



**FINAL RECOMMENDATIONS  
OF THE  
SAN DIEGO URBAN-RURAL ROUNDTABLE**

**Presented to  
Supervisor Ron Roberts, County of San Diego  
Mayor Jerry Sanders, City of San Diego**

**June 30, 2011**





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Support the creation of a regional food system alliance.

**Coordinating Team**

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August 15, 2011

Supervisor Ron Roberts  
County of San Diego

Mayor Jerry Sanders  
City of San Diego

Dear Supervisor Roberts and Mayor Sanders,

San Diego County is the third major metropolitan area in the State of California to host an Urban-Rural Roundtable. Each of the communities that have undertaken this effort (including San Francisco and Los Angeles) face a unique set of challenges and opportunities, but one truth always becomes self-evident. **We have more in common than that which divides us.** Through our three meetings, the stakeholders, both urban and rural (who represented all segments of civil society and food system, and brought different issues to the table) shared a common vision for the future of the San Diego Food System. It is that vision which we present to you in this report.

The following are specific recommendations formulated by the San Diego Urban-Rural Roundtable (SDURRT), as presented to you by Roundtable members on June 6, 2011. These recommendations offer the people of San Diego City and County the opportunity to create a sustainable food system aimed at improving the wider community's health outlook, economic prosperity and environmental quality.

The SDURRT's deliberations were not held within a vacuum. They were substantially informed by the recent San Diego Food System Assessment<sup>1</sup>, as well as the California Ag Vision process, and Roots of Change's experience in communities across the state. San Diego's challenges are great, but if we collaborate, they are not insurmountable. We suffer from drought, high water prices, high gasoline prices, lack of affordable housing, and lack of agricultural land, and we are at risk of natural disasters, such as fire or earthquakes. As the southern most county in the state, we risk being cut-off from outside resources during emergencies. Having a resilient regional food system in place means that San Diego will be prepared to sustain not only our agricultural resources, but our thriving community as well, no matter the circumstances.

To achieve resilience, we require unprecedented cross-sector collaboration in which government, corporate and nonprofit entities share resources, strengths and information in order to implement the recommendations. Through the SDUURT process,

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<sup>1</sup> Produced by the San Diego Food System Working Group in partnership with the UC Davis Agricultural Sustainability Institute.

the community has shown that it is capable of coordinated decision making and action. The SDURRT brought together the largest and most diverse group of people ever engaged in a Roots of Change process related to food systems. Thanks to the County Health and Human Services Agency's Healthy Works Initiative, the community has already hit the ground running to utilize arguably the largest single investment of federal funds to improve public health through local food systems development.

On behalf of the SDURRT participants, we sincerely hope that the County and City of San Diego will accept the full set of recommendations, and work together with other local municipalities and regional neighbors to drive these recommendations forward.

In particular, we see your support for the formation of a formal body such as a Food Systems Alliance or Food Policy Council as the next logical next step to keep the community focused and collaborating to maximize use of private and public talent, time and dollars. An engaged community will position San Diego to continue to address its regional challenges and facilitate its participation in larger statewide and federal discussions on these issues.

We are ready, willing and able to work with the City, the County, and its regional neighbors to retool and reorient food system infrastructure and relationships in order to ensure a healthy, fair, economically thriving, and environmentally sustainable food system for all of its residents.

Sincerely,



Sadie Sponsler  
On behalf of the  
San Diego Food System Working Group



Michael Dimock  
President  
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## Executive Summary

The San Diego Urban-Rural Roundtable brought together over 100 leaders and stakeholders from around the San Diego region between March 21 and June 6, 2011, to develop a set of recommendations aimed at building a healthy, fair, economically thriving, and environmentally sustainable food system for all residents of San Diego County.

Their recommendations build on the work of the San Diego Food System Working Group, the County Health and Human Services Agency, the Healthy Works initiative, and scores of other governmental, private sector, and community efforts. The Roundtable's deliberations were informed by the recent San Diego Food System Assessment produced by the Food System Working Group in partnership with the UC Davis Agricultural Sustainability Institute.<sup>2</sup>

Policy actions are a primary focus of the recommendations, but the recommendations also point to areas where business, academic, and community leadership are critical.

The Roundtable's recommendations coalesced around three sets of actions for policymakers in the region:

### **Recommendation 1:**

Adopt and implement a comprehensive set of County and City food system policies.

### **Recommendation 2:**

Align and leverage the political strength of the County, City and region to support key federal, state and regional food and agricultural policies.

### **Recommendation 3:**

Support the creation of a regional food system alliance.

Within Recommendations 1 and 2, five specific goals emerged as **top priorities for action:**

1. Build a broad coalition of urban and rural, business and community interests to support subsidization of a **pricing differential for water** used for food production to help local growers stay in business and meet residents' goal of increased local food access and consumption.

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<sup>2</sup>San Diego Food System Working Group and UC Davis Agricultural Sustainability Institute, "Assessing the San Diego Food System: Indicators for a More Food Secure Future," December 2010, [www.sandiegofoodsystem.com](http://www.sandiegofoodsystem.com).



2. Invest in local and regional **food system infrastructure** to connect local producers to local markets, create jobs, and recirculate food dollars in the local economy.
3. Adopt **procurement policies and nutrition standards** that make healthy, fair, sustainable, locally grown foods accessible to all residents in the region at prices that are profitable for local farmers.
4. Strengthen policies and programs to ensure that all San Diego residents have **access** to healthy, affordable, and culturally appropriate foods at all times, including times of emergency.
5. Develop and support community garden, school garden, backyard farming, and cooking programs for all ages to provide hands-on **education and training** on food production and nutrition as well as direct access to fresh produce.

These five priorities are inter-related and mutually reinforcing. Efficient infrastructure and water pricing differentials will help growers to deliver local food products at a profit; increased purchase of local products will increase utilization and efficiency of infrastructure thereby lowering product costs and prices; expansion of community gardens and training programs will increase residents' ability to grow their own low-cost produce, and increase their understanding of the nutritional value of local fresh foods, while food access programs will expand their ability to make healthy food choices.

Roundtable participants identified Recommendation 3, creation of a **regional food system alliance**, as a top priority in its own right, to ensure that a structure and process are in place and adequately funded to catalyze, coordinate, and monitor implementation of a San Diego regional food system action plan incorporating the Roundtable's recommendations.

## Background

As are regions all over California and the nation, San Diego is facing converging and interrelated challenges to the health and well-being of its residents, its agricultural and food industries, and its natural environment. A December 2010 San Diego food system assessment<sup>3</sup> identified numerous significant trends in the region – some promising, but many troubling:

- San Diegans have benefited from an increase in direct farm sales, CSA (Community Supported Agriculture) programs, and school and community gardens; yet food prices and insufficient access in rural and low-income communities have resulted in increased food insecurity and decreased fruit and vegetable consumption across the region.
- Rates of childhood obesity (31% for ninth graders) and adult diabetes (6.3%) in San Diego are lower than for California as a whole but fall far short of national and county targets.
- Farmland in San Diego County has decreased 43%, from 530,000 acres in 1987 to 304,000 acres in 2007, due in large part to the rising cost of water<sup>4</sup>, and in some cases, development pressure. Production of animals and animal products has declined considerably, and nursery crops now generate nearly twice as much revenue as all food crops combined. On the other hand, San Diego has the largest number of certified organic producers of any county in the nation.
- Commercial ocean fish landings in San Diego declined 15% between 2000 and 2008. The number of water bodies in the region identified as having some level of pollution more than doubled to 268 between 2006 and 2008.
- Demand for finished compost far outstrips the amount of organic waste making its way to compost facilities in the region.
- Jobs within food service and drinking establishments make up two-thirds of the 150,000+ food system jobs in the county and have increased 11% over the last nine years, but earn the lowest annual wages of all sectors (\$17,400/year in 2009); better-paying jobs in fishing, forestry, and agriculture (\$28,915/year in 2009) declined 19% over the same period.

In response to these trends, the San Diego Food System Working Group, an ad hoc collaboration of growers, public health and environmental experts, and myriad other food system participants and stakeholders, developed a vision for a thriving regional food system. Their vision encompassed three overarching goals:

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<sup>3</sup> Ibid.

<sup>4</sup> Agricultural water prices are rising from approximately \$699 to \$922 per acre-foot (as of 2010) as historical discounts for agricultural water are phased out. Agricultural rates must reach state-mandated parity with municipal and industrial rates by the end of 2012. Water costs make up 50-60 percent of citrus and avocado crop costs, versus 3-5% of nursery crop costs.

- Better health and well-being of San Diego County residents
- Agricultural stewardship of San Diego County's environmental resource based
- Thriving communities and sustainable economic growth

For each of these goals the group identified a series of sub-goals (see Table 1) and preliminary actions to move San Diego toward a healthier, more sustainable and more economically viable regional food system.

In February 2011, County of San Diego Supervisor Ron Roberts and City of San Diego Mayor Jerry Sanders invited over 100 business, community, and governmental leaders from around the region to participate in a San Diego Urban-Rural Roundtable. The purpose of the Roundtable was to generate a focused set of priority actions for policymakers, businesses and communities throughout the region, building on the preliminary action plan developed by the San Diego Food System Working Group. The Roundtable adopted as its own the Working Group's three overarching goals of health and well-being of San Diego residents, environmental stewardship, and sustainable economic growth and job creation.

Response to the invitation was enthusiastic. More than 100 people participated in a series of meetings from March through May to deliberate on challenges and prioritize opportunities to address the shared goals. Participants included conventional and organic growers; immigrant and disadvantaged farmers; ranchers; fishermen; food distributors, food retailers, chefs and entrepreneurs; institutional food buyers; hunger, social justice, and labor advocates; public health leaders; planners; environmental scientists and activists; and senior representatives of the US Department of Agriculture (USDA) and the California Department of Food and Agriculture (CDFA).

The Roundtable benefited from the experiences and successes of similar Urban-Rural Roundtable initiatives in San Francisco, commissioned by Mayor Gavin Newsom in 2008, and in Los Angeles, commissioned by Mayor Antonio Villaraigosa in 2010. These and the San Diego Roundtable were coordinated and facilitated by the San Francisco-based Roots of Change, a non-profit organization dedicated to building a sustainable food system in California by 2030, with funding from the USDA Risk Management Agency.

The Roundtable was grounded in a belief that urban and rural communities have a shared interest in partnering to create a vibrant local food economy – that food producers in rural areas need urban markets and urban advocates, and conversely, that cities with a direct link to food producers and a commitment to agricultural stewardship in their region, will fare better than those who do not.

**Table 1. San Diego Urban-Rural Roundtable Goals**

<b>Goal</b>	<b>Sub-goals</b>
<b>Better health and well-being for San Diego residents</b>	<ul style="list-style-type: none"> <li>1.1. San Diego County residents know where their food comes from, how it is grown and who grows it.</li> <li>1.2. San Diego County residents, from infants to seniors, consume more healthful foods.</li> <li>1.3. All San Diego County residents have access to affordable, healthful, culturally desirable foods at all times.</li> <li>1.4. Initiation and duration of breastfeeding, the healthiest first food, increases in San Diego County.</li> <li>1.5. San Diego County has local, accessible, adequate food supplies for emergency preparedness.</li> </ul>
<b>Agricultural stewardship of San Diego County's environmental resource base</b>	<ul style="list-style-type: none"> <li>2.1. San Diego County increases its working lands for urban and rural food production.</li> <li>2.2. San Diego County improves waterways as healthful, sustainable food sources for San Diego County residents.</li> <li>2.3. San Diego County food producers and processors employ practices that support animal welfare.</li> <li>2.4. San Diego County prioritizes food production in its allocation of available water resources.</li> <li>2.5. San Diego County recycles its organic wastes locally and makes compost available for local food production.</li> <li>2.6. San Diego County reduces food system-related greenhouse gas emissions through its food system.</li> </ul>
<b>Thriving communities and sustainable economic growth</b>	<ul style="list-style-type: none"> <li>3.1. Local and regional procurement and sale of food grown in San Diego County increases.</li> <li>3.2. Fishing, farming and ranching increase for diverse groups in San Diego County.</li> <li>3.3. The San Diego County food system (production, distribution, processing, disposal) provides safe, fair, meaningful work.</li> </ul>
<b>Implementation of a San Diego food system action plan</b>	<ul style="list-style-type: none"> <li>4.1. Create ongoing body(ies) and processes to drive development and implementation of a San Diego food system action plan.</li> </ul>

This report highlights those actions that Roundtable participants identified as key priorities for the region, with a particular focus on County and City policymakers. The criteria used to prioritize actions included impact on achieving the stated goals; feasibility; urgency; community energy and interest; and synergy with other local, regional or state goals. The appendix provides a more comprehensive listing of recommended actions for government, businesses, and communities that the Roundtable considered. While many of these items did not rise to level of top priority in the near term, none were deemed unimportant or irrelevant to the cause.

Along with the priority actions described below, several strong cross-cutting themes emerged from the Roundtable discussions:

- We need to **support both large-scale commercial food production and small-scale farms, urban farms, and community gardens**. Large-scale agriculture has capacity to feed large numbers of residents; small-scale farms and gardens can increase communities direct access to fresh food as well as educate them about where food comes from, challenges facing local producers, seasonality of local foods, and career opportunities in the regional food system.
- We need to **engage the broader region** beyond the county border in food system development. Neighboring areas (e.g., Imperial, Orange, and Riverside Counties, Tijuana and Ensenada) are a necessary part of the San Diego foodshed, as sources of food products and food system workers, as buyers of San Diego products, and as closely interconnected parts of a larger agricultural, ecological and economic system.
- There are significant **economic development and job creation opportunities** associated with rebuilding the local food system. Research and analysis on these opportunities will help build political support for the recommended actions.
- **Fisheries are a vital component of San Diego's food system** and should be included and considered in all food system strategies and actions, particularly with respect to maintaining and improving infrastructure (e.g., the port) for commercial fishing, reducing barriers for new entrants, and providing training and tools to help fishermen market and sell their products within the region.
- Some actions may be already underway or lower priority but offer easy wins that should be pushed forward to **gain early support and momentum** for bigger change.
- There is a need for **outreach, education, and leadership development** on food system issues at both the top (e.g., elected and governmental officials, business leaders) and at the grassroots (particularly in underserved communities most impacted by food insecurity and diet-related chronic disease).
- There are tremendous opportunities to collaborate with and leverage the knowledge and expertise embedded in the region's numerous world-class **universities and research institutions**, some of which are already working on important food system research that can be used to inform and strengthen development of the San Diego food system.



## **Recommendation 1:**

### **Adopt and implement a comprehensive set of County and City food system policies.**

The County and City of San Diego, as well as other cities around the region, can use their authority now to adopt a suite of policies to improve residents' access to healthy food, remove barriers to local food production, and protect and enhance the region's natural resource base and food-related infrastructure. These policies could take the form of a Board of Supervisors resolution, an Executive Directive of the Mayor, and/or a comprehensive food system act adopted by the City Council.

The policies should be developed in collaboration with stakeholders around the region, including participants in the San Diego Urban-Rural Roundtable and members of the San Diego Food System Working Group. They should build on models and best practices both from within and outside of the region. They should include low-hanging fruit – opportunities to gain early momentum and support – but they should also begin to tackle the thornier issues that will require patience and broad-based coalition-building to resolve.

Top priorities for action, as described below, include:

1. Build a broad coalition of urban and rural, business and community interests to support subsidization of a **pricing differential for water** used for food production to help local growers stay in business and meet residents' goal of increased local food access and consumption.
2. Invest in local and regional **food system infrastructure** to connect local producers to local markets, create jobs, and recirculate food dollars in the local economy.
3. Adopt **procurement policies and nutrition standards** that make healthy, fair, sustainable, locally grown foods accessible to all residents in the region at prices that are profitable for local farmers.
4. Strengthen policies and programs to ensure that all San Diego residents have **access** to healthy, affordable, and culturally appropriate foods at all times, including times of emergency.
5. Develop and support community garden, school garden, backyard farming, and cooking programs for all ages to provide hands-on **education and training** on food production and nutrition as well as direct access to fresh produce.

#### **1. Water pricing for food production**

The cost of water is a major challenge for growers in San Diego County today. Addressing this issue in a substantial way will require state level policy change as discussed under Recommendation #2. Other actions that local policymakers can take independent of state policy change to address water issues in food production include:

- Support local water agencies and San Diego County Water Authority goals for water use and supply.
- Partner with water agencies to educate consumers about the importance and cost of water for food production, as well as the importance of residential water conservation (e.g., via bill inserts).
- Work with regional (MWD, SDWA) and local retail water agencies to develop water pricing strategies and structures that incentivize home, community garden and commercial food production.
- Create a community supported water program that allows residents to indicate support for subsidizing water usage in local agriculture for food production (e.g., through a voluntary check-off on their water bills).
- Explore and develop new local water supplies (e.g. recycled water, brine water recovery, desalination, grey water).

## **2. Development of food system infrastructure**

Lack of infrastructure for producing, processing and distributing local food products has been identified as a major barrier to regional food system development all over the country, and San Diego is no exception. Local and regional food system infrastructure includes but is not limited to: production, processing and packing facilities for produce, meat, poultry and fish; warehousing, cold storage and trucks for aggregation and distribution of food products; institutional and retail food outlets; information systems for sales, marketing and supply chain management; water conservation and recycling systems; and food and green waste composting and recycling.

Recommended actions for policymakers include:

- Advocate, support and invest in a regional food hub and network of food aggregation, distribution, processing, and packaging facilities for local produce, fish and meat.
- Direct County and City planners to integrate food production, processing and distribution into City and regional planning processes.
- Direct County and City staff to partner with economic development agencies in the region to create an economic development plan for local food production, processing, and distribution, and to collaborate in accessing and leveraging funding sources (e.g., Empowerment Zones, California Healthy Food Financing Initiative, USDA/US Treasury Fresh Food Financing Initiatives) for construction of new facilities and redevelopment of existing unused or underutilized assets.
- Conduct a comprehensive review of zoning, permitting, environmental health, food safety and other regulations to reduce or remove barriers and create incentives (e.g., fast-tracked permitting, tax incentives, zoning relaxations) to encourage the establishment of urban and backyard farms, beekeeping and small animal husbandry; produce, meat and fish processing facilities; fresh food outlets, grocery stores, CSAs and farmers markets, particularly in underserved



- communities; and other infrastructure to produce, process and distribute local products for local markets.
- Support increased organic waste recycling and composting:
    - Adopt County and City regulations that prohibit the use of compostable green waste in landfills.
    - Invest in development of a County green waste recycling program and facility that designates compost specifically for local food production.
    - Create incentives to increase the collection of food waste from food banks, food pantries, restaurants, schools, and supermarkets and distribution to urban and rural farms for composting and improvement of soil quality.

### **3. Procurement policies and nutrition standards**

In concert with infrastructure improvements to facilitate the supply of local food products, procurement policies and standards are needed to boost demand for local foods and even the playing field between local and nonlocal food sources. As policy leaders but also as employers and buyers of a wide array of goods and services, the County and City can have an enormous impact on food purchases both within government and beyond. The Roundtable urges the County and City to:

- Adopt food procurement goals, policies, and procedures for all County and City agencies, contractors, vending machines, lease agreements, mobile permits, and events and meetings held on County and City properties that incorporate preferences for food that is regionally sourced, and that allow local foods to be sourced as easily and accessibly as nonlocal foods.
- Encourage and support the adoption of local food procurement goals, policies and procedures by school districts, healthcare systems, employers, military facilities, hotels, restaurants, and fresh food outlets.
- Encourage school, childcare, senior, healthcare, military, and other highly-utilized public and private facilities to adopt nutritional standards and menu offerings that emphasize fresh, seasonal, and minimally processed foods, plant-based entrees, and foods cooked from scratch.
- Direct County and City purchasing departments and staff to actively participate in building a network that connects buyers with growers of local products.

### **4. Food access**

Choosing fresh, healthy, local foods requires convenient access to a culturally appropriate selection of those foods, at an affordable price. Unfortunately, the people most in need of such foods – low-income communities and communities of color with dramatically higher than average rates of obesity and diet-related chronic illnesses – are those with the least access to and ability to afford high quality fresh foods. In addition to taking the steps listed above to increase the supply and lower the cost of local foods, policymakers can improve access to fresh food in underserved communities with these actions:

- Develop and adopt regulatory policies and development incentives and support for the establishment of grocery stores, farmers markets, CSA programs, and worker and consumer cooperative businesses, neighborhood markets, and street vendors carrying fresh, healthy and organic foods within underserved communities.
- Increase enrollment in and utilization of federally funded nutrition programs (school breakfast and lunch programs; CalFresh, WIC, FMNP) to purchase fresh, local foods by:
  - Supporting increased acceptance and redemption of CalFresh, WIC and FMNP at farmers markets and CSAs
  - Partnering to implement and strengthen the County's Nutrition Security Plan
  - Supporting public-private partnerships to expand dollar match programs like Fresh Fund, targeted towards CalFresh, WIC and Social Security Income recipients.
  - Encouraging all eligible institutions and public schools to participate in federally funded meal and snack programs, including the School Breakfast, National School Lunch, and Summer Food Service Programs.
  - Encourage a simplified food stamp application process.
- Support increased access to and utilization of food banks/pantries by:
  - Encouraging food banks/pantries to offer food distribution hours more conducive to the schedules of the working poor.
  - Directing transportation and planning authorities to partner with food banks to ensure safe routes to healthy food outlets, particularly among those living in rural communities and food deserts.
  - Supporting increased mobile food access points and supplemental food assistance for North County rural communities.
  - Ensuring that food bank regulations allow all residents who need supplemental food assistance to receive foods, even if they receive other government assistance.
- Ensure integration of emergency preparedness into food system infrastructure planning and development
  - Work with the San Diego Farm Bureau and other agricultural associations to increase farmer awareness of San Diego Operational Area Multi-Agency Feeding Task Force and how food producers and distributors fit into disaster relief feeding operations.
  - Ensure local community-based organizations currently involved in CalFresh outreach are trained and positioned to implement the Disaster SNAP (Supplemental Nutrition Assistance Program).
  - Direct staff and agencies to incorporate messaging about the benefits of creating food and water disaster kits into their communications, websites, and social media.
  - Adopt County and City food waste/surplus ordinances.

## 5. Education and training on farming and food production

In just two generations the vast majority of our population has lost virtually all direct knowledge and experience of farming, ranching, fishing and related food production activities such as butchering, canning and preserving. Hands-on education and training programs to reverse this trend has multiple benefits: it provides an introduction and entry point to farming and food production jobs and career opportunities; it builds an understanding of where food comes from and an appreciation for the challenges faced by local producers; it fosters community interaction, knowledge sharing, and exercise; and it empowers people, particularly those in low-income communities, to supplement their and their neighbors' diets with inexpensive fresh foods direct from their own gardens. Actions that County and City policymakers can take to promote all of these benefits include:

- Encourage and support public schools' development of experiential learning opportunities related to food and agriculture (e.g., garden-based education, farm tours, cooking demonstrations, home economics, food tastings, etc.)
- Support the development and operation of publically and privately run urban micro-farm, community garden, and school garden programs:
  - Remove regulatory barriers to operating small-scale food production enterprises in homes, neighborhoods, and urban areas, including chicken coops, fish farms, beekeeping and small animal husbandry.
  - Inventory and make available potential sites for community gardens and urban farms, including dual-use areas (e.g., utility easements) and brownfield sites where applicable.
  - Streamline the process for leasing of County and municipal property to expedite community groups' efforts to secure land for food production.
- Urge vocational schools, community colleges, universities and cooperative extensions to develop farming/food production courses, curricula and technical assistance programs, particularly targeting aspiring, new, minority, immigrant, and refugee farmers and food entrepreneurs.
- Encourage Joint Use Agreements between school districts, cities, churches, and non-profit organizations to transform school gardens and school outdoor fields/facilities into school-community garden and school-community facilities sites open for interested community members after school and summer hours.



## **Recommendation 2:**

### **Align and leverage the political strength of the County, City and region to support key federal, state and regional food and agricultural policies.**

State and federal policies and programs can both inhibit and facilitate the development of robust regional food systems. Both on their own and as part of the wider Southern California region representing more than 22 million people, San Diego policymakers can and should use their political strength to move state and federal policies in directions that benefit the county's farmers, ranchers, fishermen, food businesses, and residents.

Numerous coalitions are already in place to organize support for critical food and agricultural policies. San Diego can add a significant political voice to these efforts via such entities as the Conference of Mayors, Association of Counties, League of Cities, and the California Board of Food and Agriculture, as well as through its assembly members and Congressional delegation. Similarly, local businesses and community organizations can leverage their resources by joining forces with industry and activist groups engaged in influencing major legislation such as the Farm Bill.

Specific state and federal policies, programs and initiatives that County and City leaders should focus their united lobbying efforts include:

#### **1. Water pricing for food production**

- Develop a broad coalition of urban leaders, businesses, and community organizations to join the agricultural community and rural political leaders in supporting a pricing differential for water used in food production.
- Support a state level policy directive to water agencies emphasizing the importance of sustaining agriculture to the overall security and health of the state, its regions and communities, and instructing water providers to supply demonstrated and certified agricultural uses within their service areas at the lowest rate of the various water supply components utilized by that entity.

#### **2. Development of food system infrastructure**

- Small-producer exemption for the on-farm slaughter and wholesale of cattle, goats, pigs, sheep and other animals similar to the existing exemption for chicken and rabbits.
- Increase funding to develop schools' capacity to provide fresh food and meals cooked from scratch through access to on-site and off-site infrastructure (kitchens, refrigeration, trucks, etc.) and staff training.
- Expansion of Farm Bill programs that support local and regional food production, processing and distribution, including:
  - Local and Regional Food Enterprise Loan Program, to support and establish new businesses that process, distribute and market foods produced in-state or transported less than 400 miles from the origin of the product.

- Value-Added Producer Grant Program to provide grants to producers to develop business plans, establish marketing opportunities, and acquire capital for processing, marketing, community kitchens, incubator kitchens in low-income urban areas, and establishing farmer-consumer networks.
- Credit programs through USDA's Farm and Foreign Agriculture Services division to fund projects that banks may find too risky, including start-up food businesses and new farming operations.
- Organic and Sustainable Agriculture Research and Extension programs.
- Beginning and Socially Disadvantaged Farmer and Rancher loan programs.
- Community Food Projects program.
- Organic transition and other sustainable management assistance through the Environmental Quality Incentives Program.

**3. Procurement policies and nutrition standards**

- Develop state and federal food purchasing rules and processes that allow local foods to be sourced as easily and accessibly as nonlocal foods, with price not the only indicator for purchasing.
- Increase federal funding for the purchase of fresh, local fruits and vegetables.
- Incentivize promotion of plant-based entrees in the National School Lunch and School Breakfast programs.
- Redirect commodity subsidies to support production and procurement of fresh, local foods.

**4. Food access**

- Support linkage and alignment of food assistance programs (CalFresh, WIC, school lunch, elder nutrition) to improve efficiency and increase access to benefits by residents, and removal of restrictions on populations that can access benefits.

**5. Education and training on farming and food production**

- Support broadened use of existing USDA food assistance outreach and administrative funds for nutrition and health education, including expansion of school gardening and cooking programs.
- Fund programs and materials that teach food service workers, parents, and children about healthy eating and promote good dietary habits, including healthy cooking classes.

**Recommendation 3:  
Support the creation of a regional food system alliance.**

Building a sustainable regional food system will require the full participation and support of stakeholders from all over the region who demand access to good food. Building trust and meaningful dialog between rural producers and urban consumers will be vital to ensuring a food supply that is resilient, secure, healthy, affordable, sustainable and fair.

Food system alliances and councils have emerged around the state to foster policies and actions that support a healthy and available food supply while enhancing local agricultural and natural resources, encouraging food industry economic development, and improving the health of those living within that community. These alliances are typically a county-based collaboration between food producers, farm-workers, conservationists, health-care workers, food security activists, chefs, and consumers who share a desire to build a vibrant, healthy, and durable food system.

Such an alliance has already come together on an ad hoc basis in San Diego in the form of the San Diego Food System Working Group. A formally constituted and funded regional alliance will deepen the relationships and broaden the coalition-building initiated by the San Diego Food System Working Group, the Healthy Works initiative, and other collaborative efforts around the region. The alliance should deliberately seek out and engage a cross-section of food system participants and stakeholders both from within the County and from neighboring counties that are an important part of San Diego's foodshed.

The exact structure of the alliance will be determined by the stakeholders who participate in its establishment, and should be informed by the learnings of like entities around the region and beyond, such as the California Food System Alliance network, the Los Angeles Food Policy Council, the Iowa Food Policy Council, and the San Diego Alliance for Regional Solutions.

Specific objectives of a San Diego food system alliance should include:

- Work with policymakers to develop a comprehensive set of County and City food and agricultural policies.
- Develop a strategic food system action plan aimed at implementing the recommendations of the San Diego Urban-Rural Roundtable and the San Diego Food System Working Group.
- Catalyze and coordinate initiatives to implement key elements of the food system action plan.

- Identify data and research needs and connect and coordinate food system research activities across academic, government, business and community organizations. Specific areas of research might include:
  - Food production capacity and assets
  - Community impact of food system policies
  - Current and potential economic benefit of local food system
  - Models for procurement and contracting policies and collective bargaining structures to ensure fair wages and job standards in each sector of the food system.
  - Environmental, economic and social impacts of local fisheries and aquaculture
  - Carbon footprint and carbon sequestration capacity of local agriculture and food system activities
  - Economic impact of invasive pests and opportunities to shift to less impacted crops
- Periodically update the Food System Assessment to assess progress in reaching stated goals.
- Advise policymakers in local, county and state government on San Diego's food system issues.
- Increase meaningful engagement of low-income communities in food systems planning and dialog through a range of culturally appropriate media and materials as well as through direct participation in the alliance.
- Develop, support and/or coordinate a buy local/healthy eating outreach, education and marketing campaign targeting consumers, policymakers, and business and community leaders.

To support the formation of an alliance to propel their recommendations into action, Roundtable participants ask the County and City to:

- Provide direct funding and support fundraising activities to staff the alliance formation and operation.
- Direct staff to participate in and provide in-kind support (e.g., data, meeting space, technical assistance) to the alliance.
- Invite and actively engage the alliance and its members to participate in policy development, recommendations and review.
- Publicize alliance activities in media, hearings, speeches, websites, etc.



## **San Diego Urban-Rural Roundtable Coordinating Team**

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## Appendix A

### San Diego Urban-Rural Roundtable Preliminary Opportunity Matrix May 2011

#### Introduction

The San Diego Urban-Rural Roundtable utilized the tables below as a starting point for their deliberations on opportunities and priorities for addressing key challenges to creating a more equitable, sustainable, and economically robust food system for the San Diego region.

The preliminary list of recommended actions was drawn from the San Diego Food System Working Group action plan released earlier this year. Ideas, comments, and models that came out of the Roundtable deliberations are reflected in the right-hand column of the tables and are included here as a supplement to the main SD URRT report.

The preliminary recommendations are organized (as were the Roundtable working groups) around four key goals:

#### San Diego Urban-Rural Roundtable Goals

Working Group	Goals
<b>Better health and well-being for San Diego residents</b>	1.6. San Diego County residents know where their food comes from, how it is grown and who grows it. 1.7. San Diego County residents, from infants to seniors, consume more healthful foods. 1.8. All San Diego County residents have access to affordable, healthful, culturally desirable foods at all times. 1.9. Initiation and duration of breastfeeding, the healthiest first food, increases in San Diego County. 1.10. San Diego County has local, accessible, adequate food supplies for emergency preparedness.
<b>Agricultural stewardship of San Diego County's environmental resource base</b>	2.7. San Diego County increases its working lands for urban and rural food production. 2.8. San Diego County improves waterways as healthful, sustainable food sources for San Diego County residents. 2.9. San Diego County food producers and processors employ practices that support animal welfare. 2.10. San Diego County prioritizes food production in its allocation of available water resources. 2.11. San Diego County recycles its organic wastes locally and makes compost available for local food production. 2.12. San Diego County reduces food system-related greenhouse gas emissions through its food system.

<b>Working Group</b>	<b>Goals</b>
<b>Thriving communities and sustainable economic growth</b>	3.4. Local and regional procurement and sale of food grown in San Diego County increases. 3.5. Fishing, farming and ranching increase for diverse groups in San Diego County. 3.6. The San Diego County food system (production, distribution, processing, disposal) provides safe, fair, meaningful work.
<b>Implementation of a San Diego food system action plan</b>	4.1. Create ongoing body(ies) and processes to drive development and implementation of a San Diego food system action plan.

The main objective for the SD URRT working groups was to identify the highest priorities for action to reach the SD URRT goals, with particular emphasis on clearly articulating specific steps that can be undertaken in the near-term (3-12 months) by city and county elected officials and agencies, private sector businesses, and community organizations. These priorities are reflected in the body of the final SD URRT report.

The “Timing” column is intended to indicate the timeframe over which each initiative could potentially be launched. The “Leader/Driver” columns are to indicate whether the leaders/drivers of an initiative are expected to be a government entity (e.g., San Diego mayor or city council, County Board of Supervisors, County agency, school district boards, etc.), private sector businesses (e.g., farmers, distributors, retailers), or community organizations (e.g., non-profits, advocacy groups, etc.).

## **Better Health and Well-Being for San Diego Residents**

### **Goals:**

- 1.1. San Diego County residents know where their food comes from, how it is grown and who grows it.
- 1.2. San Diego County residents, from infants to seniors, consume more healthful foods.
- 1.3. All San Diego County residents have access to affordable, healthful, culturally desirable foods at all times.
- 1.4. Initiation and duration of breastfeeding, the healthiest first food, increases in San Diego County.
- 1.5. San Diego County has local, accessible, adequate food supplies for emergency preparedness.

### **Assessment:**

The health and well being of Americans is intimately connected to the food and drink we consume. The methods of production and processing, as well as the consumption choices we make, play a role in whether food helps to nourish us or results in adverse health impacts.

One of the most important steps to maintaining nutritional health is ensuring access to a variety of whole, minimally processed foods at prices everyone can afford. Access to healthy food and the proximity of food venues to farms or gardens has improved over the last decade in San Diego by comparison to statewide averages. Specifically, San Diegans have benefited from increases in direct farm sales, community supported agriculture programs (CSAs), as well as school and community gardens. Yet, food prices remain a significant obstacle and access in rural and low-income communities is still insufficient as evidenced by growing food insecurity and a decline in the number of adults and children who consume the nationally recommended five or more fruits and vegetables a day.

Rates of obesity and overweight in youth (30.7% for 9th graders), while less than for California as a whole, are well above the national goal of no more than 5%. Diabetes diagnosis for adults in San Diego County (6.3%) are slightly less than in California (7.8%) but are nevertheless above goals set by the County in its Healthy People 2010 report.

Breastfeeding is described as “one of the most effective and cost-effective preventative health measures” for infants during the first years of life. Rates of breastfeeding within the first 48 hours after birth remained steady in San Diego County; however, rates without supplemental formula and rates over the first 6 months do not meet national objectives as set by the Centers for Disease Control and Prevention.

Excerpted from the San Diego Food System Working Group and UC Davis Agricultural Sustainability Institute, “Assessing the San Diego Food System: Indicators for a More Food Secure Future”, 2011.

Better Health and Well-Being for San Diego Residents

Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
1. San Diego County residents know where their food comes from, how it is grown and who grows it.	1. Schools adopt a food and agriculture curriculum that includes experiential learning opportunities (e.g., garden-based education, farm tours, etc.).	1-2 years	X		X	<ul style="list-style-type: none"> <li>Teachers already overloaded with curriculum and testing requirements; focus should be on 1) easy ways for teachers to integrate food and ag issues into existing curriculum; 2) experiential learning opportunities, e.g., school gardens, farm field trips, cooking classes)</li> <li>Healthy Hunger Free Kids Act will put teeth into wellness policies that could help with nutrition ed.</li> <li>Community outreach and education is critical but must go hand-in-hand with ACTION to increase access/affordability</li> <li>Need leadership development at the top and at the grassroots</li> <li>Tribal governments need to be at the table. Intertribal Long Term Recovery Foundation model.</li> <li>Link/leverage County Live Well San Diego campaign to promote regional food system messages.</li> </ul>
	2. Media outlets cover food from a systems approach recognizing its economic, health, and environmental impacts.	6-12 months	X	X	X	
	3. Nutrition education campaigns recognize the role of sustainable, regional food systems in healthy eating.	6-12 months	X		X	
	4. Support the development and operation of publically and privately run backyard, community, and school garden training programs.	6-12 months	X		X	
	5. Develop promotional campaigns supporting the purchase of San Diego County-grown products: <ul style="list-style-type: none"> <li>a. Labels are used recognizing San Diego County grown and raised foods.</li> <li>b. Awareness campaign promotes participation in Community Supported Agriculture (CSA) and sales at local farmers' markets.</li> </ul>	6-12 months	X	X	X	
	6. Increase meaningful engagement of low-income communities in food systems planning dialogue. <ul style="list-style-type: none"> <li>a. Increase the number of community groups within food systems planning, implementation and decision-making processes.</li> <li>b. Provide appropriate language translation and interpretation of reports, meeting materials and format.</li> <li>c. Use culturally appropriate language and terminology in discussion of food system issues that reflects the diverse communities of San Diego County.</li> </ul>	3-6 months	X			
2. San Diego County residents, from infants to seniors, consume more healthful foods.	7. Adopt policies that improve the nutritional value of meals and snacks served at childcare, school, senior, healthcare, military, and other highly-utilized facilities. <ul style="list-style-type: none"> <li>a. Menu offerings and nutritional requirements</li> </ul>	3-6 months	X	X	X	<ul style="list-style-type: none"> <li>Need clear and simple definition of "healthy" or "good" food standards: minimally processed fresh fruits and vegetables, whole</li> </ul>

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Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
	<p>are consistent with current scientific evidence showing that plant foods promote good health and help individuals maintain a healthy weight.</p> <p>b. Commodities programs provide foods that support optimal health and nutrition, including plant-based alternative protein products, nondairy milk substitutes, and hormone-free meats.</p> <p>c. USDA provides training materials regarding nutritional benefits and preparation of new foods introduced to promote optimal health.</p> <p>d. Government-sponsored nutrition programs incentivize the promotion of plant-based entrees to students.</p> <p>e. Resources are provided for programs that teach food service workers, parents, and children about healthy eating and promote good dietary habits, including healthy cooking classes.</p> <p>f. Resources are provided that encourage institutions to serve meals made from scratch.</p>					<p>grains, and lean proteins; sourced within or as close as possible to region as is practicable. Move toward incorporating standards for sustainable agricultural and fair labor practices as well (UFW, BAMCO models).</p> <ul style="list-style-type: none"> <li>• Develop tiered preference system for bids that give preference to locally sourced foods. See San Diego School District and County of San Diego for model procurement policies and bid language.</li> <li>• CRA/LA Food Retailers Incentive Program: <a href="http://www.crala.org">www.crala.org</a></li> </ul>
	8. Give preference to local foods at a price point that is affordable for institutions and profitable for local farmers.	3-6 months	X	X	X	
	9. Encourage Congress to increase funding earmarked for the purchase of fresh, local fruits and vegetables.	3-6 months	X	X	X	
	10. Support increased access to free, clean drinking water in schools and public facilities.	3-6 months	X		X	
	11. Decrease the availability of unhealthy foods and beverages through regulatory and agency policies: <ul style="list-style-type: none"> <li>a. Sugar- sweetened beverages and sports drinks are restricted in schools, public facilities, and healthcare institutions serving children.</li> <li>b. Fast-food establishments are limited (or banned) around public schools and youth attractors (e.g. parks, malls, arcades).</li> </ul>	3-6 months	X			
3. All San Diego County residents have access to	12. Encourage all eligible institutions and public schools to participate in federally funded meal and	3-6 months	X		X	<ul style="list-style-type: none"> <li>• County is already working on CalFresh outreach and</li> </ul>

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Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
affordable, healthful, and culturally desirable foods at all times.	snack programs, including the School Breakfast and National School Lunch Programs.					enrollment; support continued efforts <ul style="list-style-type: none"> <li>• Food justice movement is emerging in San Diego via efforts such as the City Heights Food Justice Momentum Team (<a href="http://www.midcitycan.org/momentum/food-justice">http://www.midcitycan.org/momentum/food-justice</a>)</li> <li>• Need to focus on greater range of access points beyond farmers markets – grocery stores, tienditas, mobile vendors, food banks.</li> <li>• Need data and research on food insecurity, food access points, production capacity, etc. in low-income and underserved communities. Collaborate with local universities (e.g., National Latino Research Center at Cal State San Marcos; SDSU)</li> <li>• California Farmers Market Consortium EBT project: <a href="http://www.rocfund.org">www.rocfund.org</a></li> </ul>
	13. Encourage a simplified food stamp application process.	3-6 months	X			
	14. Develop and adopt regulatory policies and development incentives that encourage the establishment of fresh food outlets and grocery stores.	3-6 months	X			
	15. Support development of Farmers’ markets and Community Supported Agriculture (CSA) programs located in underserved communities.	3-6 months	X			
	16. Support increased acceptance of Supplemental Nutrition Assistance Program (CalFresh), Women, Infants, and Children (WIC), and Farmers’ Market Nutrition Program (FMNP) at farmers’ markets and Community Supported Agriculture (CSA) programs.	3-6 months	X			
	17. Partner with the County of San Diego to implement and strengthen activities related to the Nutrition Security Plan (e.g., CalFresh outreach and enrollment).	3-6 months	X		X	
	18. Partner with WIC offices to increase redemption of WIC vouchers at farmers’ markets.	3-6 months	X		X	
	19. Partner with the County of San Diego and other public and private partners to increase the number of farmers’ markets offering dollar match programs, like Fresh Fund, targeted towards CalFresh, WIC, and Social Security Income (SSI) recipients.	3-6 months	X		X	
	20. Encourage food banks/pantries to offer food distribution hours more conducive to the schedules of the working poor.	3-6 months	X		X	
	21. Partner with transportation and planning authorities to ensure safe routes to healthy food outlets, particularly among those living in rural communities and food deserts.	6-12 months	X		X	
22. Increase mobile food access points and supplemental food assistance for North County residents.	6-12 months	X		X		



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Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
	23. Improve accessibility, nutrition and amount of culturally appropriate food given by food banks. <ul style="list-style-type: none"> <li>a. Ensure food is culturally appropriate for the community receiving donated food.</li> <li>b. Ensure that food bank regulations allow all residents who need supplemental food assistance to receive foods, even if they receive other government assistance.</li> </ul>	3-6 months	X		X	
4. Initiation and duration of breastfeeding increases in San Diego.	24. Increase public awareness on the benefits of breastfeeding: <ul style="list-style-type: none"> <li>a. Food system discussions include breastfeeding, the "first food."</li> <li>b. Medical providers and offices deliver consistent breastfeeding messages in prenatal and postpartum follow-up visits.</li> </ul>	3-6 months	X		X	
	25. Create environments that support breastfeeding during the critical first six months of life: <ul style="list-style-type: none"> <li>a. Encourage worksites to adopt lactation policies that accommodate breastfeeding employees.</li> <li>b. Encourage hospitals to adopt baby-friendly policies and practices.</li> </ul>	3-6 months	X		X	
5. San Diego County has local, accessible, adequate food supplies for emergency preparedness.	26. Increase farmer awareness of San Diego Operational Area Multi-Agency Feeding Task Force and how food producers and distributors fit into disaster relief feeding operations.	3-6 months	X	X	X	<ul style="list-style-type: none"> <li>• Seize opportunity to integrate food system planning into emergency preparedness planning and vice versa.</li> </ul>
	27. Ensure local community-based organizations currently involved in CalFresh outreach are trained and positioned to implement the Disaster SNAP.	3-6 months	X			
	28. Incorporate messaging about the benefits of creating food and water disaster kits into their communications, websites, and social media.	3-6 months	X	X	X	
	29. Adopt County and City food waste/surplus ordinances.	6-12 months	X			
	30. Allocate space in all neighborhoods for food production.	1-2 years	X		X	

## Agricultural Stewardship of San Diego's Environmental Resource Base

### Goals:

- 2.1. San Diego County increases its working lands for urban and rural food production.
- 2.2. San Diego County improves waterways as healthful, sustainable food sources for San Diego County residents.
- 2.3. San Diego County food producers and processors employ practices that support animal welfare.
- 2.4. San Diego County prioritizes food production in its allocation of available water resources.
- 2.5. San Diego County recycles its organic wastes locally and makes compost available for local food production.
- 2.6. San Diego County reduces food system-related greenhouse gas emissions through its food system.

### Assessment:

**The amount of farmland in San Diego County has decreased from nearly 530,000 acres in 1987 to 304,000 acres in 2007 due in large part to the rising cost of water**, and in some cases, development pressure. The cost of agricultural production, linked both to the cost of water and land, is a primary contributor to the shift away from food crop production to higher value nursery crops. Production of animals and animal products has also declined considerably in the county, as a result of a deficit in processing facilities and consolidation within the industry. Nursery crops now generate nearly twice as much revenue as all food crops combined. At the same time, a decline in fish landings and a high number of impaired waterways also pose challenges to the viability of a diversified local food economy.

Yet, with 317 certified organic producers growing more than 140 different crops, **San Diego County has the largest number of organic producers of any county in the nation**. With respect to efficient urban water consumption, compost production, and reduced fossil fuel use on farm, San Diego County is a leader when compared to rates at the state and national level. These trends demonstrate the unique nature of agriculture within this county as well as the ability of communities to adapt to resource scarcity in a manner that stands to benefit both growers and consumers.

*Excerpted from the San Diego Food System Working Group and UC Davis Agricultural Sustainability Institute, "Assessing the San Diego Food System: Indicators for a More Food Secure Future", 2011.*

**Agricultural Stewardship of San Diego’s Environmental Resource Base**

Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
1. San Diego County increases working lands for urban and rural food production.	1. Determine the economic and production capacity of the regional foodshed, including a survey of urban and agricultural lands and processing, retail, distribution, storage and waste infrastructure	6-12 months			Univ.	<ul style="list-style-type: none"> <li>• Need actions to support both large-scale commercial food production and small-scale farms and community gardens – they are not mutually exclusive.</li> <li>• Keeping ag profitable is best way to keep ag land in production; cost of water is top issue (see goal #3).</li> <li>• Liberalize permitting and reduce cost of establishing community gardens across county and municipalities. County CPPW regional educational garden model.</li> <li>• Need more public education on invasive species – movement of ag products; funding and support for inspection, prevention, treatment</li> <li>• Integrate food, ag and water issues into SBAG SB375 Sustainable Communities Strategy process</li> </ul>
	2. Allow agriculture by right in all appropriate zoning classifications	3-6 months	X			
	3. Establish policies that encourage the development of new community gardens, particularly in low-income communities.	3-6 months				
	4. Identify and facilitate the use of available land for community gardens.	6-12 months			Univ.	
	5. Plant edible landscaping in public green spaces.	6-12 months				
	6. Allow residents to operate small-scale food production in homes and neighborhoods.	6-12 months				
	7. Allow for urban farming— chicken coops, fish farms, beekeeping, small animal husbandry.	6-12 months				
	8. Protect the food producing capacity in San Diego County by creating policies and incentives that promote: <ul style="list-style-type: none"> <li>a. No net loss in productive agricultural land.</li> <li>b. Food producing capacity proportional to population growth.</li> <li>c. Community stewardship through strategies like local water price differentials, protection from invasive species, and property tax strategies.</li> </ul>	1-2 years	X			
2. San Diego County improves waterways as healthful, sustainable food sources for San Diego County residents.	9. Protect water sources from pollution.	3-6 months	X		X	<ul style="list-style-type: none"> <li>• Integrate fisheries into all discussions, strategies, and actions on building the regional food system</li> </ul>
	10. Analyze fisheries and aquaculture in San Diego County to assess environmental, economic, and social impacts.	6-12 months			Univ.	
3. San Diego County food producers and processors employ practices that support	11. Support a small producer exemption for the on-farm slaughter and wholesale of cattle, goats, pigs, sheep and other animals similar to the existing exemption for chicken and rabbits.	6-12 months	X			

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Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
animal welfare.	12. Support successful transition of producers into Proposition 2 compliance without closures or early retirements.	3-6 months			X	
	13. Support farmers who seek certification programs to inform the public about animal production practices in San Diego County, such as "Animal Welfare Approved," etc.	6-12 months				
4. San Diego County prioritizes food production in its allocation of available water resources.	14. Support local water agencies and San Diego County Water Authority goals for water use and supply.	3-6 months			X	<ul style="list-style-type: none"> <li>• Water is number one issue for growers; if we don't prioritize this issue the rest will be moot.</li> <li>• Campaign for water pricing differential for food production needs to be accompanied by: residential customer education about need/value of subsidizing ag water; continued or expanded low-income residential rate relief; water conservation incentives/requirements (e.g., enforce landscape ordinance)</li> <li>• Explore alternative ways to subsidize ag water costs (e.g. voluntary check-off fund, tax rebates/credits)</li> <li>• Review greywater regulations for use of rain collection</li> </ul>
	15. Explore and develop new local water supplies (e.g. recycled water, brine water recovery, desalination, grey water).	6-12 months	X			
	16. Promote residential water conservation.	3-6 months	X		X	
	17. Develop water pricing strategies that incentivize home, community garden and commercial food production.	1-2 years	X			
	18. Create a community supported water program that allows residents to subsidize water usage in local agriculture for food production	6-12 months				
5. San Diego County recycles organic wastes locally and makes compost available for food production.	19. Adopt regulations at city, county, and state levels that prohibit the use of compostable green waste (i.e. alternative daily cover) in landfills.	3-6 months	X			<ul style="list-style-type: none"> <li>• Reduce cost of permits for bringing raw materials onto farms to compost for reuse.</li> <li>• Advocate CDFA recognition of horse manure as an ag use.</li> </ul>
	20. Establish a county green waste recycling program and facility that designates compost specifically for local food production.	1-2 years				
	21. Increase the collection of food waste from food banks, food pantries, restaurants, schools, and	3-6 months				

Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
	supermarkets and distribution to urban and rural farms for composting and the improvement of soil quality.					
6. San Diego County reduces food system-related greenhouse gas emissions.	22. Support existing strategies that sequester carbon on-farm.	6-12 months	X		X	Stewardship Index for Specialty Crops: <a href="http://www.stewardshipindex.org">www.stewardshipindex.org</a>
	23. Support food production and retail facilities in adopting renewable-energy sources and reducing petroleum dependence: a. Create a local fund to provide low-interest loans or tax credits to food producers and retailers for the purchase of energy saving/producing technologies. b. Establish an integrated distribution network (i.e. backhauling product) that reduces food miles. c. Limit (or ban) the use of Styrofoam, plastic bags, and plastic water bottles in public- and private- facilities.	1-2 years	X			
	24. Monitor and identify the local food systems ability to reduce GHG emissions: a. Assess the capacity of San Diego County farm / ranch land to sequester carbon. b. Encourage the Air Pollution Control District and Department of Agriculture to develop a metric for the quantification of GHG emissions produced through the local food system and assess the carbon footprint of local farms and ranches using standard tools (cool farm or disaggregated greenhouse gas emission).	1-2 years			Univ.	

## Thriving Communities and Sustainable Economic Growth

### Goals:

- 3.1. Local and regional procurement and sale of food grown in San Diego County increases.
- 3.2. Fishing, farming and ranching increase for diverse groups in San Diego County.
- 3.3. The San Diego County food system (production, distribution, processing, disposal) provides safe, fair, meaningful work.

### Assessment:

San Diego's food system offers many opportunities for economic growth and employment. For example, outlets that facilitate the sale of food directly from growers to consumers such as farmers' markets and CSAs, continue to increase, while infrastructure required to connect local farmers to large-scale customers is in the process of development. Nevertheless, as the industrial base of our nation continues to erode, low-paying service sector jobs, many of them within the food system, are increasingly prevalent.

Food system jobs in the County make up about 12% of total employment (151,000 jobs), up 11% over the last nine years. Employment within food services and drinking places, which makes up nearly two thirds of food system jobs, earns the lowest annual wage of all sectors (\$17,400/year in 2009). Jobs within fishing, forestry and agriculture, by comparison, declined by 18.5% over the same period with an annual wage of \$28,915 in 2009. Farmworkers, many of them foreign born, now number more than 21,000, which is more than twice the number of farm operators.

At the same time, San Diego's farming sector is aging with the average farmer now 60 years old. Though the number of farm operations has increased somewhat, many of the operators of these new farms are not full time farmers, supplementing their farm income with a second occupation. Ethnic diversity in farming, however, has increased significantly over the last 20 years, with a notable increase in the number of Hispanic/Latino farmers. Today almost a quarter of all farmers in San Diego County are ethnic minority farmers.

*Excerpted from the San Diego Food System Working Group and UC Davis Agricultural Sustainability Institute, "Assessing the San Diego Food System: Indicators for a More Food Secure Future", 2011.*

Thriving Communities and Sustainable Economic Growth

Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
1. Local and regional procurement and sale of food grown in San Diego County increases.	1. Partner with local and regional economic development agencies to create an economic development plan for local food production and sale.	3-6 months	X			<ul style="list-style-type: none"> <li>• Efforts underway to develop regional food hub and link interested producers and buyers of local food (San Diego Growers). Support funding to expand capacity, grow demand and supply in tandem.</li> <li>• Infrastructure needs span aggregation, distribution, cold storage, processing of produce, meat, poultry, fish.</li> <li>• Need comprehensive review of policies and regulations to facilitate zoning, siting, permitting of food system infrastructure in industrial areas, small-scale home/backyard businesses, on-farm slaughter, composting facilities, etc.</li> <li>• Channel local, state, federal economic development funds to invest in new facilities and revitalize underutilized or aging food system assets (e.g., Port of San Diego docks).</li> </ul>
	2. Network existing and develop new infrastructure to support the accessibility of local foods, including aggregation, processing, and distribution facilities for local produce and meat.	3-6 months		X	X	
	3. Encourage and provide resources for the sourcing of local foods in institutions, healthcare systems, military facilities, restaurants, and fresh food outlets.	3-6 months	X			
	4. Ensure that the local, state and federal food purchasing process allows local foods to be sourced as easily and accessibly as nonlocal foods.	6-12 months	X			
	5. Adopt local food procurement goals and policies for all county and city agencies.	3-6 months	X			
	6. Build a network of growers and local businesses able and willing to source local products.	3-6 months		X	X	
	7. Encourage farmers' markets to provide preferential treatment to San Diego County growers through tiered-stall fees.	3-6 months		X		
	8. Create incentives and financing strategies that balance fair prices for local growers and competitive price points desired by local businesses.	6-12 months	X	X		
	9. Encourage schools to harvest and procure foods from on-site gardens.	6-12 months	X		X	
	10. Partner with researchers to study food system policies and their community impact.	3-6 months	X		X	
	11. Increase economic incentives for local food businesses by reducing the cost of liability insurance for small- and mid-sized farmers sourcing to local institutions and retail	6-12 months	X			

	outlets.					
	12. Leverage existing funding sources (e.g., Empowerment Zones, Healthy Food Financing Initiative) and tax incentives to support local food production, sourcing, and job development.	6-12 months	X	X		
	13. Provide fast-tracked permitting for businesses sourcing local foods, including sidewalk vendors and grocery stores.	3-6 months	X			
	14. Provide umbrella liability coverage for farmers' market vendors in low-income areas.	6-12 months		X		
	15. Promote local, state, and federal food policy development that allows food services and establishments to (purchase, identify, and) source local foods as easily as nonlocal foods	6-12 months	X			
	16. Adopt policies and practices that ensure low-income communities can fully participate and sustain involvement in local, healthy food activities and business.	6-12 months	X			
	17. Increase amount of local foods used as ingredients in packaged and processed foods.	1-2 years		X		
	18. Track and quantify the potential and current economic benefit of the local food system.	6-12 months	X		X	
	19. Redirect commodity subsidies for school food purchases to local food production and procurement.	6-12 months	X			
	20. Perform feasibility analysis and educational outreach for backyard gardeners and urban growers to illustrate the benefits of urban gardening and farming.	6-12 months			X	
2. Fishing, farming and ranching increase for diverse groups in San Diego County.	21. Increase production and processing of culturally desirable crops and livestock.	1-2 years		X		<ul style="list-style-type: none"> <li>• Need training, technical assistance (e.g., food safety, marketing, sustainable practices), access to capital and assets, pathways for entry and ownership for new farmers and fishermen. California FarmLink model</li> <li>• Explore new models for community allocation of</li> </ul>
	22. Provide incentives for new farmers and ranchers committed to working in the San Diego agriculture and livestock industry.	6-12 months	X	X	X	
	23. Engage youth as future farmers.	6-12 months	X			
	24. Assess barriers to entry for, and offer technical assistance to new farmers and ranchers from disadvantaged backgrounds.	6-12 months				
	25. Create affordable pathways for urban farmers	6-12	X			



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	in low-income communities to sell locally grown food within their communities, e.g. reduce cost of Certified Producer certificate for low-income farmers.	months				<p>fishing permits to provide pathways for new entrants</p> <ul style="list-style-type: none"> <li>• Refocus economic development funds and incentives on homegrown local businesses rather than luring outside companies into region. Link to SANDAG Sustainable San Diego community and transportation planning and funding</li> <li>• Make farm/fishing apprenticeships and internships easier. Model program in Marin. 21<sup>st</sup>-century re-creation of FFA, 4H and vocational programs.</li> </ul>
	26. Dedicate resources to strengthen farmer / ranching training programs in San Diego County, particularly in creating courses and curricula targeting aspiring, new, minority, immigrant, and refugee farmers.	6-12 months	X			
	27. Transfer development rights and purchase of development rights programs established to steward farmland.	1-2 years	X	X		
	28. Create a wide range of opportunities for San Diego residents to become interested in farming as a potential form of livelihood through the development of more community farms in urban areas.	6-12 months			X	
	29. Partner with the Port of San Diego to support new opportunities and markets for locally caught fish	6-12 months		X	X	
	30. Create facilities to support the processing of wholesale local meats.	1-2 years	X	X		
	31. Assess the economic impact of pests and opportunities for shifting crops to those not impacted.	1-2 years	X			
3. The San Diego County food system provides safe, fair, meaningful work.	32. Adopt standards that require food production, sourcing, and retail businesses receiving government subsidies to establish and abide by fair wage and job standards for all employees.	6-12 months	X	X		<ul style="list-style-type: none"> <li>• Incorporate language on labor practices in food purchasing bids and contracts (UFW, BAMCO models).</li> <li>• Need research on labor issues (e.g., environmental health, wage violations) in SD food system</li> <li>• Actively engage labor in this dialog.</li> </ul>
	33. Establish incentives and financing strategies that balance fair prices for local growers with competitive price points for local food retail and outlets.	1-2 years		X		
	34. Create models for collective bargaining structures that ensure fair wages and job standards in all sectors of the food system.	1-2 years	X		X	

## Implementation of a San Diego Food System Action Plan

### Goal:

4.1 Create ongoing body(ies) and processes to drive development and implementation of a San Diego food system action plan.

### Assessment:

Building a sustainable regional food system will require the full participation and support of stakeholders from all over the region who demand access to good food. Building trust and meaningful dialog between rural producers and urban consumers will be vital to ensuring a food supply that is resilient, secure, healthy, affordable, green and fair.

Food system alliances and councils have emerged around the state to foster policies and actions that support a healthy and available food supply while enhancing local agricultural and natural resources, encouraging food industry economic development, and improving the health of those living within that community. These alliances are typically a county-based collaboration between food producers, farm-workers, conservationists, health-care workers, food security activists, chefs, and consumers who share a desire to build a vibrant, healthy, and durable food system.

Food system alliances throughout the state are working on:

- Improved coordination of environmental regulations for agriculture
- Exploring the role of agriculture in climate change mitigation and adaptation
- Promoting Farm Bill reform
- Developing a proactive response to food safety issues that protects health and the environment
- Preserving agricultural land in California
- Supporting AgJobs legislation and the resolution of agricultural labor issues
- Protecting agricultural production and environmental resources from invasive pests<sup>2</sup>

A regional alliance in San Diego will deepen the relationships and broaden the coalition-building that have already been initiated by groups like the San Diego Food System Working Group and Communities Putting Prevention to Work. Specific objectives of a San Diego Food System Alliance could include:

- Advise policymakers in local, county and state government on San Diego's food system issues.
- Develop a strategic plan for implementing the recommendations of the San Diego Urban-Rural Roundtable and the San Diego Food System Working Group.
- Develop a comprehensive set of food and agricultural policies to be adopted by the County Board of Supervisors, San Diego City Council, and other elected leaders and government agencies.
- Periodically update the Food System Assessment to assess progress in reaching stated goals.

Implementation of a San Diego Food System Action Plan

Goals	Actions	Timing	Leader/Driver			Models, Resources & Comments
			Govt.	Bus.	Comm.	
1. Create ongoing body(ies) and processes to drive development and implementation of a San Diego food system action plan.	1. Institute a Food System Council to act as the countywide, coordinating body for fostering collaboration, recommendations, and actions that contribute to a healthy, sustainable, and gainful local food system.	3-6 months	X	X	X	<ul style="list-style-type: none"> <li>• Some kind of regional body is definitely needed to move recommendations forward, advise policymakers, and coordinate, connect, catalyze individual organizational efforts.</li> <li>• Potential models include California Food System Alliances, Iowa Food Policy Council, Los Angeles Food Policy Council.</li> <li>• Membership should be broad, including stakeholders across region, not just within the county, and some level of governmental representation.</li> <li>• Funding is essential to develop and run the alliance. Cannot be sustained by voluntary, unpaid efforts.</li> </ul>
	2. Create a Food Commissioner position that works in coordination with the County of San Diego Health and Human Services Agency and Land Use and Environment Group to assure that healthy, local foods are available to all.	1-2 years	X			

