach to Market Development*. Center for Food and Justice.

LA-specific report on the gap between number of supermarkets in low-income and inner city communities versus middle and upper income. Includes information on differentials in access by income and race, and how the gap affects price and quality, health impacts, and barriers to supermarket investment. Info on opportunities for investment is very compelling and specific to LA. There is a useful history, with a focus on pre- and post-1992 riots.

Kaufman, Jerry and Martin Bailkey. 2000. *Farming Inside Cities: Entrepreneurial Urban Agriculture in the United States*. Lincoln Institute of Land Policy Working Paper

The report investigates the nature and characteristics of for-market city farming, obstacles to such activities, and ways of overcoming these obstacles. There are useful case studies from across the country, including Crenshaw High School's Food from the Hood project.

Anne Bellows, et al. 2003. *Health Benefits of Urban Agriculture*. Community Food Security Coalition.

Outlines the benefits of urban agriculture with regard to nutrition, food security, exercise, mental health, and social and physical urban environments. Health professionals increasingly recognize the value of farm- and garden-scale urban agriculture. Growing food and non-food crops in and near cities contributes to healthy communities by engaging residents in work and recreation that improves individual and public well-being.

Garrett, Steven and Gail Feenstra. *Growing a Community Food System*.

Step-by-step guide to create and maintain successful community food system projects, including developing project resource, organizational infrastructure, and project evaluation. Article defines "community food system" as one in which sustainable food production, processing, distribution and consumption are integrated to enhance the environmental, economic, and social and nutritional health of a particular place.

OTHER HELPFUL TOOLKITS

Community Food Security Assessment

Barbara Cohen, IQ Solutions Incorporated

(from the Economic Research Service branch of the USDA published in 2002)

Completing this assessment can provide a snapshot of a community's food insecurity and provide the basis for goal setting and action planning to address issues of hunger and food insecurity. This tool uses a combination of census data, retail locations and other quantitative information as well as qualitative focus group interviews to illustrate the relative food insecurity of a community.

The dimensions include:

1. Socioeconomic and demographic characteristics
2. Community food resources
 - Using indicators such as retail locations and federal food assistance program resources
3. Household food security
4. Food resource accessibility
 - Using indicators such as food resource locations and transportation options
5. Food availability and affordability
 - Evaluating if stores have basic items (fresh or frozen veggies, fresh meat, etc), how expensive the items are and how these prices compare to the national average
6. Community food production resources
 - Evaluating a range of producers from dairies to community gardens

Although the specific methods are dated, (using yellow pages or map quest) the parameters for assessing a community's food security, such as adequacy of supermarkets, are still relevant today. *Summary compiled by Sarah Dominguez*

NEIGHBORHOOD DEMOGRAPHICS


Total population: 32,821
Median income: \$34,051

NEIGHBORHOOD DEMOGRAPHICS

Data from American FactFinder, Zip Code 90062
2010 Census

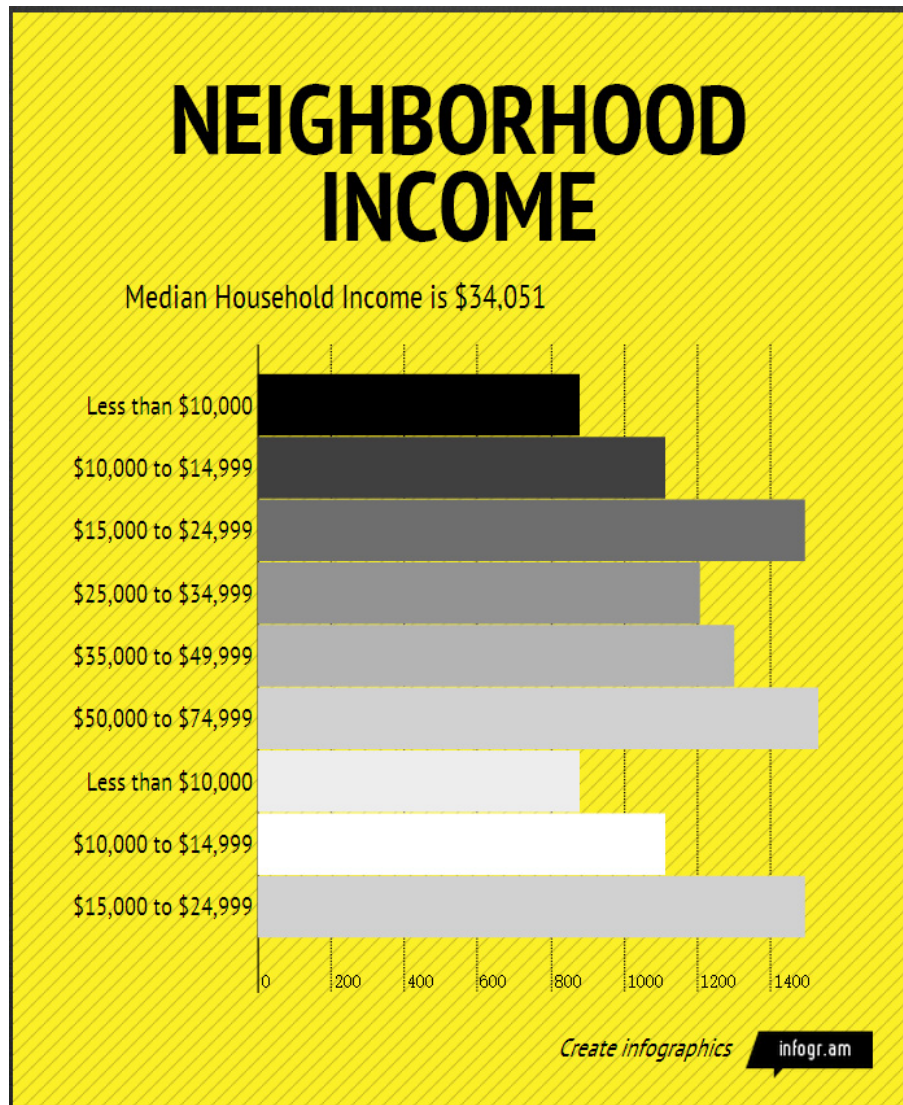
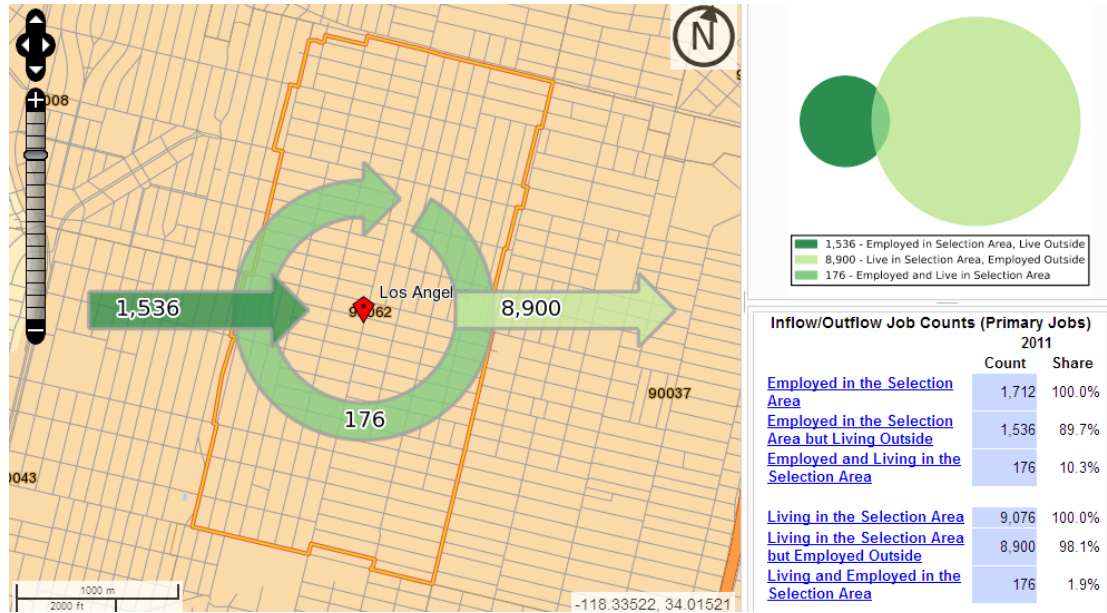
RACE



One  represents 185 people living in the area.

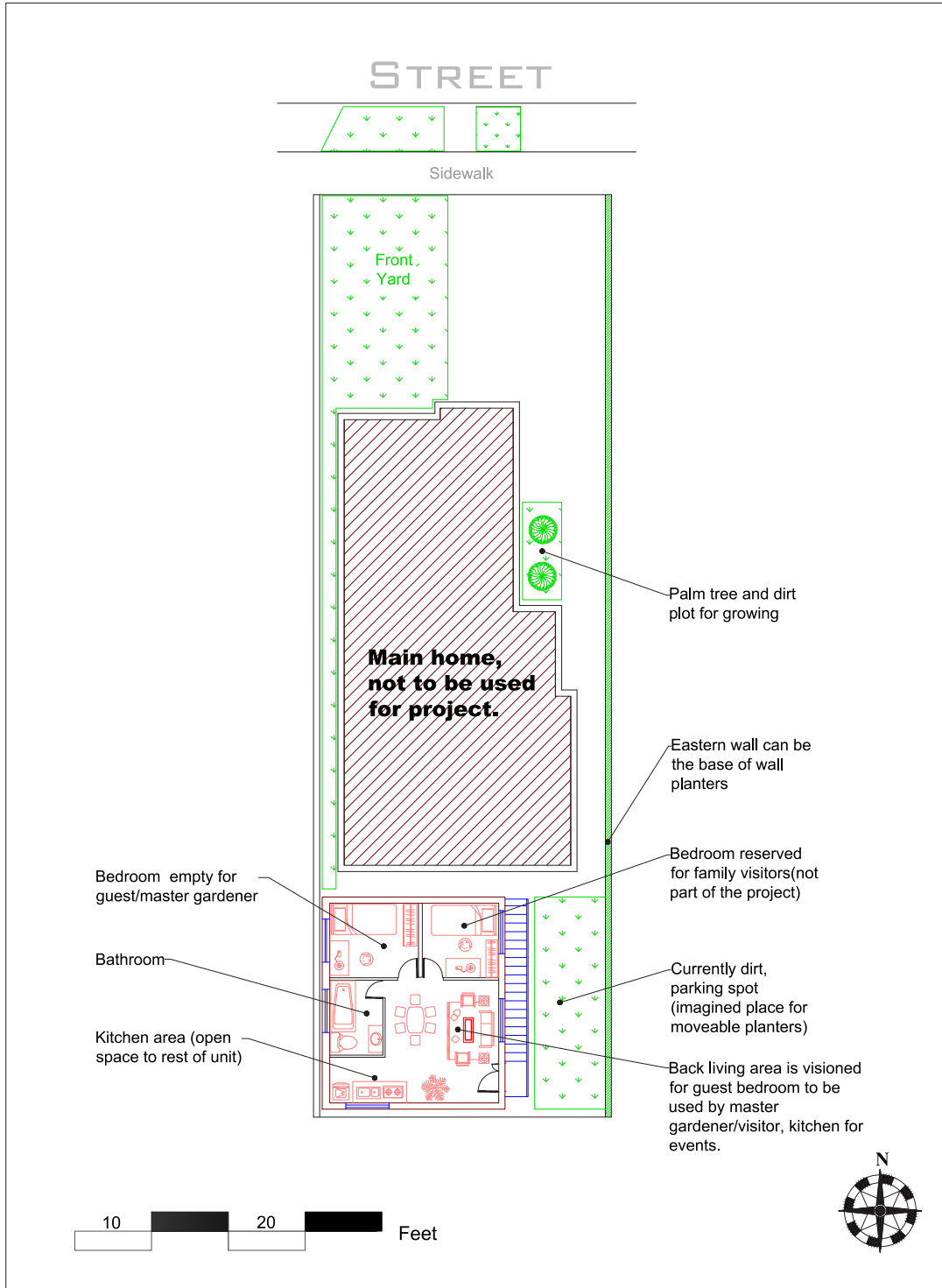
Black Hispanic Asian White





SITE PLAN

Ghettostead Site Plan



C. WORKSHEETS

Visioning

- Value Setting Exercise
- Developing a Mission Statement
- Setting Goals
- Creating Objectives

Engagement

- Sample Stakeholder Matrix
- Ghettostead Questionnaire

Legal

- Conditional Use Permit Form
- Zone Change Instructions
- Zone Variance Form
- Zoning Regulation Summary
- Public Benefit Project Instructions
- Zoning Administrator's Adjustment Form

Evaluation

- Logic Model Worksheet

Values Exercise

To begin thinking about what your values are for this site, below you will find two lists. Go through each line and decide which value you resonate with most. Remember to keep in mind to choose the values that you believe are important to you for the site and not just for you personally. Also, do not try to spend too much time choosing, go with your initial reaction.

Employment	Education
Working with Youth	Working with Seniors
Regular Attendees	New Attendees
Quantifiable Achievements	Qualitative Achievements
Staying on Site	Extending outside of Site
Partnering with Other Organizations	Being Independent
Staff Run	Volunteer Run

Example Worksheet:

Site's Name	What You Do	For Whom Do You Do It	How You Will Get It Done
Univ. of Georgia	improve lives	undergraduate students	holistic educational process
Anna's Day Care Center	enrich lives	children of the community	through interactive play therapy

Examples:

To help undergraduate students improve their lives through a holistic educational process at the University of Georgia.

To ensure the children in the community have enriched lives through interactive play therapy.

Fill out the rubric below to create different versions of a possible mission statement. Consider your vision and values activities when completing this activity. Always ask the question, "Does my mission statement align itself with my vision?"

Site's Name	What You Do	For Whom Do You Do It	How You Will Get It Done

TO _____

TO _____

TO _____

Brainstorm at least 5 goals below:

CREATE _____

DEVELOP _____

EXPAND

INCREASE _____

OFFER _____

PROMOTE _____

PROVIDE _____

SERVE _____

Examples:

Goal	Action	To What Extent	To Whom	By When
serve the community	teach weekly gardening classes	30 adults	adults within 2 blocks of the site	6 months
increase awareness on breast cancer	provide free breast exams	60% of the female population in South Los Angeles	women between the ages of 21 and 45	24 months

Within 6 months we will teach 30 adults living within 2 blocks of the site gardening classes.

60% of women between the ages of 21 and 45, living in South Los Angeles, will have an increased awareness on breast cancer by having a free breast exam.

Creating an Objective Activity:

Fill out the rubric below to create different versions of possible objectives. Consider your vision and values activities when completing this activity.

Goal	Action	To What Extent	To Whom	By When

The Ghattostead Questionnaire for neighbors and community members

1. The space at 1506 W 54th Street (“Ghattostead”) is going to be used to address issues of food security. Please rank the following services in terms of how useful they would be for you and this community: (rankings like, not useful at all, somewhat useful, useful, very useful)

- Fresh vegetables grown
- Fresh fruit grown
- Instructional courses
- Community dinners
- Job training

2. What do you think would be good about the use of the Ghattostead? (tick as many as you think apply)

- It would create a space for people to access fresh foods
- It could be used by groups to learn and socialise
- It would encourage people to get outside and garden with others
- It could be used by different age groups, allowing people to learn from each other

Any other ideas of what would be good about the Ghattostead?

3. What would you like to see in the Ghattostead? (tick as many as you like)

- Vegetable beds – to grow veg for local people
- Flower and herb beds
- Learning about growing
- Wildlife garden
- Seating area
- Quiet space for prayer or relaxation
- Community events – BBQ etc
- Raised beds for easy access

Other:

4. Do you have any concerns about the setting up of the Ghattostead?

Tell us about your concerns in the space below:

5. There will hopefully be an opportunity for involvement in the Ghattostead. Can you tell us what areas you might like to be involved in?

- I would like to help with the design of the Ghattostead

- I'd like to share my knowledge of gardening
- I could help with the digging, planting and on-going work
- I'd like to be part of a planning group
- I could help with fundraising
- I have tools or equipment, plants or seedlings to share

Other ways I could be involved:

5. Please tell us a bit about you:

- Male Female

I am:

- Under 20
- 20-39
- 40-59
- 60-79
- 80+
- I have a garden and use it to grow things currently

If so, what things do you grown in your garden?

CONDITIONAL USE PERMIT (CUP) – LAMC 12.24 U, V & W

City of Los Angeles – Department of City Planning

The Conditional Use Permit Findings/Justification is a required attachment to the *MASTER LAND USE APPLICATION INSTRUCTIONS (CP-7810)*.

Public Noticing Requirements: This entitlement requires notification to extend to property owners and occupants within 500 feet of the subject property.

FINDINGS FOR APPROVAL OF A CONDITIONAL USE PERMIT:

In order to grant your request, the following findings/justification must be addressed on this form or on a separate sheet. Explain how your project conforms to the following requirements:

1. That the project will enhance the built environment in the surrounding neighborhood or will perform a function or provide a service that is essential or beneficial to the community, city, or region.

2. That the project's location, size, height, operations and other significant features will be compatible with and will not adversely affect or further degrade adjacent properties, the surrounding neighborhood, or the public health, welfare, and safety.

3. That the project substantially conforms with the purpose, intent and provisions of the General Plan, the applicable community plan, and any applicable specific plan.

ADDITIONAL INFORMATION/REQUIREMENTS:

*The following Conditional Use Permits (CUPs) require findings/justification **in addition** to those above. If your CUP falls under one of the categories listed below, include the additional findings as part of this application:*

City Planning Commission

- 12.24 U.9. – Green Waste and/or Wood Waste Recycling Uses
- 12.24 U.10. and 11. – Hazardous Waste Facilities
- 12.24 U.14. – “Major” Development Projects
- 12.24 U.21. – PF Zone Uses
- 12.24 U.22. – Recycling Uses in Other Zones
- 12.24 U.26. – Density Bonus
- 12.24 U.27. – Floor Area Bonus

Area Planning Commission

- 12.24 V.2. – Mixed Commercial/Residential Use Development

Zoning Administrator

- 12.24 W.1. – Sale or Dispensing of Alcoholic Beverages
- 12.24 W.4. – Automotive Uses
- 12.24 W.14. – Counseling and Referral Facilities
- 12.24 W.17. – Drive-Through Fast Food
- 12.24 W.19. – Floor Area Ratio Averaging
- 12.24 W.24. – Hotels
- 12.24 W.27. – Mini-Shopping Centers
- 12.24 W.28. – Mixed Use Projects
- 12.24 W.36. – Professional Uses
- 12.24 W.38. – Reduced Parking for Certain Elder-Care Facilities
- 12.24 W.39. – Rental of Household Moving Trucks
- 12.24 W.41. – Sale of Firearms and/or Ammunition
- 12.24 W.43. – Second Dwelling Unit in Single Family Zones
- 12.24 W.44. – Second Dwelling on Large Lots
- 12.24 W.47. – Temporary Geological Exploratory Core Holes
- 12.24 W.49. – Wireless Telecommunication Facilities
- 12.24 W.50. – Storage Building for Household Goods
- 12.24 W.52. – Projects In Neighborhood Stabilization Overlay (NSO) Districts

Special Instructions for:

**ZONE CHANGE (ZC), HEIGHT DISTRICT CHANGE (HD), BUILDING LINE (BL), SUPPLEMENTAL USE DISTRICTS
AS PRESCRIBED BY THE CITY PLANNING COMMISSION/AREA PLANNING COMMISSIONS**

ZONE CODE SECTIONS: ZONE CHANGE 12.32F (including supplemental use)
AND HEIGHT DISTRICT CHANGE; 12.32R for building lines

The **MASTER LAND USE APPLICATION INSTRUCTION SHEET-500' RADIUS** should also be followed.

ADDITIONAL INFORMATION/FINDINGS:

1. Justification of your request in terms of the public necessity, convenience, general welfare and good zoning practice.
2. Continuation of (Legal) description, if required.
3. Signatures of property owners in, or within 500 feet of the boundaries of the area who concur with this application is suggested.
4. **Building Line Cases**
 - a. Brief statement concerning the setback of the buildings on the property involved.
 - b. Statement explaining what original deed restrictions concerning the location of buildings and setbacks, if any, were placed on the property involved and the date these restrictions expire.
5. **Supplemental Use Cases**
 - a. Explanation of the present zoning and character of improvements in the proposed district and in the adjacent areas.
 - b. Adequate geological data must be presented concerning the property, if the proposed district is in an unproven area or field (rock and gravel, and oil drilling districts only).
 - c. Statement as to your proposed development plan for the district. State number and location of drilling sites, storage tanks, etc. (oil drilling district only).
 - d. Signed statement attesting to the fact that the application contains not less than forty acres of area, and that the applicant has proprietary or contractual authority to drill for and produce oil, gas or other hydrocarbon substances from under the surface of at least (75%) of said property (oil drilling district more than 40 acres).
6. **RPD Districts:** See Sec. 13.04, LAMC.

ZONE VARIANCE (ZV) – LAMC 12.27

City of Los Angeles – Department of City Planning

The Zone Variance Permit Findings/Justification is a required attachment to the *MASTER LAND USE APPLICATION INSTRUCTIONS (CP-7810)*.

Public Noticing Requirements: This entitlement requires notification to extend to property owners and occupants within 500 feet of the subject property.

FINDINGS FOR APPROVAL OF A ZONE VARIANCE:

In order to grant your request, the following findings/justification must be addressed on this form or on a separate sheet. Explain how your project conforms to the following requirements:

1. That the strict application of the provisions of the zoning ordinance would result in practical difficulties or unnecessary hardships inconsistent with the general purposes and intent of the zoning regulations.

2. That there are special circumstances applicable to the subject property such as size, topography, location or surroundings that do not apply generally to other property in the same zone and vicinity.

3. That the variance is necessary for the preservation and enjoyment of a substantial property right or use generally possessed by other property in the same zone and vicinity but which, because of such special circumstances and practical difficulties or unnecessary hardships is denied to the property in question.

4. That the granting of the variance will not be materially detrimental to the public welfare or injurious to the property or improvements in the same zone or vicinity in which the property is located.

5. That the granting of the variance will not adversely affect any element of the General Plan.

ADDITIONAL INFORMATION/REQUIREMENTS:

- A variance shall not be used to grant a special privilege or to permit a use substantially inconsistent with the limitations upon other properties in the same zone and vicinity.
- The Zoning Administrator may deny a variance if the conditions creating the need for the variance were self-imposed.
- Among other sections, a variance shall not be used to permit deviations from Section 12.03 “Definitions” or Section 12.22 “Exceptions”
- A variance shall not be used if another established procedure is designed to grant the use or privilege. *For example:*
 - Height and density adjustments under 20% shall be filed as a Zoning Administrator’s Adjustment (LAMC 12.28)
 - Pawnshops in the C2 zone shall be filed as a Conditional Use Permit (LAMC 12.24 W33)
 - 6’ fences in the front yard of R zones shall be filed as a Zoning Administrator’s Determination (LAMC 12.24 X7)

**GENERALIZED SUMMARY OF ZONING REGULATIONS
CITY OF LOS ANGELES**

Zone	Use	Maximum Height		Required yards			Minimum Area		Min. Lot Width	Parking Req'd.			
		Stories	Feet	Front	Side	Rear	Per Lot	Per Dwelling Unit					
Agricultural													
A1	Agricultural One-Family Dwellings, Parks, Playgrounds, Community Centers, Golf Courses, Truck Gardening, Extensive Agricultural Uses, Home Occupations	Unlimited (8)	45 or(6),(8)	20% lot depth; 25 ft. max. or (6)	10% lot width; 25 ft. max. or (6)	25% lot depth; 25 ft. max.	5 acres	2.5 acres	300 ft.	2 spaces per dwelling unit (6)			
A2	Agricultural A1 uses						2 acres	1 acre	150 ft.				
RA	Suburban Limited Agricultural Uses, One-Family Dwellings, Home Occupations,		45 or (6),(7),(8)				20% lot depth; 25 ft. max., but not less than prevailing (6)	10 ft. or 10% lot width < 70 ft. + 1 ft. for 3 stories or more (6),(7)	17,500 sq. ft. (1)		17,500 sq. ft. (1)	70 ft. (1)	2 covered spaces per dwelling unit (6)
Residential Estate													
RE40	Residential Estate One-Family Dwellings, Parks, Playgrounds, Community Centers, Truck Gardening, Accessory Living Quarters, Home Occupations	Unlimited (8)	45 or(6),(8)	20% lot depth; 25 ft. max., but not less than prevailing (6)	10 ft. min., + 1 ft. each story over 2nd (6)	25% lot depth; 25 ft. max.	40,000 sq. ft. (1)	40,000 sq. ft. (1)	80 ft. (1)	2 covered spaces per dwelling unit (6)			
RE20			45 or(6),(7),(8)		10 ft. min., + 1 ft. each story over 2nd (6),(7)		20,000 sq. ft. (1)	20,000 sq. ft. (1)	80 ft. (1)				
RE15					10% lot width; 10 ft. max; 5 ft. min. + 1 ft. each story over 2nd (6),(7)		15,000 sq. ft. (1)	15,000 sq. ft. (1)	80 ft. (1)				
RE11					10% lot width < 50 ft.; 5 ft.; 3 ft. min. + 1 ft. each story over 2nd (6),(7)		11,000 sq. ft. (1)	11,000 sq. ft. (1)	70 ft. (1)				
RE9							9,000 sq. ft. (1)	9,000 sq. ft. (1)	65 ft. (1)				
RS	Suburban One-Family Dwellings, Parks, Playgrounds, Community Centers, Truck Gardening, Home Occupations						20 ft. min.	7,500 sq. ft.	7,500 sq. ft.		60 ft.		
One-Family Residential													
R1	One-Family Dwelling RS Uses, Home Occupations	Unlimited (8)	45 or(6),(7),(8)	20% lot depth; 20 ft. max., but not less than prevailing (6)	10% lot width < 50 ft.; 5 ft.; 3 ft. min. + 1 ft. each story over 2nd (6),(7)	15 ft. min.	5,000 sq. ft.	5,000 sq. ft.	50 ft.	2 covered spaces per dwelling unit (6)			
RU			30		10 ft.		3 ft. (9)	10 ft.	3,500 sq. ft.		n/a	35 ft.	2 covered spaces per dwelling unit
RZ2.5	Residential Zero Side Yard Dwellings across not more than 5 lots (2), Parks, Playgrounds, Home Occupations		45 or(8)		10 ft. min.		zero (3); 3 ft. + 1 ft. for each story over 2nd	zero (3) or 15 ft.	2,500 sq. ft.		30 ft. w/ driveway, 25 ft. w/o driveway; 20 ft.-flag, curved or cul-de-sac		
RZ3									3,000 sq. ft.				
RZ4									4,000 sq. ft.				
RW1	One-Family Residential Waterways One-Family Dwellings, Home Occupations (10)		30		10% lot width; 3 ft. min.	15 ft. min	2,300 sq. ft.	28 ft.					

Zone	Use	Maximum Height		Required yards			Minimum Area		Min. Lot Width	Parking Req'd.		
		Stories	Feet	Front	Side	Rear	Per Lot	Per D.U.				
Multiple Residential												
R2	Two Family Dwellings R1 Uses. Home Occupations	Unlimited (8)	45 or (6),(7),(8)	20% lot depth; 20 ft. max., but not less than prevailing	10% lot width < 50 ft.; 5 ft.; 3 ft. min.; + 1 ft. for each story over 2nd	15 ft.	5,000 sq. ft.	2,500 sq. ft.	50 ft.	2 spaces, one covered		
RD1.5	Restricted Density Multiple Dwelling One-Family Dwellings, Two-Family Dwellings, Apartment Houses, Multiple Dwellings, Home Occupations		45 or (6),(7),(8)	15 ft.	10% lot width < 50 ft.; 5 ft.; 3 ft. min.; + 1 ft. for each story over 2nd, not to exceed 16 ft. (6)	15 ft.	5,000 sq. ft.	1,500 sq. ft.			60 ft.	1 space per unit < 3 habitable rooms; 1.5 spaces per unit = 3 habitable rooms; 2 spaces per unit > 3 habitable rooms; uncovered (6) 1 space each guest room (first 30)
RD2								2,000 sq. ft.				
RD3						10% lot width, 10 ft. max.; 5 ft. min., (6)		6,000 sq. ft.	3,000 sq. ft.			
RD4								8,000 sq. ft.	4,000 sq. ft.			
RD5					20 ft.	10 ft. min. (6)	25 ft.	10,000 sq. ft.	5,000 sq. ft.	70 ft.		
RD6								12,000 sq. ft.	6,000 sq. ft.			
RMP	Mobile Home Park Home Occupations		45 or (8)	20% lot depth 25 ft. max.	10 ft.	25% lot depth 25 ft. max.	20,000 sq. ft.	20,000 sq. ft.	80 ft.	2 covered spaces per dwelling unit		
RW2	Two Family Residential Waterways One-Family Dwellings, Two-Family Dwellings, Home Occupations		10 ft. min.	10% lot width < 50 ft.; 3 ft. min.; + 1 ft. for each story over 2nd	15 ft.	2,300 sq. ft.	1,150 sq. ft.	28 ft.				
R3	Multiple Dwelling R2 Uses, Apt. Houses, Multiple Dwellings, Child Care (20 max.)		15 ft; 10 ft. for key lots	10% lot width < 50 ft., 3 ft. min.; 5 ft.; + 1 ft. for each story over 2nd, not to exceed 16 ft.	15 ft.	5,000 sq. ft.	800 sq. ft.; 500 sq. ft. per guest room	50 ft.	same as RD zones			
RAS3	Residential/ Accessory R3 Uses, Limited ground floor commercial		5 ft., or average of adjoining buildings	0 ft. for ground floor commerc. 5 ft. for residential	15 ft. adjacent to RD or more restrictive zone; otherwise 5 ft.		800 sq. ft.; 200 sq. ft. per guest room					
R4	Multiple Dwelling R3 Uses, Churches, Schools, Child Care, Homeless Shelter	Unlimited (8)	15 ft; 10 ft. for key lots	10% lot width < 50 ft.; 5 ft.; 3 ft. min.; + 1 ft. for each story over 2nd, not to exceed 16 ft.	15 ft. + 1 ft. for each story over 3rd; 20 ft. max.		400 sq. ft.; 200 sq. ft. per guest room					

Multiple Residential continued ↓

Multiple Residential continued ↑

RAS4	Residential/ Accessory R4 Uses, Limited ground floor commercial	Unlimited (8)	5 ft., or average of adjoining buildings	0 ft. for ground floor commerc. 5 ft. for residential	15 ft. adjacent to RD or more restrictive zone; otherwise 5 ft.	5,000 sq. ft.	400 sq. ft.; 200 sq. ft. per guest room	50 ft.	same as RD zones
R5	Multiple Dwelling R4 uses, Clubs, Lodges, Hospitals, Sanitariums, Hotels								

Loading space is required for the RAS3, R4, RAS4, and R5 zones in accordance with Section 12.21 C 6 of the Zoning Code.

Open Space is required for 6 or more residential units in accordance with Section 12.21 G of the Zoning Code.

Passageway of 10 feet is required from the street to one entrance of each dwelling unit or guest room in every residential building, except for the RW, RU, and RZ zones, in accordance with Section 12.21 C2 of the Zoning Code.

Zone	Use	Maximum Height		Required yards			Minimum Area Per Lot/ Unit	Min. Lot Width		
		Stories	Feet	Front	Side	Rear				
Commercial (see loading and parking, next page)										
CR	Limited Commercial Banks, Clubs, Hotels, Churches, Schools, Business and Professional Colleges, Child Care, Parking Areas, R4 Uses	6 (8)	75 ft. (8)	10 ft. min.	10% lot width < 50 ft.; 10 ft.; 5 ft. min., for corner lots, lots adj. to A or R zone, or for residential uses	15 ft. min + 1 ft. for each story over 3rd	same as R4 for resid. uses; otherwise none	50 ft. for resid. uses; otherwise none		
C1	Limited Commercial Local Retail Stores < 100,000 sq. ft., Offices or Businesses, Hotels, Hospitals and/or Clinics, Parking Areas, CR Uses Except for Churches, Schools, Museums, R3 Uses	Unlimited (8)		none	same as R3 for corner lots, lots adjacent to A or R zone, or residential uses	15 ft. + 1 ft. for each story over 3rd; 20 ft. max for resid. uses or abutting A or R zone	same as R3 zone for residential uses; otherwise none			
C1.5	Limited Commercial C1 Uses—Retail, Theaters, Hotels, Broadcasting Studios, Parking Buildings, Parks and Playgrounds, R4 Uses								same as R4 zone for residential uses; otherwise none	
C2	Commercial C1.5 Uses; Retail w/Limited Manuf., Service Stations and Garages, Retail Contr. Business, Churches, Schools, Auto Sales, R4 Uses								same as R4 for resid. uses; otherwise none	same as R4 for residential uses; otherwise none
C4	Commercial C2 Uses with Limitations, R4 Uses									
C5	Commercial C2 Uses, Limited Floor Area for Manuf. of CM Zone Type, R4 Uses									
CM	Commercial Manufacturing Wholesale, Storage, Clinics, Limited Manuf., Limited C2 Uses, R3 Uses	Unlimited (8)		none	none for commercial uses; same as R4 for residential uses		same as R3 for residential uses; otherwise none			

Loading Space: Hospitals, hotels, institutions, and every building were lot abuts an alley. Minimum loading space is 400 sq. ft.; additional space for buildings > 50,000 sq. ft. of floor area. None for apartment buildings < 30 units, in accordance with Section 12.21 C 6 of the Zoning Code.

Parking. See separate parking handout.

Zone	Use	Maximum Height		Required yards			Minimum Area Per Lot/ Unit	Min. Lot Width
		Stories	Feet	Front	Side	Rear		
Manufacturing								
MR1	Restricted Industrial CM Uses, Limited Commercial and Manufacturing, Clinics, Media Products, Limited Machine Shops, Animal Hospitals and Kennels	unlimited (8)		5 ft. for lots <100 ft. deep; 15 ft. for lots >100 ft. deep	none for industrial or commercial uses; same as R4 zone for residential uses (5)	none for industrial or commercial uses; same as R4 zone for residential uses (5)	none for industrial or commercial uses; same as R4 zone for residential uses; (5)	
M1	Limited Industrial MR1 Uses, Limited Industrial and Manufacturing Uses, no R Zone Uses, no Hospitals, Schools, Churches, any Enclosed C2 Use, Wireless Telecommunications, Household Storage			none				
MR2	Restricted Light Industrial MR1 Uses, Additional Industrial Uses, Mortuaries, Animal Keeping			5 ft. for lots <100 ft. deep; 15 ft. for lots >100 ft. deep			none for industrial or commercial uses; same as R5 zone for residential uses; (5)	
M2	Light Industrial M1 and MR2 uses, Additional Industrial Uses, Storage Yards, Animal Keeping, Enclosed Composting, no R Zone Uses			none	same as R5 zone for residential uses (5)			
M3	Heavy Industrial M2 Uses, any Industrial I Uses, Nuisance Type Uses 500 ft. from any Other Zone, no R Zone Uses				none		none	

Loading Space: Institutions, and every building where lot abuts an alley. Minimum loading space is 400 sq. ft.; additional space for buildings > 50,000 sq. ft. of floor area. None for apartment buildings < 30 units, in accordance with Section 12.21 C 6 of the Zoning Code.

Parking. See separate parking handout.

Zone	Use	Maximum Height		Required yards			Minimum Area Per Lot/ Unit	Min. Lot Width
		Stories	Feet	Front	Side	Rear		
Parking								
P	Automobile Parking–Surface and Underground Surface Parking; Land in a P Zone may also be Classified in A or R Zone	unlimited (8)		10 ft. in combination with an A or R Zone; otherwise none	none		none, unless also in an A or R Zone	
PB	Parking Building P Zone Uses, Automobile Parking Within a Building			0 ft., 5 ft., or 10 ft., depending on zoning frontage and zoning across the street	5 ft. + 1 ft. each story above 2nd if abutting or across street and frontage in A or R Zone	5 ft. + 1 ft. each story above 2nd if abutting A or R Zone	none	

Zone	Use	Maximum Height		Required yards			Minimum Area Per Lot/ Unit	Min. Lot Width
		Stories	Feet	Front	Side	Rear		
Open Space/ Public Facilities/Submerged Lands								
OS	Open Space Parks and Recreation Facilities, Nature Reserves, Closed Sanitary Landfill Sites, Public Water Supply Reservoirs, Water Conservation Areas	none		none			none	
PF	Public Facilities Agricultural Uses, Parking Under Freeways, Fire and Police Stations, Government Buildings, Public Libraries, Post Offices, Public Health Facilities, Public Elementary and Secondary Schools							
SL	Submerged Lands Navigation, Shipping, Fishing, Recreation							

- (1) "H" Hillside areas may alter these requirements in the RA-H or RE-H zones. Subdivisions may be approved with smaller lots, provided larger lots are also included. Section 17.05 H 1 of the Zoning Code.
- (2) Section 12.08.3 B 1 of the Zoning Code.
- (3) Section 12.08.3 C 2 and 3 of the Zoning Code.
- (4) Section 12.09.5 C of the Zoning Code. For 2 or more lots the interior side yards may be eliminated, but 4 ft. is required on each side of the grouped lots.
- (5) Section 12.17.5 B 9 (a). Dwelling considered as accessory to industrial use only (watchman or caretaker including family.)
- (6) Height, yard and parking requirements for single family dwellings may be governed by the Hillside Ordinance, Section 12.21 A 17 of the Zoning Code.
- (7) Side yard requirements for single family dwellings not in Hillside Areas or Coastal Zone may be governed by the "Big House" Ordinance, ord. 169,775, which has been codified in the yard requirements sections for the relevant zones.

(8) Height District (Section 12.21.1 of the Zoning Code) [see below for (9), (10)]:

Height Districts

Zone	1 ‡	1L ‡	1VL ‡	1XL ‡	2	3	4
A1§, A2§, RE40§, RZ, RMP, RW2, RD, R3, RAS3	45' 3:1 FAR		45' 3 stories † 3:1 FAR	30' 2 stories † 3:1 FAR	6 stories for RD,RAS3 and R3†; otherwise 6:1 FAR	6 stories for RD,RAS3 and R3†; otherwise 10:1 FAR	6 stories for RD,RAS3 and R3†; otherwise 13:1 FAR
RE11 §, RE15 §, RE20 §, RA § *	36' 3:1 FAR		36' 3 stories † 3:1 FAR		6:1 FAR	10:1 FAR	13:1 FAR
R1§, R2, RS §, RE9 § *	33' 3:1 FAR		33' 3 stories † 3:1 FAR				
PB	none 2 stories	75' 2 stories	45' 2 stories	30' 2 stories	none 6 stories	none 10 stories	none 13 stories
R4, RAS4, R5	none 3:1 FAR	75' 6 stories † 3:1 FAR	45' 3 stories † 3:1 FAR	30' 2 stories † 3:1 FAR	none 6:1 FAR	none 10:1 FAR	none 13:1 FAR
C, M	1.5:1 FAR	75' 6 stories † 1.5:1 FAR	45' 3 stories † 1.5:1 FAR	30' 2 stories † 1.5:1 FAR	75' for CR; otherwise none 6:1 FAR	75' for CR; otherwise none 10:1 FAR	75' for CR; otherwise none 13:1 FAR
PB	2 stories	2 stories	2 stories	2 stories	6 stories	10 stories	13 stories

FAR–Floor Area Ratio

- * Prevailing Height in accordance with the 3rd unnumbered paragraph of Section 12.21.1 of the Zoning Code may apply.
- † Buildings used entirely for residential (and ground floor commercial in RAS zones) are only limited as to height, not stories.
- ‡ Floor area in height district 1 in other than C and M zones is limited to 3:1 FAR.
- § Height limited to 36' or 45' in Hillside Areas in accordance with Section 12.21 A 17 of the Zoning Code.

For **CRA** height districts, see Section 12.21.3 of the Zoning Code. For **EZ** height districts, see Section 12.21.4 for the Zoning Code. For **CSA** height districts, see Section 12.21.5 of the Zoning Code. For Century City North (**CCN**) and Century City South (**CCS**) height districts, see Section 12.21.2 of the Zoning Code and the Specific Plans.

- (9) The side yard on one side of the lot may be reduced to zero provided that the remaining side yard is increased to 6 ft., in accordance with Section 12.08.1 C 2 of the Zoning Code.
- (10) Specific requirements for open space, rear yards, and projections into front yards are in Section 12.08.5 C of the Zoning Code.

Transitional Height: Portions of buildings in C or M zones within certain distances of RW1 or more restrictive zones shall not exceed the following height limits, in accordance with Section 12.21.1 A 10 of the Zoning Code:

Distance (ft)	Height (ft)
0–49	25
50–99	33
100–199	61

Zone Prefixes (Section 12.32 of the Zoning Code)

(T), [T], T	Tentative Zone Classification	City Council requirements for public improvements as a result of a zone change—see Council File
(Q), [Q], Q	Qualified Classification	Restrictions on property as a result of a zone change, to ensure compatibility with surrounding property
D	Development Limitation	Restricts heights, floor area ratio, percent of lot coverage, building setbacks

Supplemental Use Districts—to regulate uses which cannot adequately be provided for in the Zoning Code (Section 13.00 of the Zoning Code)

CA	Commercial and Artcraft
CDO	Community Design Overlay
FH	Fence Height
G	Surface Mining
K	Equinekeeping
MU	Mixed Use
O	Oil Drilling
POD	Pedestrian Oriented District
RPD	Residential Planned Development
S	Animal Slaughtering
SN	Sign

Other Zoning Designations

ADP	Alameda District Specific Plan
CCS	Century City South Studio Zone
CSA	Centers Study Area
CW	Central City West Specific Plan
GM	Glencoe/Maxella Specific Plan
HPOZ	Historic Preservation Overlay Zone
LASED	LA Sports & Entertainment S.P.
OX	Oxford Triangle Specific Plan
PKM	Park Mile Specific Plan
PV	Playa Vista Specific Plan
WC	Warner Center Specific Plan

THIS SUMMARY IS ONLY A GUIDE. DEFINITIVE INFORMATION SHOULD BE OBTAINED FROM THE ZONING CODE ITSELF AND FROM CONSULTATION WITH THE DEPARTMENT OF BUILDING AND SAFETY.

Special Instructions for:

PUBLIC BENEFIT PROJECTS (PUB)

ZONING CODE SECTIONS: Performance Standards in 14.00 A and Compliance Procedures in 14.00 B.

READ BEFORE PROCEEDING

Applying for a Public Benefit project approval is a two step process:

- Step One: Filling out a Performance Standard checklist/worksheet to determine Performance Standard Compliance, and whether project is permitted by right.
- Step Two: Compliance procedure for project not meeting all Performance Standards.

For both steps supporting proof and documentation to substantiate compliance with Performance Standards must be provided to City staff for evaluation purposes. Substantiation shall include, but not limited to: plans and elevations, maps, signed statements from “independent verifiers (e.g., acoustical consultant),” and City departments. In addition, a signed and sworn Covenant and Agreement is required for each Public Benefit project which acknowledges that all Performance Standards will be met, as set forth in Section 14.00 LAMC.

This instruction sheet should be used by the applicant, in consultation with the Public Counter staff to determine whether a Public Benefit use meets all required performance standards. Please turn to Paragraph 15 and answer the questions to determine whether a project is permitted as a matter of right. If all performance standards for a use are met, and answered “yes” in the appropriate checklist, a project is **PERMITTED**. Where performance standards are **NOT** met, alternative compliance procedures, under Section 14.00 B, shall be followed, as well as the following paragraphs of this instruction sheet.

The **MASTER LAND USE APPLICATION INSTRUCTION SHEET–500’ RADIUS** should also be followed.

1. **ADDITIONAL INFORMATION:** Please provide the following to assist the decision maker:
 - a. Describe briefly the type of use and improvement proposed. State whether new buildings are to be constructed, existing buildings are to be used or additions made to existing buildings.
 - b. Where applicable the following items shall be delineated on plans in accordance with the applicable Zoning Code Section:
 - 1) Exterior walls
 - 2) Lighting plans
 - 3) Landscaped and irrigated areas in the parking area
 - 4) Location of trash storage area(s)
 - 5) Location of other storage area(s)
 - 6) Parking layout indicating striping, landscaping, and driveways
 - c. Plans provided should illustrate how compliance with all applicable Performance Standards and purposes are met, as set forth in Section 14.00 of the Los Angeles Municipal Code.
2. **PUBLIC BENEFIT PROJECT CHECKLIST:** The following public benefit uses are permitted, provided they meet the performance standards set forth below (and answered “yes”). Otherwise, where there is an answer of “no,” an approval of alternative compliance measures, pursuant to Section 14.00 B, will be required.

Which Public Benefit use is being applied for? _____

Please proceed to the use requested below and answer only performance standard items for that use. Any “No” answer requires an additional approval under Section 14.00 B.

PERFORMANCE STANDARDS

a. Cemeteries (Sec. 14.00 A 1)

Please Write: Yes or No

- 1) All buildings on the site are at least 300 feet from any adjoining street or any A or R zoned property or residential use. _____
- 2) Security night lighting is shielded so that the light source cannot be seen from adjacent residential properties. _____
- 3) There is a solid, decorative, masonry or wrought iron wall or fence at least 8 feet in height, or the maximum height permitted by the zone, whichever is less. The wall or fence encircles the periphery of the property and does not extend into the required front yard setback. _____
- 4) The front yard setback is at least as deep as the setback required by the zone. _____
- 5) The property is improved with a 10-foot landscaped buffer along the property is improved with a 10-foot landscaped buffer along the periphery of the property which is maintained and is equipped with an automatic irrigation system. _____
- 6) The site has only one double-faced monument sign, with a maximum of 20 square feet per side. _____
- 7) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 8) All streets, alleys or sidewalks adjoining the property meet standard street dimensions. _____
- 9) The use meets the parking requirements of Section 12.21 A. _____
- 10) The property has sufficient areas for assembly. _____

PERFORMANCE STANDARDS

b. Density increase for an affordable housing development project (Sec. 14.00 A 2).

Please Write: Yes or No

- 1) The development project contains the requisite number of affordable and/or senior citizen units as set forth in California Government Code Section 65915(b). _____
- 2) The development project complies with the standards contained in the Affordable Housing Incentives Guidelines approved by the City Planning Commission. _____
- 3) The use is conducted in conformance with the City's noise regulations pursuant to Chapter 11 LAMC. _____
- 4) No buildings are higher than any main building on adjoining property. _____
- 5) All portions of the required front yard not used for necessary driveways and walkways, including decorative walkways, are landscaped and maintained, not otherwise paved, and equipped with an automatic irrigation system. _____
- 6) The development meets the open space requirements of Section 12.21 G. _____
- 7) Only one identification sign is displayed on the site and it is on the building face. The sign does not exceed 20 square feet, does not extend more than two feet beyond the wall of the building, and does not project above the roof ridge or parapet wall (whichever is higher) of the building. _____
- 8) Security night lighting is shielded so that the light source cannot be seen from adjacent residential properties. _____
- 9) Yards, at a minimum, should meet Code requirements or those prevalent on adjoining or abutting properties, whichever is the most restrictive. _____
- 10) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 11) Parking areas are landscaped pursuant to the requirements of Section 12.21 A 6. _____
- 12) All streets, alleys and sidewalks adjoining the property meet standard street dimensions. _____
- 13) There is a solid, decorative, masonry or wrought iron wall/fence at least eight feet in height, or the maximum height permitted by the zone, whichever is less. The wall/fence encircles the periphery of the property and does not extend into the required front yard setback. _____
- 14) There are no outdoor public telephones on the site. _____

PERFORMANCE STANDARDS

c. Libraries, museums, fire or police stations or governmental enterprises (Sec. 14.00 A 3).

Please Write: Yes or No

- 1) The use is conducted in conformance with the City's noise regulations pursuant to Chapter 11 of this Code. _____
- 2) No outdoor public telephones on the site. _____
- 3) No buildings are higher than any structure on adjoining property. _____
- 4) No guard dogs are used to patrol at night. _____
- 5) There is no use of barbed, razor or concertina wire. _____
- 6) Security lighting is provided in parking areas. _____
- 7) Setbacks are at least as deep as required for institutions by Section 12.21 C 3. _____
- 8) The property is improved with a 10-foot landscaped buffer along the periphery of the property which is maintained and is equipped with an automatic irrigation system. _____
- 9) Parking areas are landscaped pursuant to the requirements of Section 12.21 A 6. _____
- 10) Only one identification sign is displayed on the site and it is on the building face. The sign does not exceed 20 square feet, and does not extend more than 2 feet beyond the wall of the building, and does not project above the roof ridge or parapet wall (whichever is higher) of the building. _____
- 11) Security night lighting is shielded so that the light source cannot be seen from adjacent residential properties. _____
- 12) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 13) The use meets the parking requirements of Section 12.21 A. _____
- 14) The site is a corner site. _____
- 15) The majority of the frontage is on a major or secondary highway. _____
- 16) All streets, alleys and sidewalks adjoining the property meet standards street dimensions. _____

PERFORMANCE STANDARDS

d. Mobile home parks where any trailer or mobile home is permitted to remain longer than one day and which were lawfully in existence on December 6, 1986 (Sec. 14.00 A 4).

Please Write: Yes or No

- 1) No buildings are higher than any main building on adjoining property or across a street or alley from the use. _____
- 2) The use is conducted in conformance with the City’s noise regulations pursuant to Chapter 11 of this Code. _____
- 3) There is a solid, decorative, masonry or wrought iron wall/fence at least 8 feet in height, or the maximum height permitted by the zone, whichever is less. The wall/fence encircles the periphery of the property and does not extend into the required front yard setback. _____
- 4) The front yard is at least as deep as the setback required by the zone. _____
- 5) The property is improved with a 10-foot landscaped buffer along the periphery of the property, which is maintained and is equipped with an automatic irrigation system. _____
- 6) Parking areas are landscaped pursuant to the requirements of Section 12.21 A 6. _____
- 7) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 8) Only one identification sign is displayed on the site and it is on the building face. The sign does not exceed 20 square feet, and does not extend more than 2 feet beyond the wall of the building, and does not project above the roof ridge or parapet wall (whichever is higher) of the building. _____
- 9) The use meets the parking requirements of Section 12.21 A. _____
- 10) All streets, alleys and sidewalks adjoining the property meet standards street dimensions. _____
- 11) There are no outdoor public telephones on the site. _____
- 12) Security night lighting is shielded so that the light source cannot be seen from adjacent residential properties. _____

PERFORMANCE STANDARDS

e. Parks, playgrounds, or recreational or community centers in the A, R or C1 Zones (Sec. 14.00 A 5).

Please Write: Yes or No

- 1) The outdoor play/recreational area is at least 100 feet away from any A or R zones or residential use. _____
- 2) There are no outdoor public telephones on the site. _____
- 3) There is no public address system or amplified sound on the site. _____
- 4) The use is conducted in conformance with the City’s noise regulations pursuant to Chapter 11 of this Code. _____
- 5) The hours of operation are restricted to between 7 a.m. and 10 p.m. of every day. _____
- 6) There is no outdoor activity from dusk to dawn. _____
- 7) No buildings are higher than any main building on adjoining property or across a street or alley from the use. _____
- 8) The property is improved with a 10-foot landscaped buffer along the periphery of the property, which is maintained and is equipped with an automatic irrigation system. _____
- 9) Only one identification sign is displayed on the site and it is on the building face. The sign does not exceed 20 square feet, and does not extend more than 2 feet beyond the wall of the building, and does not project above the roof ridge or parapet wall (whichever is higher) of the building. _____
- 10) Parking areas are landscaped pursuant to the requirements of Section 12.21 A 6. _____
- 11) The use meets the parking requirements of Section 12.21 A. _____
- 12) The site is a corner site. _____
- 13) The majority of the frontage is on a major or secondary highway. _____
- 14) All streets, alleys and sidewalks adjoining the property meet standards street dimensions. _____
- 15) Security night lighting is shielded so that the light source cannot be seen from adjacent residential properties. _____
- 16) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____

PERFORMANCE STANDARDS

f. Public utilities and public services uses and structures, except wireless telecommunication facilities and radio or television transmitters in the A, R, C or MR Zones (Sec. 14.00 A 6).

Please Write: Yes or No

- 1) Security night lighting is shielded so that the light source cannot be seen from adjacent residential properties. _____
- 2) The use is conducted in conformance with the City's noise regulations pursuant to Chapter 11 of this Code. _____
- 3) There are no outdoor public telephones on the site. _____
- 4) No buildings are higher than any building on adjoining property. _____
- 5) No guard dogs are used to patrol at night. _____
- 6) There is no use of barbed, razor or concertina wire. _____
- 7) Security lighting is provided in parking areas. _____
- 8) The property is improved with a 10-foot landscaped buffer along the periphery of the property, which is maintained and is equipped with an automatic irrigation system. _____
- 9) Parking areas are landscaped pursuant to the requirements of Section 12.21 A 6. _____
- 10) Only one identification sign is displayed on the site and it is on the building face. The sign does not exceed 20 square feet, and does not extend more than 2 feet beyond the wall of the building, and does not project above the roof ridge or parapet wall (whichever is higher) of the building. _____
- 11) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 12) The use meets the parking requirements of Section 12.21 A. _____
- 13) The site is a corner site. _____
- 14) Yards, at a minimum, should meet Code requirements or those prevalent on adjoining properties, whichever is the most restrictive. _____
- 15) The majority of the frontage is on a major or secondary highway. _____
- 16) All streets, alleys and sidewalks adjoining the property meet standards street dimensions. _____

PERFORMANCE STANDARDS

g. Recreational vehicle parks and mobile home parks in the A, R or C Zones (Sec. 14.00 A 7).

Please Write: Yes or No

- 1) No buildings are higher than any main building on adjoining property or across a street or alley from the use. _____
- 2) The use is conducted in conformance with the City’s noise regulations pursuant to Chapter 11 of this Code. _____
- 3) There is a solid decorative masonry or wrought iron wall/fence at least 8 feet in height, or the maximum height permitted by the zone, whichever is less. The wall/fence encircles the periphery of the property and does not extend into the required front yard setback. _____
- 4) The front yard setback is at least as deep as the setback required by the zone. _____
- 5) The property is improved with a 10-foot landscaped buffer along the periphery of the property, which is maintained and is equipped with an automatic irrigation system. _____
- 6) Parking areas are landscaped pursuant to the requirements of Section 12.21 A 6. _____
- 7) Only one identification sign is displayed on the site and it is on the building face. The sign does not exceed 20 square feet, and does not extend more than 2 feet beyond the wall of the building, and does not project above the roof ridge or parapet wall (whichever is higher) of the building. _____
- 8) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 9) The use meets the parking requirements of Section 12.21 A. _____
- 10) All streets, alleys and sidewalks adjoining the property meet standards street dimensions. _____
- 11) There are no outdoor public telephones on the site. _____
- 12) Security night lighting is shielded so that the light source cannot be seen from adjacent residential properties. _____

PERFORMANCE STANDARDS

h. Shelters for the homeless (as defined in Section 12.03) containing not more than 30 beds are permitted by right in the R3, M1, M2 and M3 Zones with reduced parking requirements (Sec. 14.00 A 8).

Please Write: Yes or No

- 1) There are no other shelters for the homeless within 300 feet of the subject property. _____
- 2) The use is conducted in conformance with the City's noise regulations pursuant to Chapter 11 of this Code. _____
- 3) There are no outdoor public telephones on the site. _____
- 4) No signs are present on the property relating to its use as a shelter for the homeless. _____
- 5) No outdoor toilets are present on the site. _____
- 6) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 7) At least 10 percent of the number of parking spaces otherwise required by Section 12.21 A 4 are provided, and in no event are fewer than 2 spaces provided. _____
- 8) All streets, alleys and sidewalks adjoining the property meet standards street dimensions. _____

PERFORMANCE STANDARDS

i. The installation and maintenance of trailers for use as temporary accommodations for homeless persons (Sec. 14.00 A 9).

Please Write: Yes or No

- 1) The installation and maintenance of no more than 6 trailers for use as temporary accommodations for homeless persons is carried out and maintained by a religious or philanthropic institution on the site of the institution; or by a government unit, agency or authority on each individual property owned by the government unit, agency or authority. _____
- 2) There are no shelters for the homeless within 300 feet of the subject property. _____
- 3) There are no outdoor public telephones on the site. _____
- 4) The use is conducted in conformance with the City's noise regulations pursuant to Chapter 11 of this Code. _____
- 5) No signs are present on the property relating to its use as a shelter for the homeless. _____
- 6) No outdoor toilets are present on the site. _____
- 7) All graffiti on the site is removed or painted over in the same color as the surface to which it is applied within 24 hours of its occurrence. _____
- 8) All streets, alleys and sidewalks adjoining the property meet standards street dimensions. _____
- 9) The use shall not be within 500 feet of a residential zone or use. _____

3. Where Performance Standard(s) is/are not complied with describe in detail how the Public Benefit project “substantially meets” the “purposes” in Section (§ 14.00) which are applicable to the Public Benefit use applied for.

In your discussion, identify alternative compliance measures which would help to meet the purposes of the Performance Standard(s) not complied with. Information on Performance Standard purposes are in Section 14.00 A and B of the Code, or available from the Planning Department. If additional space is needed to discuss how alternative compliance measures meet and achieve purposes, attach sheets of paper.

ZONING ADMINISTRATOR'S ADJUSTMENT (ZAA) – LAMC 12.28

City of Los Angeles – Department of City Planning

- Fences, Walls, Gates, Hedges, Light Fixtures, and other appurtenances > 8' in the Yard or Setback Area (Various Zones; 12.21 C1 (g))**
- Adjustments from Density (lot area per unit), Height and FAR < 20% (Various Zones; 12.21.1)**
- Adjustments from Yard or Setback requirements (Various Zones and Sections)**
- Adjustments from Space/Passageway and Location (12.21 C2 & 5)**
- Adjustments from Residential Floor Area ≤ 10% (Various Zones)**
- Encroachments into Building Lines (12.32 R)**

The Zoning Administrator's Adjustment Findings/Justification is a required attachment to the *MASTER LAND USE APPLICATION INSTRUCTIONS(CP-7810)*.

Public Noticing Requirements: Abutting Owners.

FINDINGS FOR APPROVAL OF ADJUSTMENTS:

In order to grant your request, the following findings/justification must be addressed. Explain how your request conforms to the following requirements:

1. That while site characteristics or existing improvements make strict adherence to the zoning regulations impractical or infeasible, the project nonetheless conforms with the intent of those regulations.

2. That in light of the project as a whole, including any mitigation measures imposed, the project's location, size, height, operations and other significant features will be compatible with and will not adversely affect or further degrade adjacent properties, the surrounding neighborhood, or the public health, welfare, and safety.

3. That the project is in substantial conformance with the purpose, intent and provisions of the General Plan, the applicable community plan and any applicable specific plan.

FINDINGS FOR APPROVAL OF BUILDING LINE ENCROACHMENTS:

Describe how the proposal meets the following objectives:

- to provide for the systematic execution of the General Plan
- to obtain a minimum uniform alignment from the street at which buildings, structures or improvements may be built or maintained
- to preserve the commonly accepted characteristics of residential districts
- to protect and implement the Land Use Element of the General Plan
- to provide sufficient open spaces for public and private transportation
- to facilitate adequate street improvements; the prevent the spread of major fires and to facilitate the fighting of fires
- to promote the peace, health, safety, comfort convenience, interest and general welfare.

LOGIC MODEL WORKSHEET

ELEMENTS OF THE MODEL "The Program"	AS MEASURED BY "The Outcomes"
<p>1 DESIRED RESULTS What is my long-term vision for the children, adults, or families in my community, or for my community as a whole?</p>	<p>6 INDICATORS</p> <p><i>Ultimate Indicators</i> – How will I know if my program's desired results have been achieved in the long-term?</p>
<p>2 MOTIVATING CONDITIONS AND CAUSES What are the factors, issues, or problems that my program is trying to improve or eliminate?</p>	<p><i>Interim Indicators</i> – If my program is successful, what changes do I expect to see in my community in the next few years?</p> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; width: fit-content; margin-left: auto; margin-right: auto;"> <p style="text-align: center;">Require community -wide effort to affect</p> </div>
<p>3 OST PROGRAM STRATEGIES What are the broad categories of services or approaches that my program provides?</p>	<p>5 PROGRAM PERFORMANCE MEASURES</p> <p><i>Measures of Effect</i> – How will I know that the children or families I work with in my program are better off?</p>
<p>4 OST PROGRAM ACTIVITIES On a day-to-day basis, what do staff in my organization do? What services do we provide?</p>	<p><i>Measures of Effort</i> – What does my program generate, what levels of activity do we produce?</p> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; width: fit-content; margin-left: auto; margin-right: auto;"> <p style="text-align: center;">Can be affected by the OST program</p> </div>

REGULATION INDEX

REGULATION	DESCRIPTION	TOOLKIT CONTENT REFERENCED
STATE OF CALIFORNIA		
California State Assembly Bill 1616	California Homemade Food Act	Commercial Kitchen
California Public Utilities Commission Decision 13-09-045	Transportation Network Companies	Shared-use Mobility Library
CITY OF LOS ANGELES		
12.03	Definitions	Definitions (Appendix)
12.05.A.16	"A1" Agricultural zone. Home Occupations	Co-working Space, Commercial Kitchen
12.05.A.7	"A1" Agricultural zone. Livestock	Live animals/aquaculture
12.08.A.3	"R1" One-family zone. Use. Animal Keeping	Live animals/aquaculture
12.08.A.3	"R1" One-family zone. Use. Truck Gardening	Truck gardening (off-site sales)
12.09	"R2" Two-family zone.	Summary of R2 Zone (Appendix)
12.09.A.6	"R2" Two-family zone. Accessory uses and home occupations	Co-working Space, Commercial Kitchen
12.11.A.7	"R4" Multiple Dwelling Zone.	Books & Media Library
12.21.A.4	General Provisions. Use. Parking requirements.	Shared-use Mobility Library, Books & Media Library
12.21.C.3	General Provisions. Yards for Institutions, Churches, etc	Books & Media Library
12.21.C.5.a	General Provisions. Location of Accessory Buildings	Live animals/aquaculture
12.22.A.18	Exceptions. Use. Developments Combining Residential and Commercial Uses	Books & Media Library
12.22.A.8	Exceptions. Use. Occasional Use of Private Homes for Adult Education Classes.	Education/job training
12.24.U.6	Conditional Use Permits. City Planning Commission. Educational Institutions	Education/job training
12.24.W.5/6	Conditional Use Permits and other similar quasi-judicial approvals. Authority of the Zoning Administrator for Conditional Uses/Initial Decision. Bovine feed or sales yards/cattle or goat dairies.	Live animals/aquaculture
12.24.W.45	Conditional Use Permits and other similar quasi-judicial approvals. Authority of the Zoning Administrator for Conditional Uses/Initial Decision. Farm Stands	Market/farm stand (on-site sales)
12.24.X.6	Conditional Use Permits and other similar quasi-judicial approvals. Further Authority of the Zoning Administrator for Other Similar Quasi-Judicial Approvals. Farmer's Markets	Market/farm stand (on-site sales)
12.27.U	Variances. Plan Approvals.	Garden(on-site)
14.00.A.3	Public Benefit Projects. Libraries, museums, fire or police stations or governmental enterprises.	Books & Media Library
19.01.E	Filing fees. Applications and appeals.	Market/farm stand (on-site sales)
19.01.I	Fees	Garden(on-site)
22.322	Board of Public Works. Control Over Construction, Maintenance and Design of Public Work or Improvement.	Parkway Gardening
62.162	Power to plant, maintain and issue permits.	Parkway Gardening
62.169	Permit required to plant in streets.	Parkway Gardening