



SAN DIEGO COUNTY FOOD VISION

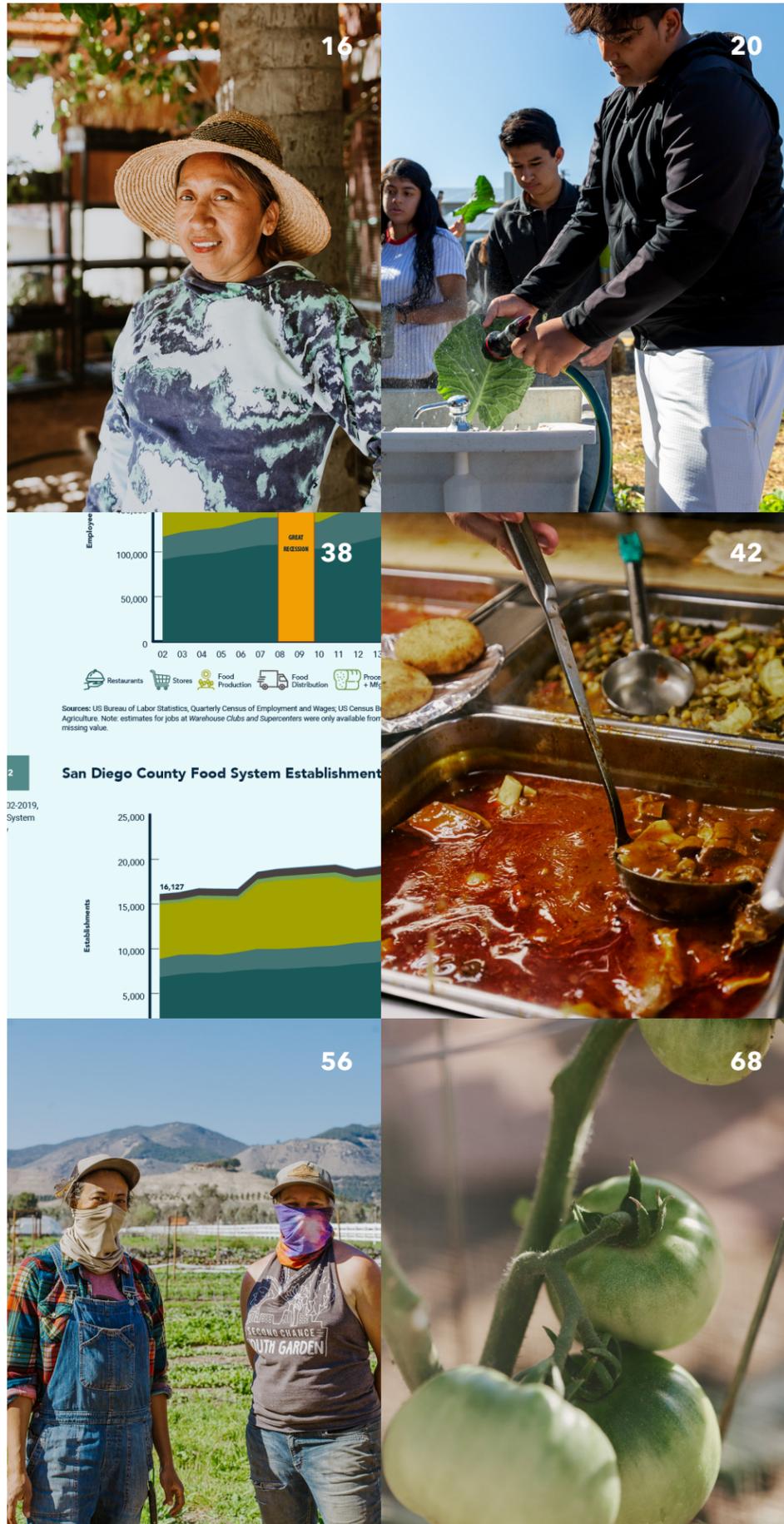
2030

An Overview

San Diego County Food Vision 2030 is a plan and movement for transforming our region's food system over the next ten years.

Released in July 2021 by the
San Diego Food System Alliance

[SDFOODVISION2030.ORG](https://sdfoodvision2030.org)



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Snapshot of San Diego County Food Vision 2030 Goals, Objectives, and Strategies

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THIS OVERVIEW INCLUDES ONLY A SNAPSHOT OF THE FOOD VISION 2030 GOALS, OBJECTIVES, AND STRATEGIES. [DOWNLOAD INDIVIDUAL GOALS AND OBJECTIVES TO DIVE DEEPER.](#)

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Acknowledging the Land

“Re-indigenizing food preparation and consumption is about restoring the spiritual, mental, emotional, and physical wellness of the people. Healthy food has always been central to indigenous cultures.”

THOSH COLLINS, NATIVE WELLNESS INSTITUTE

The San Diego Food System Alliance acknowledges, honors, and offers our gratitude to the Kumeyaay, Luiseño/Payómkawichum, Cahuilla and Cupeño/Kuupangaxwicheem people and land. We recognize that this acknowledgment does not replace action. As visitors of this territory, we commit to building meaningful relationships with the original stewards of this land, and deepening our understanding of the history of colonization. Through the work of the Alliance and San Diego County Food Vision 2030, we seek to elevate ancestral wisdom and Indigenous ways of life as essential solutions to healing people and our planet.



The view standing in Solidarity Farm, looking toward Pauma Tribal Farms, in Pauma Valley, CA.

Acknowledging People

San Diego County Food Vision 2030 is the result of thousands of people's efforts and contributions across our region.

We offer our gratitude to essential food and farm workers throughout our region who work tirelessly and selflessly every day to keep us nourished, especially throughout the 2020 COVID-19 pandemic. You are the beating heart of our food system. Thank you for your work and for sharing your vision.

We also offer our gratitude to the nearly 3,000 residents of San Diego County who voiced their needs and aspirations around food and provided essential input into Food Vision 2030. Your vision shaped Food Vision 2030.

And finally, thank you to all of the people who contributed their time, wisdom, and networks to developing Food Vision 2030. We appreciate you.



Community members and organizers come together at Project New Village in Southeastern San Diego.

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We also offer our gratitude to local researchers and external report reviewers.

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Mai Nguyen speaks about young and beginning farmers' challenges in a Food Vision 2030 interview.

Supervisor Jim Desmond, District 5, County of San Diego
 Supervisor Joel Anderson, District 2, County of San Diego
 Former Supervisor Dianne Jacobs, District 2, County of San Diego

And all supporting staff members!

GOVERNMENT AGENCIES, OFFICES, AND COMMUNITY GROUPS

Chollas Valley Planning Group
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 City of El Cajon Community Planning Department
 City of Oceanside Water Utilities Department
 City of San Diego Economic Development Department
 City of San Diego Planning Department
 City of San Diego Sustainability Department
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 County of San Diego Land Use and Environment Group
 Healthy Vista Coalition
 National City, City Manager’s Office
 National City Economic Development Department
 National City Community Services Department
 San Diego County Reinvestment Task Force
 San Diego Promise Zone Partners
 Southeastern San Diego Planning Group

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 Alicia Saake, Feeding San Diego
 Amanda Schultz Brochu, San Diego Hunger Coalition
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 Richard Winkler, Victory Gardens
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A meeting with community partner SunCoast Market Co-op takes place at a local spot in Imperial Beach.

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We also offer our gratitude to The Southern California Tribal Chairman's Association (SCTCA).



Members of the San Diego Food System Alliance, Food Vision 2030 Steering Committee, and the Alliance's Board take part in a racial justice training in October 2019.

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Interviewing *promotores*—community health workers—with Vista Community Clinic in Fallbrook, CA.

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San Diego Regional Economic Development Corporation

FUNDERS AND INVESTORS

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Aetna Better Health of California
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County of San Diego LUEG
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Dr. Bronner’s Family Foundation
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Mighty Arrow Foundation
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Rancho Santa Fe Foundation - Anonymous Donor Fund
SDG&E Environmental Champions
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The California Endowment
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Mary Abad
Richard Winkler (former)
Vanessa Ruiz

SAN DIEGO FOOD SYSTEM ALLIANCE STAFF

Developing San Diego County Food Vision 2030 was a labor of love, with all Alliance staff playing important roles. In particular, we are grateful to Margaret Chiu for her leadership with creative design and storytelling; Rachel Oporto for her leadership with cultivating community partnerships; Scott Sawyer for his leadership with research, analysis, and writing; and Sona Desai for her leadership in all areas, including overseeing all phases of the project, building relationships, writing and editing, and unifying the team throughout this two-year effort.

Elly Brown
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Scott Sawyer
Sona Desai
Steve Morris (former)
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San Diego Food System Alliance staff visit Solidarity Farm in Pauma Valley.

Foreword

Building a healthy, sustainable, and just food system is more important than ever.

San Diego County Food Vision 2030 holds a unique opportunity to build a better and stronger food system for all San Diegans, one that prioritizes health, sustainability, and justice. This ten-year plan provides our region with a clear pathway to improve the health of our local communities, environment, and economy.

With its focus on racial justice, climate change, and resilience, San Diego County Food Vision 2030 could not have been launched at a more perfect time. The COVID-19 pandemic, climate disasters, and events over the last year highlighting deeply entrenched racial injustices have elevated the importance and urgency of having a healthy, sustainable, and equitable food system that works for all San Diegans.

There is no doubt that dramatic inequalities exist across the County. We must uplift the health and wellbeing of all our essential food workers along with all urban and rural residents, particularly those living in our most vulnerable communities.

With San Diego County Food Vision 2030, we see an opportunity to build a stronger safety net for all San Diegans and a more inclusive food and farm economy. We also see an opportunity to develop a more resilient food system that can better withstand future challenges. We are ready to rebuild our food and farm economy—to preserve soils and agricultural lands, invest in local farms, fisheries, and food businesses, and ensure that all individuals have the resources they need to nourish themselves and their families.

We look forward to working with all of you on San Diego County Food Vision 2030 and transforming our food system over the next decade



Nathan Fletcher
Chair, Board of Supervisors
San Diego County



Nora Vargas
Vice Chair, Board of Supervisors
San Diego County



A Chula Vista High School student takes part in an urban gardening project on campus—part of a “Social Justice in Food” class led by teacher Maria Galleher.

Perspectives

Essential Food Workers

"Everything is connected. The changes I would like to see in the restaurant industry are changes I'd like to see everywhere else. The main issue for most people in this world, including restaurant and food workers, is that most people are overworked and underpaid. The biggest fight for us to win is not complicated—it's the same thing people have been fighting for hundreds of years: a fair living wage."

VALERIO PONS—LINE COOK

San Diego County Food Vision 2030 Interviews

"The price of fruit has not transitioned with the rising cost of labor, supplies, equipment, and water. Producers like us are getting squeezed from every direction. Giant retailers want ever-lower prices on their organic produce, which ultimately comes back to us farmers. Conglomerates are doing everything at scale, cheaper and cheaper, pushing small family farms out. I want to start a co-op here, get a bunch of farmers to push sales together. I'm thinking about how I can start my own packinghouse of sorts, a distribution operation that sources from all the small farmers in the area to feed our region. Or a juice business to process our local citrus."

NICK STRIDSBERG—FARMER, SAN GABRIEL RANCH

San Diego County Food Vision 2030 Interviews

"Many of us don't know where food comes from. Food comes from agriculture—specifically, everything comes from the earth. For us to take food to all people, to the whole world, we have to grow it. If the Earth doesn't give, we have no life. Farmworkers grow tomatoes, chilies, beans, animals. They harvest fruit. They work hard under the blazing sun, they are paid the lowest salary to do the most aching work. Without them, there would be no food on the tables; there would be nothing."

MARISELA MONROY—FARMWORKER

San Diego County Food Vision 2030 Interviews

Marisela Monroy, a farmworker and community leader among agricultural workers in San Diego County, stands in the shade at Atkins Nursery in Fallbrook.

"We never bought a vegetable growing up. Onions, garlic—you name it, we grew it. As I grew up in the garden, I got to see all sorts of vegetables coming up, from different cultures and ethnicities, that people usually don't encounter until they get out in the world. Kale was my childhood. Chinese vegetables were my childhood. The reason our community garden has been able to stick around for so long is because of the people who are growing in it. The farmers have created a community, and they protect it."

ABBI LOZANO—URBAN GROWER, NEW ROOTS COMMUNITY GARDEN

San Diego County Food Vision 2030 Interviews



"Because we only sell the species that are local and found in San Diego waters, our catch is always changing with seasonal availability."

"The biggest thing that will help the fishing community is continued support from the public. It has been very uplifting to see how many people are dedicated to supporting local and taking the time to get to know their source and where their food is coming from. The way to help is easy—support local."

JORDYN KASTLUNGER—FISHER, TUNA HARBOR DOCKSIDE MARKET

San Diego County Food Vision 2030 Interviews

TOP: Abbi Lozano's grandmother, an organizer and early champion for urban growers and members of City Heights' Hispanic/Latinx community. LEFT: Jordyn Kastlunger, third-generation commercial fisher and leader in San Diego's fishing community.

Hiep Diep, owner and manager of Hoài Hué Eatery in City Heights, sits at a table at the restaurant he and his family have operated since 1993.



"What's at stake if we lose independently owned restaurants and small food businesses is the American dream. The dream of starting at the bottom and creating something that doesn't last just one generation, but multiple generations. When my mom started this restaurant in 1993 after immigrating to the United States from Vietnam, she was driven by two things: her passion for cooking, and her need to support her family. She delivered on both fronts and we need to continue to allow for this to be a reality."

HIEP DIEP—OWNER AND MANAGER, HOÀI HUÉ EATERY

San Diego County Food Vision 2030 Interviews

"I want to see better food for schools. We need improvements for our students. And if students have access to good food at school, it can spark interest in a career in agriculture, food service, or nutrition."

UNINCORPORATED COUNTY RESIDENT

San Diego County Food Vision 2030 Resident Survey

Within the next 10 years, what is one hope that you have for food in your community?

San Diego County Food Vision 2030 Resident Survey

"That it is easily obtained, not six bus rides away. That senior citizens do not have to worry about having enough food and should have easy access to healthy food options."

ESCONDIDO RESIDENT

"That my son will have access—and be active in—community gardens, and have access to healthy, local food in school. It would be amazing if the community was as close to self-sufficient as possible."

CITY HEIGHTS RESIDENT

"A more holistic approach to the food system and the role people and workers have in it. I think we need to make sure that the essential workers (migrant, farmers, grocery workers, fisheries, food delivery drivers) have access to quality food and other basic needs."

CHULA VISTA RESIDENT

"More locally owned restaurants and grocery stores with locally sourced, healthy food options."

IMPERIAL BEACH RESIDENT

"A centralized community market consisting of individual vendors who offer fresh produce and other fresh foods and prepared meals."

SAN YSIDRO RESIDENT

"We have no farmers markets in the biggest population area of East County (El Cajon). My dream is a thriving market like Little Italy's, but here in East County."

EL CAJON RESIDENT

"That community gardens stay in the community, and more community members come together to connect with one another as well as ensure that the gardens are supported."

LOGAN HEIGHTS RESIDENT

"Educación para los niños sobre la importancia de comer frutas y verduras." (Education for children on the importance of eating fruits and vegetables.)

OCEANSIDE RESIDENT

"I hope there will be more access to growing our own food and that we can afford healthy food that is close to us in Vista."

VISTA RESIDENT

"A neighborhood co-op, where the people can sell their locally grown food and other goods. This would help the community and also generate a little income for families who struggle."

SOUTHEASTERN SAN DIEGO RESIDENT

"I hope the community can grow their own food and create relationships to the land and generational knowledge to be sustainable."

NATIONAL CITY RESIDENT

Residents

What does food justice mean to you?

Youth perspectives from Sabrina Green's 9th grade English class at Del Lago Academy in Escondido

"Food justice is what we have if we are empowered to choose what we want for and from our food. A just food system cannot be reached with a one-size-fits-all approach."

VANESSA

"Consider how much food is imported, or travels long distance across the country to get to your local fast food restaurant. Consider the massive amount of gas being burned to move the products from place to place. All of this costs more than the price we pay at the drive-through window, but due to subsidies, it might be the only affordable food in a given community despite the high cost to people's health and the environment. If we want justice in America, it starts with our food."

LILLIAN

"This is not just an issue of our economy and how people profit; it is an issue of humanity. We have the power to decide whether we will let these big food companies and industries take advantage of our health, or if we will fight for food justice."

GRACE

"People claim that farm and food worker jobs are easy, but what's easy about hunching over plants in the sun all day? What's easy about nearly getting your fingers chopped off because of dangerous equipment you work with? Why do doctors get treated like gods by our society while an immigrant farmer is seen below everyone else, when they both do the same thing—keeping us alive?"

PAULA

"We, the consumers, do hold some power over large food companies. If people who could afford to shop from alternatives refused to buy food from the companies treating workers and animals unjustly, some things could change. The true cost of cheap food is enormous: Our health is sacrificed and so are the lives of the workers."

EDGAR

"To create a better food system, it will take the help of farmers, the government, and regular people to get involved and find creative ways to supply healthy, nutritious foods in communities all across the county."

AMY

"Food justice, to me, means that everyone has access to healthy and nutritious food. In San Diego County alone, there are many cities, like Escondido, Oceanside, El Cajon, Chula Vista, etc., that have families living under the low-income level. Most of these families are of color, hold minimum-wage jobs, and live in poverty. Ironically, many of them do the essential, hard work of picking fruits and vegetables, taking care of our schools, parks, and neighborhoods, and more. These laborers do not get the same protection or opportunities of higher-paying jobs. Large companies make all the earnings, while the workers get paid poverty wages. We can begin cultivating justice and food justice in San Diego by caring for all people."

GILBERTO



Four young entrepreneurs operate a stand at the monthly Mujeres Farmers Market at Mujeres Brew House in Barrio Logan.

Introduction



Tina Chitura, farmer at Hukama Produce, packs carrots for distribution in Foodshed's weekly fresh produce subscription.

Why Food? Why Now?

The San Diego Food System Alliance launched Food Vision 2030 with the understanding that the time to reimagine and reconfigure our food system is now. There is no question that the current path of our food system is unsustainable and transformations must take root at the community level.

Decisions made about food have a powerful ripple effect in all aspects of society. Changing the way we grow food, move food, share food, and think about food ultimately changes the way we treat the planet and each other.

Food connects us to one another, our cultures, and the earth.

It nourishes our bodies, bonds communities, and provides a living for the millions of people around the country who work to grow, move, and share food. And it does all this while sustaining and regenerating the resources that it depends on.

At least, food should do all those things. But the current U.S. food system too often plays a different—and destructive—role. Instead of keeping us healthy, it fuels chronic disease. Instead of supporting resilient communities, it exploits workers, worsens racial and income inequality, and drains money from local economies. Instead of working with nature in a regenerative, sustainable way, today's industrial farming methods devastate ecosystems, pollute air and water, and accelerate climate change.

These problems didn't arise by accident: they are the result of policies and economic decisions driven by profit and private interests rather than the public good.

Since the 1980s, consolidation within the food industry, supported by government policies, have led to a few large companies holding the power to make decisions about what food is produced, how, where and by whom, and who gets to eat it.

The good news is that we know how to build a better

food system—one that provides healthy and sustainably produced food for all, and treats everyone at every stage of the system with dignity. The wisdom of Indigenous communities, who have been living in harmony with nature for thousands of years, coupled with a greater understanding of sustainability and justice, provide us with a pathway forward.

What 2020 Reinforced

The COVID-19 pandemic, climate disasters, and events in 2020 highlighting deeply entrenched racial injustices all reinforced that transforming our systems is more important than ever.

The food system is a powerful lever for transforming our communities, and provides significant opportunities to elevate social, environmental, and economic equity for all. By working together, we ensure that a more equitable and resilient future is possible for all San Diegans.



ABOVE: Dian Moss, Managing Director of Project New Village, describes her vision for the Good Food District she and her community are bringing to life in Southeastern San Diego. RIGHT: A fisherman out on the water in Tuna Harbor.



What does food have to do with climate change? Turns out, a lot.

Food systems are a major driver of climate change. They generate approximately 21–37% of global greenhouse gas (GHG) emissions and are the largest contributors of methane and nitrous oxide emissions. Due to the emissions of food system activities, even if our reliance on fossil fuels for energy production stopped immediately, we could come up short on efforts to limit global warming to 1.5 degree Celsius (2.7 degree Fahrenheit) above preindustrial levels—the central goal of the Paris Agreement and 'red line' that scientists warn is the threshold for intensified droughts, wildfires, glacial melt, food shortages, and more.¹

21-37%

**OF GLOBAL GREENHOUSE GAS EMISSIONS
IS GENERATED BY FOOD SYSTEM
ACTIVITIES**

Ironically, food systems are also particularly vulnerable to the impacts of a changing climate.

Rising temperatures, extreme heat, drought, wildfire on rangelands, and heavy downpours are expected to increasingly disrupt agricultural productivity in the United States. Expected increases in challenges to livestock health, declines in crop yields and quality, and changes in extreme events in the United States and abroad threaten rural livelihoods, sustainable food security, and price stability. Marine fisheries and fishing communities are at high risk from climate-driven changes in distribution, timing, and productivity of fishing-related species.

The greatest risk in San Diego County, as in much of the Western U.S., is very high water stress due to drought and water demand. As a result of water stress, higher temperatures, and increased risk of wildfires, projections suggest decreased avocado and citrus yields, the two major crop categories in San Diego County.

Transforming our food system can help fight climate change.

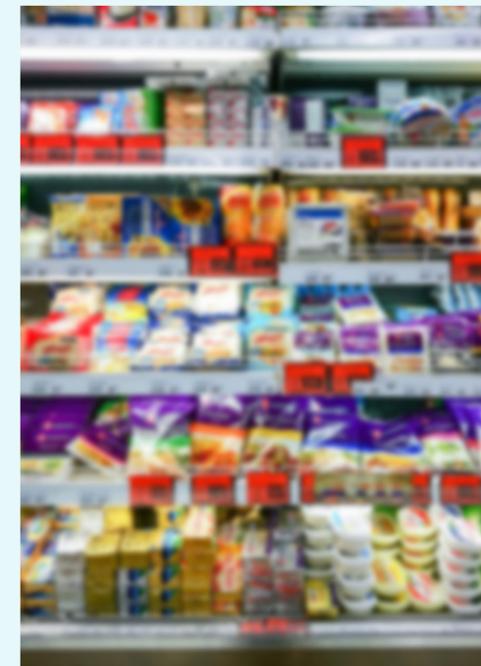
¹ Clark, Michael A., et al., November 6, 2020, "[Global Food System Emissions Could Preclude Achieving the 1.5 and 2 C Climate Change Targets](#)," Science, 370(6517): 705-708.

Is our food system broken, or is it working exactly as it was designed?

Our food system was designed to concentrate wealth and power in the hands of a few, and externalize social and environmental costs. It exploits people and our planet.

We produce more than enough food to feed our population. Scarcity is not the problem. As Frances Moore Lappé has highlighted, people do not go hungry from a lack of food but rather, from a lack of power—power to access food and power to acquire land to grow food.

Our goal should not be to “fix” our broken food system. It should be to transform it completely by confronting the injustices that underpin it, and redistributing power across communities.



“The food system isn’t broken. It is working exactly as it was intended to work, and exactly as it was designed.”

RICARDO SALVADOR

*Director of Food & Environment program,
Union of Concerned Scientists*

San Diego County's Food System

San Diego County is unique. Unlike other parts of the country, it has an active farm and fishing industry in close proximity to a major metropolitan region. No county in the United States with a population as large as ours—3.34 million—has higher combined agricultural and seafood sales, at over \$1.8 billion annually.² Our proximity to Los Angeles County, Mexico, and the Central Valley also positions our region as a hub for food flowing across the country.



An aerial view of Second Chance Youth Garden in Encanto, overlooking the the 94 freeway.

From previous page

² Of course, many U.S. counties generate either higher agricultural sales or seafood sales. For example, the New Bedford port in Bristol County, Massachusetts has the highest value of fishery landings in the United States (\$451 million in 2018 compared to \$10.8 million in San Diego). Five ports in Alaska ranked in the top 10 for the value of fisheries landings. But no county with a population as large as San Diego County has higher combined agricultural and seafood sales.

We have the most farms of any other county in California, and the greatest diversity of farmers in the state. We also enjoy a year-round growing season, and multiple land and sea microclimates. Farmers, ranchers, and fishermen in San Diego County represent some of the most responsible land and sea stewards in the country.

San Diego County is also home to a diverse restaurant, and retail industry, generating more than \$17.5 billion in sales. The region also boasts a vibrant craft brewing scene, with over 150 craft breweries, generating over \$1.8 billion in sales. With more than 217,000 San Diegans directly employed in the food system, the equivalent to over 15% of all jobs in the county. San Diego County's food system is also a major contributor to the regional economy, generating over \$35

billion in sales (see *Economic Impact of San Diego County's Food System, 2019*, page 40).

Our Farm to School network is considered a national model, and is the most established farm to school network in California. Our region is also home to a robust coalition of local, county, and state food and nutrition security advocates, and organizations advancing food justice. We also have many organizations actively working to reduce food waste.

And finally, the population in San Diego County makes it one of the most diverse regions in the country. There are dozens of distinct food communities across the county, featuring the racial and ethnic diversity of our region.

Yet, in spite of all of this and similar to other regions across the country, we face serious challenges that need to be addressed: Our agriculture sector is shrinking; marketing local food is difficult; support for food businesses is limited; and the same neighborhoods continue to be underinvested in decade after decade, leading to persistent food insecurity.

Global, national, and state trends all highlight declines in both land in agriculture and commercial fisheries landings. Farmers and fishermen in San Diego County are no exception, and the resources they depend on are at risk. Most farms and fisheries in the region are small and generate low sales. In addition to increasing market concentration, there

are also several challenges to sustaining food production in the region, including growing development pressure, declining agricultural lands, water stress and increasing costs of water, the changing climate, limited succession planning among aging producers, limited business and technical support services, and rising inequality.

Small and midsize farmers, fishermen, and food business owners in San Diego County—including food processors, food manufacturers, restaurants, and retailers—struggle to make a living and maintain viable businesses. They compete against large corporations for access to markets, and manage operating and labor costs on thin margins. On top of working long hours, they also experience challenges with managing

OPPOSITE (L-R, clockwise): Bánh giò, a steamed street food item from Northern Vietnam, is sold as a snack at a local restaurant; volunteers at ProduceGood recover produce that would otherwise go to waste; three people operate a juice stand at the Mujeres Farmers Market in Barrio Logan; Bottlecraft North Park showcases hundreds of craft beers, many brewed locally. BELOW: Every Saturday morning, Tuna Harbor Docks Market features freshly caught seafood, sold directly from local fishermen.



essential tasks like business planning, securing capital, accessing infrastructure, and navigating permits and regulations.



A group of women hailing from Somalia and Morocco run Hayaat Kitchens, a booth at UCSD's farmers market. Their booth is part of the university collaboration "Source of Change," which helps refugees establish small businesses.

Their businesses are also at the mercy of ever changing conditions, such as those caused by climate change and COVID-19.

Food and farm workers in the region receive some of the lowest wages—and the most minimal health care, retirement, and paid leave benefits—of any sector of our economy. Most food system jobs fail to provide an adequate standard of living which is particularly challenging in San Diego County where the cost of living is high. As a result, food system workers, who are mostly people of color

and immigrants, disproportionately depend on public benefits like Medicaid and the Supplemental Nutrition Assistance Program (SNAP).

As estimated by the San Diego Hunger Coalition, approximately 1 in 3 San Diegans were experiencing nutrition insecurity as of November 2020. Black, Indigenous, and people of color have been disproportionately impacted, and as a result, the impacts of long-lasting trauma are ever present across food and nutrition insecure neighborhoods throughout San Diego County.

Communities of color across our region have limited access to healthy food and limited agency over their food environments. As a result, they experience significant nutritional inequities and diet-related health disparities. Based on a person's race and zip code in San Diego County, one can predict their likelihood to have diabetes, heart disease, or other diet-related diseases. Like the rest of our country, San Diego County must reckon with our deeply rooted legacy of inequality and the resulting impacts on communities of color.

And finally, our culture of wasting food and resources is having a dramatic impact on our environment. Food waste is the third largest source of landfilled waste in San Diego County, with over half a million tons sent to landfills annually.

Moving forward, San Diego County, like the rest of the world, can expect to experience more and more climate-related disasters and unpredictable shocks that will dramatically impact our food system. As we witnessed in 2020, the food system in San Diego County is not yet prepared for our uncertain future.

Hernan Cavazos, founding farmer of Foodshed, picks ripe strawberries.



TO SEE MORE DATA LIKE THIS,
[DOWNLOAD THE INDIVIDUAL GOALS AND OBJECTIVES OF FOOD VISION 2030](#)

Employment and Economic Impact of San Diego County's Food System

Most farms, fisheries, and food businesses in San Diego County are small to midsize. In fact, small businesses—those with fewer than 100 employees—represent 98% of all San Diego County businesses and 59% of all San Diego County jobs. The most recent estimates, made in 2019, indicate that approximately 217,000 people were directly employed at more than 20,000 food system businesses in San Diego County (Figures 1, 2).

217,000

people directly employed at

20,000+

food system businesses

Small businesses in San Diego accounts for:

98%

of all businesses

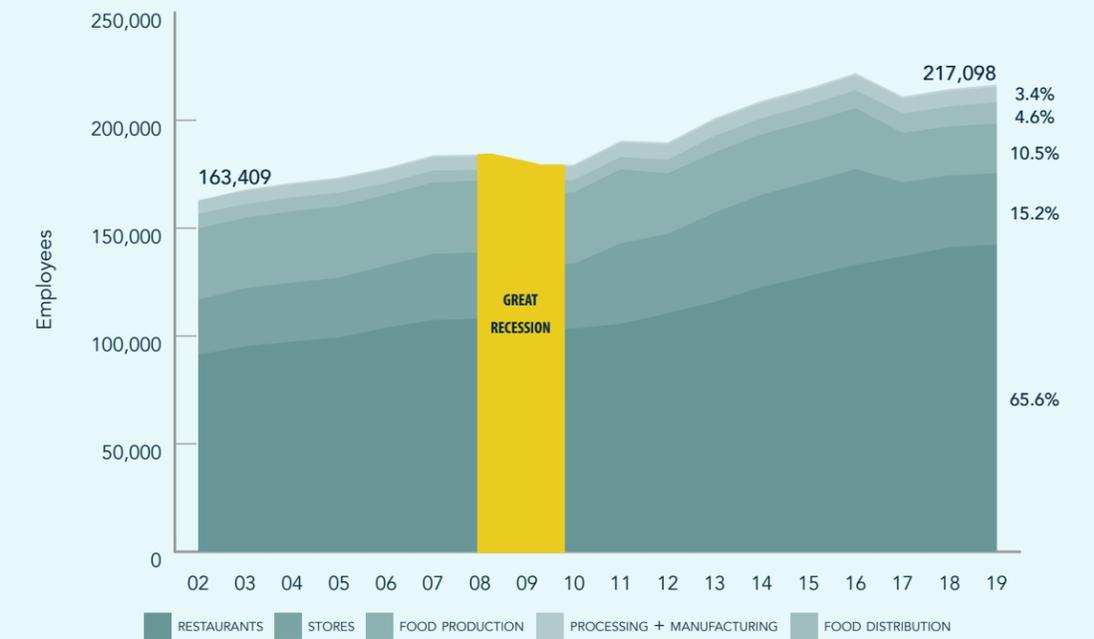
59%

of all jobs

FIGURE 1

From 2002-2019,
by Food System
Category

San Diego County Food System Employment

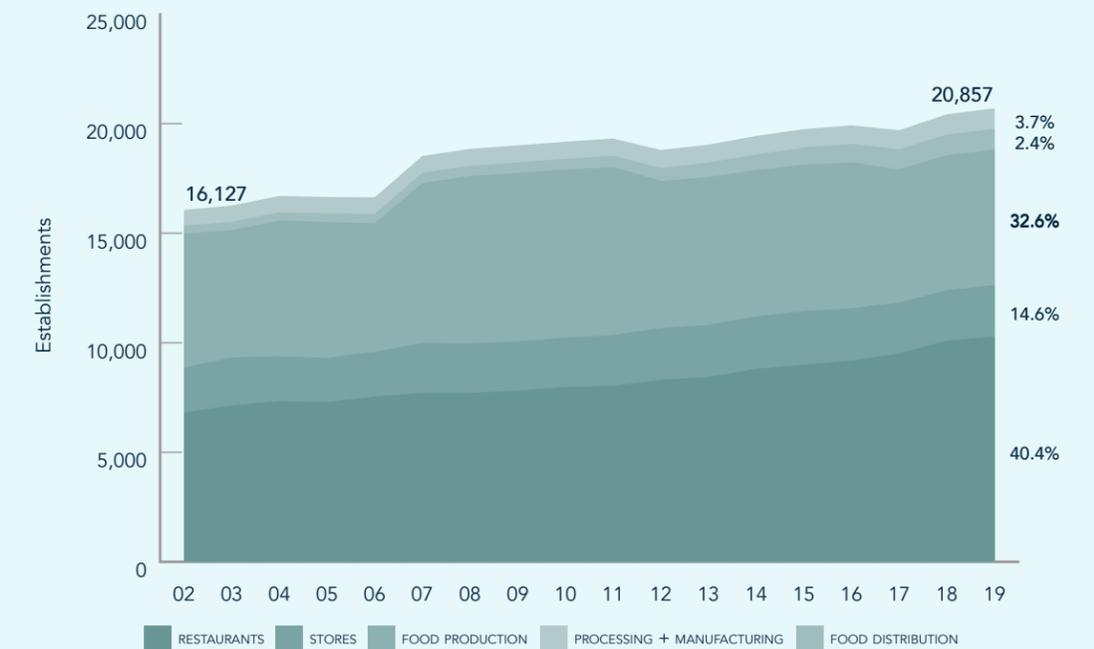


Sources: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages; US Census Bureau, Nonemployer Statistics; USDA Census of Agriculture. Note: estimates for jobs at Warehouse Clubs and Supercenters were only available from 2011 to 2016, the dip from 2017 to 2019 reflects this missing value.

FIGURE 2

From 2002-2019,
by Food System
Category

San Diego County Food System Establishments



Sources: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages; US Census Bureau, Nonemployer Statistics; USDA Census of Agriculture. Note: data for Warehouse Clubs and Supercenters was missing for 2002, 2003, 2017, and 2018.

To provide a more comprehensive assessment, the [San Diego County Regional Economic Development Corporation](#) (EDC) performed a baseline 2019 economic impact analysis of San Diego County's food system. They found that food system activities generated over \$20 billion in direct output, which led to over \$15 billion in indirect and induced output (Table 1). Direct output refers to expenditures of food system businesses on salaries, materials, and operating expenses. Indirect output refers to food system spending at other types of businesses, while induced output refers to the household expenditures of food system workers. The EDC also found that direct employment in San Diego County's food system led to an additional 70,000 indirect and induced jobs. In total, 290,000 jobs generated \$35 billion in sales.

Food services and drinking places—restaurants, fast food, cafeterias, bars—account for the majority of jobs and sales, but food and beverage manufacturing and distribution have the biggest multiplier effects.



Chef Davin Waite works behind the counter at Wrench and Rodent Seabastropub in Oceanside. The restaurant is one of a handful he owns and operates with co-founder Jessica Waite, all of which serve innovative dishes and practice local and responsible food sourcing.

TABLE 1: ECONOMIC IMPACT OF SAN DIEGO COUNTY'S FOOD SYSTEM, 2019

Category	Direct Output	Indirect Output	Induced Output	Total
CROP PRODUCTION	\$2,030,151,232	\$693,258,410	\$1,039,731,322	\$3,763,140,964
SUPPORT ACTIVITIES FOR CROP PRODUCTION	\$125,766,441	\$15,607,762	\$74,531,777	\$215,905,981
ANIMAL PRODUCTION	\$626,560,071	\$254,358,550	\$251,411,254	\$1,132,329,875
FISHERIES	\$7,447,845	\$127,912	\$1,294,205	\$8,869,962
FOOD MANUFACTURING	\$1,105,452,982	\$352,580,153	\$237,409,905	\$1,695,443,041
BEVERAGE MANUFACTURING	\$1,299,989,131	\$301,941,167	\$207,895,333	\$1,809,825,632
GROCERY WHOLESALERS	\$1,020,613,047	\$479,314,993	\$406,516,902	\$1,906,444,943
FARM PRODUCT WHOLESALERS	\$5,755,173	\$2,324,038	\$1,551,493	\$9,630,704
ALCOHOLIC BEVERAGE WHOLESALERS	\$387,627,799	\$156,530,826	\$104,497,606	\$648,656,231
FOOD AND BEVERAGE STORES	\$2,734,762,104	\$825,410,815	\$1,127,675,915	\$4,687,848,834
WAREHOUSE CLUBS AND SUPERCENTERS	\$30,282,975	\$8,989,041	\$11,535,395	\$50,807,411
FOOD SERVICES AND DRINKING PLACES	\$11,244,040,967	\$3,769,049,716	\$4,079,825,146	\$19,092,915,830
Total	\$20,618,449,768	\$6,859,493,386	\$7,543,876,254	\$35,021,819,409

Source: San Diego Regional Economic Development Corporation

Super Cocina

Written by Juan Pablo Sanchez – Owner and Manager, Super Cocina

My family immigrated to San Diego from Xalapa, Mexico, in 1987. In 1989, my parents founded [Super Cocina](#), a small restaurant, in the building where the Barrio Logan Farmers Market was once held. This iconic building, which resembled a Mexican market with its many shops, is still there—but it has been converted into a Walmart. We eventually relocated Super Cocina to City Heights over 25 years ago, and have been here ever since.

From the beginning, my parents knew they wanted to serve the traditional food eaten in homes in Xalapa, known as *guisados*, or stews. We catered to the local clientele, who consisted heavily of blue collar immigrant workers, often far from their homes and families. The *guisados*, to them, were nostalgic and comforting reminders of their homeland. Today, we rotate over two hundred *guisados* at the restaurant throughout the year. Although these are central to Mexican cuisine, you will have trouble finding them outside someone's home.

In the United States, diversity is purportedly celebrated, but is the way we treat diverse businesses reflective of that? Small, immigrant-owned businesses in City Heights like ours face substantial barriers to growth. Business resources—whether it be permits, grants, loans, or any bureaucracy—are more difficult to navigate when language and cultural barriers are at play. Then you have the effects of redlining, continual gentrification of our neighborhood, and the lingering perception that businesses like ours serve food and communities that are not “American.”

And finally, there's the lack of capital, a challenge shared by small businesses everywhere.



Juan Pablo Sanchez

Like many small restaurants around us, we are supported almost exclusively by clientele within our immediate neighborhood, and furthermore, by people who share our country of origin. But small businesses should be more widely celebrated. I'd like to see intentional promotion of our immigrant-owned businesses by organizations outside of our own. Public agencies, the media, and groups that feature things to do in San Diego County can all help us by highlighting small, little-known shops and restaurants like those in City Heights. Marketing agencies could help lead a concerted effort to help these businesses reach new clientele. Programs could be started to offer business owners technical support or assistance with using social media. We can work together to remind customers of the countless alternatives they have to the same few corporate franchises and chains—and that their support of small businesses truly matters.

What has led to these challenges? I think misunderstandings between business owners and policymakers have yielded unsustainable policies for years. The needs of both sides have never truly been hashed out, and many “small business” associations in the government do not speak for me or my values.

I joined Business For Good San Diego because I was tired of being seen as the opposing side on progressive ordinances such as increasing the minimum wage. Working together with others in a coalition has made a big difference in being able to come to the table with a powerful argument against policies that don't work for small business owners.

The truth is, I want to take a stand on social justice and environment-related issues, while also ensuring that the impacts on San Diego's true small businesses are considered. Both can be done. Workers and small business owners both need to be involved in the lawmaking process.

Lessons learned over 30 years of business

Three decades after our doors first opened, I can say I've learned a few lessons about business ownership. Keeping growth slow and deliberate is probably the most important one. Many shops take their initial success as a sign that they must expand their brand by opening more locations or by increasing services. It is also tempting to change your product or the way you serve with outside forces such as gentrification. Unfortunately, this has been the undoing of many businesses.

Our style of food is artisanal and hard to replicate, so we decided to center our efforts on one storefront, focusing on consistency, value, and sticking to our traditional concept. We do make adjustments here and there, but we try to stay true to our core business and increase our customer base by trusting this practice. We have been able to weather many economic, social, and health-related storms this way.

Vision for the future of Super Cocina

My vision is to continue providing our style of food—comforting,

nostalgic, and artisanal cooking from the Mexican heartland. Many of our recipes remain unchanged since pre-Hispanic times, and we hope to keep these time-tested dishes alive by sharing them with clients for generations. Super Cocina's food is one of the clearest reflections of my past, my heritage, and my culture. It is a way of teaching my community about our people.

I believe that what has always been mislabeled as City Heights' weakness—the presence of people hailing from all over the world—is

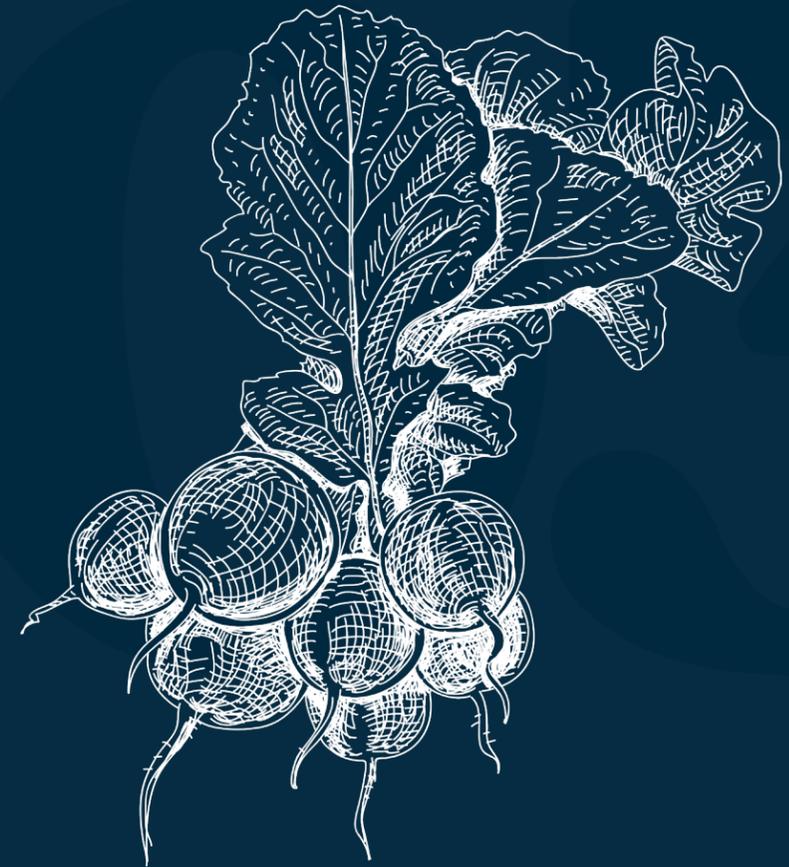
actually our greatest strength. As I continue serving my customers, I will also keep advocating for my community and fellow business owners, to receive the support we need to keep our businesses, our family legacies, and our stories alive.

[Explore over 60 more stories from across our food system on the San Diego County Food Vision 2030 website.](#)



Super Cocina rotates through hundreds of *guisados*—stews—on their ever-changing menu.

About the Vision



Our Approach

Developed over two years, the Vision is deeply rooted in research and the needs and aspirations expressed by our local community. Our process included comprehensive literature review, in-depth analyses, hundreds of interviews, several focus groups, and broad community engagement.

To develop the Vision, we created an inclusive process that engages the full community, including people who produce, prepare, distribute, serve, and eat food. Our goal was to build a shared vision—one that includes voices from the public, private, and philanthropic sectors in addition to community members, particularly those most affected by current inequities in the food system.

The core elements of our approach include **leveraging existing relationships and momentum, developing a framework, creating accountability, conducting research, engaging communities, and involving policymakers and funders.**



Food Vision 2030 interviews often took place literally out in the field. Here, the staff interviews Connor Magee of the Climate Science Alliance and Pala Band of Mission Indians, as well as Ellee Igooe of Foodshed.



Leveraging Existing Relationships and Momentum

In developing Food Vision 2030, we began by recognizing and celebrating community leaders who have been working tirelessly over the past several decades to transform the food system in San Diego County. The Vision builds off of these past efforts, beginning with early grassroots initiatives to cultivate food justice and build greater food sovereignty to the community roundtables that led to the founding of the San Diego Food System Alliance.

More than a decade ago in 2010, the San Diego Food System Working Group with the support of UC Davis, articulated three visions for the future of the region's food system that included better health and well-being of San Diego County residents, agricultural stewardship of San Diego County's environmental resource base, and thriving communities and sustainable economic growth.³

In 2011, the San Diego Urban-Rural Roundtable released a set of recommendations for strengthening the region's food system that called for adopting and implementing a comprehensive set of food system policies, aligning and leveraging the political environment to support key federal, state and regional food and agricultural policies, and supporting the creation of a regional food system alliance.⁴ This third recommendation led to the founding of the San Diego Food System Alliance.

We have looked to these past efforts as a springboard for developing Food Vision 2030. We have also drawn from the efforts of countless organizations and institutions, many of which are partners of the Alliance, who have conducted food system research in the region over the past several years. Most recently, the County of San Diego developed [The State of the Food System](#) in the San Diego Region, a collaborative report that examined challenges and opportunities in San Diego County's food system. Food Vision 2030 builds on the recommendations from this 2019 report.

And finally, we looked to other regions that have developed food system plans, including [Santa Barbara County's 2016 Food Action Plan](#), [HEAL Food Alliance's Platform for Real Food](#), [Los Angeles Food Policy Council's Good Food For All Agenda](#), and [Vermont's Farm to Plate Initiative](#).

The work of those working locally, nationally, and globally to strengthen food systems inspired the development of Food Vision 2030. Wherever possible, we leveraged our relationships with community leaders far and wide to incorporate the lessons of past efforts and build on current ones.

³ Ellsworth, Susan and Gail Feenstra, December 2010, [Assessing the San Diego County Food System: Indicators for a More Food Secure Future](#).

⁴ Roots of Change, June 30, 2011, [Final Recommendations of the San Diego Urban-Rural Roundtable](#).



Developing a Framework

In developing a framework for Food Vision 2030, we began by looking to others around the country who have developed comprehensive food system plans. We integrated the many lessons learned—including the importance of centering values; cultivating relationships with and engaging food system leaders, workers, and residents, along with political and philanthropic leaders; breaking down silos; fostering collective impact; diversifying funding; and being adaptable.

We arrived at a decision that is guided by the *Collective Impact*⁵ framework, which highlights several conditions that work together to achieve alignment and results.

Collective Impact Framework

COMMON AGENDA - COMMUNITY ASPIRATIONS	A shared vision for change based on community aspirations that are based on values sufficiently ambitious that they cannot be achieved without joint action.
SHARED MEASUREMENT SYSTEM - STRATEGIC LEARNING	An agreement on how success/progress will be measured and reported and a commitment to learning across the network.
MUTUALLY REINFORCING ACTIVITIES - HIGH LEVERAGE ACTIVITIES	A set of high leverage, realistic activities that fit into a larger agenda.
CONTINUOUS COMMUNICATION - INCLUSIVE COMMUNITY ENGAGEMENT	Inform, consult, involve, collaborate with, and defer to community decision-making throughout the process to achieve a common agenda.
BACKBONE SUPPORT ORGANIZATION	An organization with the ability to guide the creation of a vision and strategies, mobilize funding, advance policy, focus people's attention, and create a sense of possibilities.
BACKBONE SUPPORT ORGANIZATION	Funding was not included as an original condition for collective impact but it is clear that such initiatives require a significant investment.

Source: Cabaj, Mark and Lize Weaver, 2016, [Collective Impact 3.0: An Evolving Framework for Community Change](#), Tamarack Institute.

Building on the *Collective Impact* framework, we centered three primary values for Food Vision 2030: cultivating justice, fighting climate change, and building resilience. These values underpin the Vision, and became the foundational goals for the next decade.

⁵ Kania, John and Mark Kramer, 2011, "Collective Impact," Stanford Social Innovation Review.



Creating Accountability

Creating accountability in the two-year process of developing Food Vision 2030 was essential. From the start, we imagined a common agenda that was rooted in the voices of those working to strengthen the food system as well as the voices of those most impacted by the food system. To achieve this, we crafted a set of steps that incorporated accountability throughout the two-year process.

The Leadership Council of the Alliance, a group of nearly 40 leaders working across the food system, served as early advisors before we launched Food Vision 2030 and continued to provide strategic guidance through quarterly meetings throughout the two-year process. They also played a key role with outreach to communities and developing the goals, objectives, and strategies.

To ensure that Food Vision 2030 was grounded in the values and aspirations of both the Alliance and the broader community, we brought together a diverse Steering Committee as well. The 16-member Steering Committee was carefully curated to include community organizers across the food system as well as representatives from nonprofit, political, and philanthropic communities. The Steering Committee met bi-monthly over the two-year period and were essential in engaging the broader community, especially those most impacted by the food system, and infusing accountability into our process. They also played an important role in guiding the overall planning process and developing the goals, objectives, and strategies.

In our efforts to reach those most impacted by the food system, we also cultivated partnerships with 12 specific communities across San Diego County. We worked with community partners in these historically underserved neighborhoods over the course of the two-year planning process to engage as many residents as possible. We also worked with organizers to engage essential workers, including farmers, fishermen, food business owners, farmworkers, and food workers. Several of our community partners and organizers also served on the Leadership Council and Food Vision 2030 Steering Committee, and were vital in holding us accountable within their communities.

During the final phase of developing the report and content for Food Vision 2030, we invited Leadership Council members, our Steering Committee, community partners, and those we interviewed throughout the planning process the opportunity to review and offer feedback on each of the chapters reflected in this final report. We are grateful for all of these important stakeholders and their commitment to holding us accountable.



Conducting Research

Conducting research was a key element of developing Food Vision 2030. Over the course of the two-year process, we reviewed reports and articles about San Diego County's food system, and collected, analyzed, and visualized data from a variety of sources, including the U.S. Department of Agriculture, San Diego Agriculture, Weights, and Measures, the American Community Survey, the Bureau of Labor Statistics, and more.

We also conducted over 100 interviews and over two dozen focus groups with individuals working across the food system, including food producers, food business owners, institutional leaders, nonprofit leaders, political leaders, and funders and investors. And we collected nearly 3,000 survey responses from the residents and essential food system workers.

Based on the research conducted, we developed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses for the major components of San Diego County's food system. We also developed dozens of indicators to create a shared measurement system for tracking progress within the region over time.

And finally, we organized all of the feedback from the literature, data analyses, interviews, focus groups and community surveys to develop goals, objectives, and strategies for San Diego County's food system.



Engaging Communities

To develop Food Vision 2030, we created an inclusive process that engaged the full community, including people who produce, prepare, distribute, serve, and eat food. To build a shared vision that included voices from the community, particularly those most affected by current inequities in the food system, we cultivated trusting and reciprocal relationships with community organizers that have been working within historically disinvested neighborhoods for decades and with those supporting essential food system workers.

These partnerships were intended to support a series of community forums and neighborhood convenings—in Chula Vista, City Heights, El Cajon, Escondido, Imperial Beach, Logan Heights, National City, Oceanside, Southeastern San Diego, San Ysidro, Vista, Unincorporated communities, and Indigenous communities—with the goal of fostering community conversations, gathering community input, and sharing stories of the work happening across the food system in San Diego County. With the support of the County of San Diego's Board of Supervisors, we also planned five large forums in each county district to launch the beginning of our community engagement process.

Unfortunately, the launch of the community engagement process in March 2020 coincided with the beginning of the COVID-19 pandemic and we were forced to pivot. Moving the community engagement process online challenged our ability to reach the community, especially residents in priority communities that may experience barriers in accessing reliable internet and technology, along with essential food system workers.

We worked closely with our community partners and organizers to understand the best approach for engaging each community. We also conducted research on the digital divide and tested a variety of online platforms. In collaboration with our partners, we ultimately created a plan to implement an equitable and safe digital engagement campaign.

Our community-based partners were essential to this process, and played a vital role in engaging community members and encouraging them to make their voices heard. By cultivating deep and trusting relationships, we were able to lean on our community partners and organizers for support when facing the need to pivot in 2020.

With their support, we implemented the following to engage residents and food system workers (see next page):



LEFT: With the arrival of the COVID-19 pandemic, all Food Vision 2030 engagement became virtual, including this convening of San Diego County-based researchers. ABOVE (L-R): Multilingual flyers made for Food Vision 2030 encourage San Diego County residents to take the digital survey and share their vision for the food system. A screenshot of the Food Vision 2030 digital engagement website, shows links to pages customized for certain communities.

	Engagement Tool	Strategy
INTERACTIVE WEBSITE	Developed an interactive website that was accessible and mobile friendly via community engagement software from The Hive .	The COVID-19 pandemic precluded in person events. We chose a digital platform built for community engagement that was flexible, and worked toward developing content that could be accessed through mobile phones.
SURVEYS	Developed surveys for residents across 12 priority communities, farmers, fishermen, farmworkers, food workers, restaurant owners, and independent retailers.	We had to pivot in response to the COVID-19 pandemic, and this was the best way for us to gather important feedback from communities and food system workers.
COMMUNITY PAGES	Created customized pages for each priority community and food system stakeholder group in collaboration with community partners.	To create an experience that best mirrored the engagement from an in person gathering, we customized pages to cultivate a sense of community, featuring our partners, community stories, food resources, surveys, community data, and videos.
TRANSLATION	Ensured the website and outreach materials were available in multiple languages (via Weglot).	To equitably engage residents, it was essential to have all surveys, resources, and opportunities available in languages most commonly spoken in San Diego County.
OUTREACH STRATEGY	Developed customized engagement and outreach strategies for each priority community and stakeholder group in collaboration with community partners.	Every community we wanted to engage had different threads of communication. Without a one-size-fits-all approach, we needed to create customized engagement strategies with each of our partners to tailor outreach to the needs of each community (i.e., texting survey links, conducting surveys over the phone, starting discussions in Facebook groups, etc.)

Through this process, we sought community feedback in two phases. The first was in the summer of 2020 to gather insight on needs and aspirations. This feedback informed the development of the draft goals, objectives, and strategies. The second phase was in the fall of 2020 with the intention of obtaining input on a set of draft goals, objectives, and strategies. Through these two efforts, we engaged nearly 3,000 residents, with more than 60% from communities most impacted by inequities and essential food system workers.



Involving Policymakers and Funders

We recognized that political and philanthropic support is essential for developing and implementing Food Vision 2030, and worked to integrate these communities early in our planning process. We included policymakers and funders on the Food Vision 2030 Steering Committee, and worked with them to conduct outreach to these communities throughout the two-year process.

We developed a comprehensive government engagement strategy, cultivating relationships with key County and City policymakers. We held several one-on-one meetings, strategy sessions, and presentations with government officials across the county. Similarly, we also developed a philanthropic engagement strategy to involve funders and investors in the planning process for Food Vision 2030. We engaged with them as partners in this collective effort, hosting one-on-one meetings, presentations, and funder convenings.

Together, these efforts were foundational to our process, and will be vital as we move toward the collective implementation of Food Vision 2030.



Supervisor and Chair Nathan Fletcher of District 4, an early supporter of Food Vision 2030, listens to Dian Moss, Managing Director of Project New Village, during a visit to Mount Hope Community Garden in Southeastern San Diego with his son.

Building a Movement

We have reached a turning point. The current moment is presenting us with a unique opportunity to collectively imagine a healthier, more sustainable, and more just food system in San Diego County.

With San Diego County Food Vision 2030, we are centering the most pressing issues within our food system—justice, climate change, and resilience—as the foundation of our common agenda. The goals of **cultivating justice**, **fighting climate change**, and **building resilience** are linked. We cannot achieve one without achieving the other. And we need all three to realize a food system that honors our ancestors and is capable of nourishing us today and for generations to come.

In addition to the three goals, there are **ten objectives** that underpin Food Vision 2030 and help us overcome the challenges before us.

Ten Objectives of San Diego County Food Vision 2030

01 - PRESERVE AGRICULTURAL LAND AND SOILS, AND COMMIT TO LONG-TERM FOOD PRODUCTION

02 - INCREASE THE VIABILITY OF LOCAL FARMS, FISHERIES, AND FOOD BUSINESSES

03 - SCALE UP LOCAL, SUSTAINABLE, AND EQUITABLE FOOD VALUE CHAINS

04 - ELEVATE WAGES AND WORKING CONDITIONS, AND IMPROVE CAREER PATHWAYS

05 - EXPAND INTEGRATED NUTRITION AND FOOD SECURITY

06 - IMPROVE COMMUNITY FOOD ENVIRONMENTS

07 - SCALE UP FOOD WASTE PREVENTION, RECOVERY, AND RECYCLING INITIATIVES

08 - INCREASE BLACK, INDIGENOUS, AND PEOPLE OF COLOR LEADERSHIP ACROSS THE FOOD SYSTEM

09 - BUILD A LOCAL, SUSTAINABLE, AND EQUITABLE FOOD MOVEMENT

10 - PLAN FOR A RESILIENT FOOD SYSTEM

San Diego County Food Vision 2030 is more than a shared vision for our food system. It is also seeding a movement. A movement that seeks to heal, honor, and celebrate. And a movement that will ultimately shift power.

Fortunately, there is already a growing movement of farmers, workers, scientists, community activists, business owners, and eaters working to make this vision a reality in our region. San Diego County Food Vision 2030 hopes to grow this movement over the next decade and we invite you to join us.

With a common vision, rooted in community, let us link arms and begin the work together to rise up from centuries of inequality and truly build a food system that belongs to all of us.



LEFT: Janice Luna Reynoso, community leader and founder of Mundo Gardens, stands in a circle of community members during a conversation about food justice. TOP: A sign marks where beets have been planted by high school sustainable urban agriculture interns at Olivewood Gardens and Learning Center in National City.

Foodshed

Featuring the founding farmers of Foodshed – Adriana Barraza, Bea Alvarez, Ellee Igoe, Hernan Cavazos, Kristin Kvernland, and Rica Catano

Becoming a subscriber to Foodshed's Fresh 5 program—a weekly distribution of fresh, seasonal produce, grown by the small farmers who make up the Foodshed cooperative—means you're in for two surprises with every delivery.

One is the produce itself: an ever-changing combination of veggies, fruits, and sprouts, with the option to add on pasture-raised eggs, local jams, and even whole chickens.

The other is the handwritten message printed on the brown paper bag that deliveries arrive in. It, too, changes week to week. Sometimes the message bears a well-known quote, sometimes an original quip or call to action. Some weeks, there's no message at all. But the words, when they do appear, are always neatly inked in black Sharpie, unembellished and as plain as the truths they convey.

"Soil, not oil, holds the future of humanity. —Vandana Shiva"
"Fight climate change, buy local veggies!"
"Pass the mic to the voiceless."
"Food security is a myth if you don't know a farmer."
"Nobody's free until everybody's free. —Fannie Lou Hamer"

Often, there's humor: "Para bailar la bamba se necesita un poquito de garlic."

On International Women's Day, the names of Foodshed's many female farmers: "Farmer Norma. Farmer Debra. Farmer Amanda. Farmer Christina. Farmer Mai. Farmer Ellee."

And on November 3, 2020—Election Day—a promise: "No matter what

happens today, we will keep planting seeds."

Foodshed is not your typical CSA program. The 100% farmer-owned cooperative doesn't shy away from the fact that food, like many other everyday things, is in fact political. On their website and in marketing materials, Foodshed is quick to point out in plain terms that problems with the current food system are matters of power, and solving them requires not just a sustainable or regenerative approach, but an equitable one.



Bea Alvarez and Ellee Igoe

"We started this work because we see the food system as a place where we need to take action," says Ellee Igoe, one of the founding farmers of Foodshed.

In the modern food system, fewer than 15 cents per food dollar goes to farmers who grow the food, with the vast majority going to corporations that package it, market it, and transport it thousands of miles away to be sold off supermarket shelves.

Foodshed's model of cooperative ownership and direct sales aims to create a food value chain that instead,

gets good food to the people, while also distributing wealth more equitably: 80 cents of every food dollar goes to farmers, 5 cents goes toward regenerative agricultural research, and any remaining profit, up to 15 cents on the dollar, goes into the business and is paid to partner farmers through profit-sharing at the end of each year. "We call it the triple impact," says Ellee. "Every food dollar that goes to a farmer is nourishing a family, and then re-circulates in the local economy."

Besides its Fresh 5 deliveries, Foodshed also offers subsidized and pay-what-you-can options through pop-up markets. Initially launched in response to the pandemic, the first pop-up distributed over 1,500 bags (7,000 fresh produce items) in one summer of operations, moving \$15,000 into farmers' hands. One pop-up became four, which kicked off community partnerships, and now, has evolved into a mobile market that serves diverse residents in City Heights and Southeastern San Diego multiple times a week.

"We want equity for farmers—a fair price for their work and produce—but we also want equity for consumers," says Kristin Kvernland, known as "KK," another Foodshed founding farmer. "In this hub model, without compromising the price that the farmer gets, people can have access to fresh produce regardless of how much money they have."

Foodshed announced in May 2021 that its next undertaking would be to launch a physical space in City Heights: the Foodshed Farm Hub. When operational, it will provide cold storage and aggregation for urban farmers, increase

residents' ability to utilize CalFresh on farm-fresh food, and provide an organizing venue for community-led outreach and education efforts. The space has already been secured, and by the end of June, the team hopes to have crowdfunded enough to offset upgrades and permits needed to get the doors open.

Founded around the time of the pandemic, Foodshed has done incredibly quick work. They've built an end-to-end, farmer-owned food value chain; nurtured a majority-BIPOC producer cooperative; fulfilled weekly subscriptions; run a farmstand; brought consistent, accessible, fresh produce where it's needed most; led the way with regenerative farming methods; and cultivated a relationship of mutual support with the Pauma Tribe, who leases the land that Solidarity Farm—Foodshed's founding farm—grows on.

It's a testament to the grit of the Foodshed team—Ellee, KK, Hernan Cavazos, Rica Catano, Bea Alvarez, and Adriana Barraza—and the cooperative's growing list of producers and community partners. Their children, too, who are never far away and often lend a

hand with farm and pop-up operations. It's also the result of many years of learning—trying, failing, and trying again, to grow food at the small farm level.

Reflecting on his pathway to farming, farmer Hernan, also a fisherman and an ex-professional basketball player in México, recalls growing up in the city of Mazatlán. "Since I was young, I felt a pull toward the land and a connection with feeding people. [The surrounding region of] Sinaloa is the agricultural heartland of Mexico, so farming was always all around me." When industrial methods started taking hold in the farmlands of his home, it was obvious to Hernan that things were thrown out of balance.

"I watched big, agricultural industries move in and displace people and erode the culture," he says. "With all their modern technologies, they were actually degrading the land. I wanted to find another path—to demonstrate that the way my abuela grew up in El Verde holds more promise for a viable and sustainable future."

Many days, weeks, and even months still feel overwhelming for the small

team that's taken on transforming the food supply chain. The work is exhausting, unrelenting. But as more people—producers, supporters, and eaters alike—join the Foodshed community, perhaps the work is a little more rewarding, the burden a bit more evenly spread.

Farmer Bea says, "We believe that evolving the food system creates opportunities for people to collaborate and share our practices. This is our opportunity to focus on what we have in common, to build the resilience of our farms and our practices, which allows us as a society to face any challenges that may arise."

Hernan agrees that the opportunities show themselves daily. "Farming has taught me to be patient and humble. There isn't a day that goes by where I don't need a large dose of each." It's a sentiment that is true for us all.

[Read over 60 more stories from across our food system on the San Diego County Food Vision 2030 website.](#)



Rica Catano, Foodshed founding farmer, sells fresh produce in City Heights from Foodshed's mobile market.

Goals, Objectives, and Strategies of San Diego County Food Vision 2030



01

Cultivate Justice

Increase health, wealth, leadership, and power for BIPOC communities across our food system



In the U.S. food system, healthy food access, food and farm labor, and land and business ownership are all divided along racial lines. Communities of color experience the highest rates of poverty, food insecurity, and diet-related illness. Hispanic/Latinx people comprise nearly 80% of farmworkers, receiving extraordinarily low wages, having few labor protections, and working under heavily compromised conditions on a regular basis. And farmers of color experience significant disparities in land and business ownership, comprising less than 10% of farmland ownership and receiving less than 2% of farm sales.

Through Food Vision 2030, we have an opportunity to reverse these trends. We can elevate opportunities for healthy food access, ownership, and power across Black, Indigenous, and people of color in San Diego County. We can create a more just food system, one that belongs to all of us.

02

Fight Climate Change

Mitigate climate change impacts and adapt to the changing climate in the food system



One of the greatest impacts of climate change is connected to how we grow, move, eat, and waste food. Our industrial food system relies heavily on energy from fossil fuels, synthetic pesticides and fertilizers, and monoculture farming. It also produces a significant amount of waste. As a result of these practices, human health, soil health, and environmental health have been degraded for nearly a century. These same practices continue to accelerate climate change, causing droughts, fires, and other extreme weather patterns, and threatening farmer livelihoods and food security. The global food system today is one of the largest contributors to climate change, generating one-third of all greenhouse gas emissions.

Through Food Vision 2030, we have an opportunity to reimagine our relationship with nature and realize that food deeply intersects with climate change. We can invest in climate-smart agriculture, carbon sequestration, plant-rich diets, zero waste initiatives, indoor food production, and community-based food systems in San Diego County. We can fight climate change and create a more sustainable food system.

03

Build Resilience

Increase integrated nutrition and food security and create an adaptive local food economy



In the food system, industrial agriculture, long supply chains, and consolidation of power have been common since the 1950s. Today, 20% of farms control nearly 70% of U.S. farmland, four meatpackers slaughter 85% of beef, and four companies control 63% of the retail market. This consolidation of power has always compromised the health and sustainability of people and the planet. Now, in the face of increasing natural disasters, public health crises, and growing inequalities, the highly concentrated industrial food system is exposing deep vulnerabilities and threatening the resiliency of people, cultures, livelihoods, and ecosystems.

Through Food Vision 2030, we have an opportunity to better prepare for and adapt to shocks in our food system. We can cultivate diverse local and regional economies and build shorter, fairer, and cleaner food supply chains. We can build stronger safety nets. We can heal relationships with the earth and one another. We can create a diverse and resilient food system that is capable of nourishing us today and for generations to come.

01-04

Objectives 1-4 address major, interrelated challenges that San Diego County farms, fisheries, food businesses, and workers face in bringing food from farm and ocean to plate.

01

Preserve Agricultural Land and Soils, and Invest in Long-term Food Production

Farmers, ranchers, and fishermen are the backbone of our food system. We depend on them. We also depend on the land, soils, and marine resources that form the foundation of our food supply.



STRATEGIES AT A GLANCE

- Scale up agricultural land conservation efforts
- Develop an agricultural land trust
- Expand climate-smart agriculture
- Support coordinated efforts and collaboration to create a technical assistance & business assistance network for farmers and fishermen

02

Increase the Viability of Local Farms, Fisheries, Food Businesses, and Workers

Small and midsize farmers, fishermen, and food business owners—including food processors, food manufacturers, restaurants, and retailers—struggle to make a living and maintain viable businesses in a food system that does not uplift them.



STRATEGIES AT A GLANCE

- Support coordinated efforts and collaboration to increase the viability of local food businesses
- Expand food system business support services
- Encourage creative farm and fishery viability models
- Increase community wealth building opportunities across the food system
- Create peer-to-peer learning and networking opportunities

03

Scale Up Local, Sustainable, and Equitable Food Value Chains

After it is grown, caught, and raised, food travels through a vast and interconnected web before ending up in grocery stores, cafeterias, markets, restaurants, and home kitchens around the world.



STRATEGIES AT A GLANCE

- Invest in aggregation, processing, storage, distribution, and marketing infrastructure
- Develop producer collaboratives and food hubs
- Increase local, sustainable, and equitable procurement by restaurants and retailers
- Leverage the purchasing power of institutions

04

Elevate Wages and Working Conditions, and Improve Career Pathways

Essential but often invisible, food system workers nourish us on a daily basis. Not only do they grow, raise, catch, and produce food, they also package, process, store, stock, sell, serve, and deliver it.



STRATEGIES AT A GLANCE

- Support coordinated efforts and collaboration to improve the lives of food system workers
- Invest in food system jobs and career pathways

05-07

Objectives 5-7 address major, interrelated challenges that San Diegans face in achieving food security, accessing traditional, healthy, nutritious, and culturally appropriate foods, and recovering wasted food.

05

Expand Integrated Nutrition and Food Security

Food insecurity is a public health crisis that affects millions of people in the United States on a daily basis, and costs billions of dollars in education and healthcare annually.



STRATEGIES AT A GLANCE

- Support coordinated efforts and collaboration to expand integrated nutrition and food security
- Strengthen federal nutrition assistance programs
- Strengthen local charitable food system
- Invest in comprehensive food education in schools
- Institutionalize food as medicine
- Increase long-term economic security

06

Improve Community Food Environments

There is a strong relationship between food, health, and place. The built environment around neighborhoods shapes the availability of food and the overall health of residents.



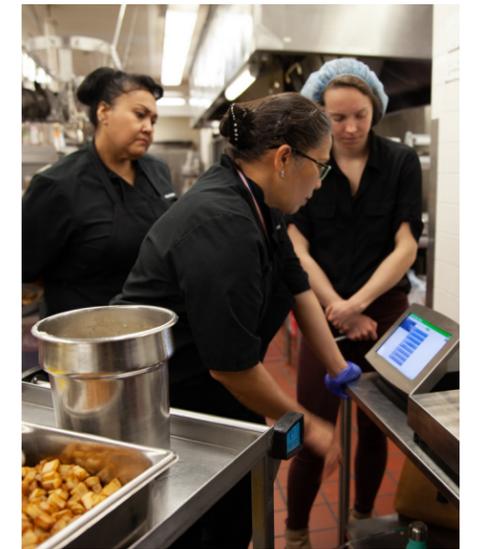
STRATEGIES AT A GLANCE

- Support coordinated efforts and collaboration to improve community food environments
- Expand land use policies and economic development incentives to encourage local food production and healthy food retail
- Support the case for reparations
- Promote food sovereignty

07

Scale Up Food Waste Prevention, Recovery, and Recycling Initiatives

We all waste food—most of the time, inadvertently. However, wasteful habits have a serious cumulative impact—one that has grown exponentially over the years.



STRATEGIES AT A GLANCE

- Coordinate efforts and collaboration to scale up food waste prevention, recovery, and recycling
- Enable consumers to more easily minimize household food waste
- Expand food waste prevention technical assistance
- Scale up food recovery logistics
- Support upcycling entrepreneurs
- Increase food waste recycling efforts at all scales

08-10

Objectives 8-10 address major, interrelated challenges that communities of color face in shaping food system policies, practices, and narratives, as well as building resilience against risks that threaten everyone.

08

Increase Leadership by Black, Indigenous, and People of Color Across the Food System

Our country's founding ideals and folklore have always been in conflict with its reality. American history is rooted in genocide, slavery, and theft. This history—and the oppressive systems that enabled it—are ever present today and form the foundation of our food system.



STRATEGIES AT A GLANCE

- Increase community-led food system planning & policy efforts
- Elevate voices of BIPOC people, places, and programs
- Diversify food system leadership and Invest in BIPOC leaders
- Democratize funding decisions

09

Build a Local, Sustainable, and Equitable Food Movement

As long as there has been injustice in the food system, there has also been resistance.

For centuries, resistance has taken the form of spirituals, protest poetry, civil disobedience, restaurant sit-ins, worker-led strikes, boycotts, and taking to the streets. In redlined neighborhoods, tribal communities, and immigrant enclaves across the United States, the acts of growing and sharing food have been ongoing forms of resistance, demonstrating self reliance, sovereignty, mutual aid, and survival. Writing, remembering, gathering, skill-sharing, and organizing are all forms of resistance that continue to challenge injustices in the food system every day.



STRATEGIES AT A GLANCE

- Support coordinated efforts and collaboration to build a local, sustainable, and equitable food movement
- Reconnect urban and rural communities
- Increase food system education and storytelling
- Build community power

10

Plan for a Resilient Food System

For decades, our highly concentrated and industrial food system has been compromising the health and sustainability of people and our planet. Now, in the face of increasing natural disasters, public health crises, and growing inequalities, our food system is showing deep vulnerabilities and testing our resilience.



STRATEGIES AT A GLANCE

- Support coordinated efforts and collaboration to build a resilient food system
- Partner with Indigenous communities
- Create food system resilience plans
- Strengthen the local food economy
- Develop bold, flexible, and lasting sources of funding



Looking

Ahead

San Diego County Food Vision 2030 seeds hope. Hope for a better future that honors our ancestors and nourishes future generations. For this seed to grow and bear fruit, we need to tend to the earth and each other.

Working together, we need to set benchmarks, and hold one another accountable. We need to cultivate stronger relationships across communities and foster deeper collaboration with nonprofits, businesses, institutions, policymakers, and funders. We need to build stronger alliances and coalitions that activate communities and transform policies. And we need to foster public-private partnerships that invest in our local food economy and leverage significant philanthropic dollars annually to support the food system in San Diego County.

The work of bringing Food Vision 2030 to life will not be easy, but we know that anything short of achieving our common vision will be insufficient. Stepping away from what is familiar, we need to forge a new path: one that is uncompromising, yields different outcomes, and centers racial justice and equity. This will require a deep commitment to individual and collective growth.

The San Diego Food System Alliance is committed to stewarding Food Vision 2030 and growing the movement that is already underway in our region. In the coming months, we will establish a Food Vision 2030 Stewardship Committee to help hold us accountable to essential workers and marginalized communities. We will also create opportunities for people to join the movement. Finally, we will host Annual Gatherings—the first of which will be in October 2021—to provide a space for us all to come together and nurture the seeds of Food Vision 2030.

Above all, we need you. Where we find ourselves and our food system ten years from now depends on whether we can recognize our interdependence and choose to act upon it, today. The future is not fixed. While it may seem as though we are hurtling down an irreversible path, we could just as certainly be rising steadily toward change. The difference lies in each of our own decisions to choose healing, to choose hope, and to act together.

We ask that you join us. Together, we are well on our way to creating a food system that belongs to us all.

Support San Diego County Food Vision 2030

San Diego County Food Vision 2030 is the work of many people across our region.

To support and learn more about those who have been intimately involved in crafting this common agenda, please [explore the Stories](#) and [visit the Acknowledgments page](#) on the Food Vision 2030 website.

Food Vision 2030 is led by the [San Diego Food System Alliance](#)—including our staff, Board of Directors, Leadership Council, Steering Committee, and Community Partners—and supported by the San Diego County Board of Supervisors. The mission of the San Diego Food System Alliance is to cultivate a healthy, sustainable, and just food system in San Diego County.

To stay involved in our work and hear about Food Vision 2030 implementation, [subscribe to our newsletter](#) and follow us on social media ([Facebook](#), [Instagram](#), [Twitter](#), [LinkedIn](#), and [YouTube](#)).

To support the Alliance, please [make a donation](#) on our website.



Glossary

In this glossary, we have gathered the definitions of key terms and concepts that are referenced throughout Food Vision 2030.

A

Agricultural Land Trust

Preserves agricultural land by acquiring conservation easements that permanently restrict nonagricultural development. Land trusts help to keep farmland in active production, and ensure affordable land access for the next generation of farmers.

Aquaculture

The controlled process of breeding, rearing, and harvesting fish, shellfish, algae, and other aquatic organisms. This method, often known as fish farming, is used to produce food and commercial products, restore habitats, replenish wild stocks, and rebuild endangered populations.

B

BIPOC

Black, Indigenous, and People of Color. This acronym is used to describe Black, Latinx, Indigenous, Asian, Hawai'ian and Pacific Islander, North African, Southwest Asian/Middle Eastern and other non-white members of the community.

Bycatch

Refers to fish or other marine species that are caught unintentionally, while fishing for a specific species or 'target catch'. Bycatch occurs when other species are attracted to bait and/or target catch, and are incidentally brought up with the catch or trapped in fishing gear.

C

CalFresh/SNAP or Food Stamps

Supplemental Nutrition Assistance Program (SNAP): largest federal nutrition assistance program for needy families to assist in the purchase of food. Known as CalFresh in the state of California. Previously, benefits were provided in the form of physical coupons, leading the program to become known informally as "food stamps". Today, nutrition benefits are provided electronically through an EBT card.

Cap and Trade

Government regulatory program designed to reduce pollution in our atmosphere, by establishing a cap on major sources of GHG emissions, and creating economic incentives for investment in cleaner, more efficient technologies.

Carbon Farming

Agricultural practices that remove CO2 from the atmosphere (carbon sequestration), storing it in soil and plant matter. These practices are aimed at mitigating climate change by offsetting greenhouse gas emissions. Examples of carbon farming practices include planting cover crops, installing hedgerows, practicing no or low till farming, and applying composting.

Carbon Sequestration

Carbon sequestration is the process of capturing and storing atmospheric carbon dioxide. It is one method of reducing the amount of carbon dioxide in the atmosphere with the goal of reducing global climate change ([USGS](#)).

Climate Change

Climate change refers to significant changes in global temperature, precipitation, wind patterns and other measures of climate that occur over several decades or longer. Evidence suggests many of these extreme climate changes are connected to rising levels of carbon dioxide and other greenhouse gases in the Earth's atmosphere—more often than not, the result of human activities ([UC Davis](#)).

Commodity Crops

Crops regulated by the USDA, usually grown in large volumes, for the purpose of sale to the commodities market (rather than for consumption or processing). Many commodity crops re-enter the industry as oils, sweeteners, filler, or animal feed. The most common commodity crops grown in the US are corn, soybeans and wheat.

Composting

Recycling organic waste into nutrient rich fertilizer used to enrich soil. Composting is the fifth tier on the EPA Food Recovery Hierarchy, and provides a solution for inedible food scraps or food waste that could not be addressed through source reduction or redistribution. Composting is also a carbon farming practice.

Conservation Easements

A voluntary, legal agreement that permanently limits uses of the land in order to protect its conservation values ([National Conservation Easement Database](#)).

Culturally Appropriate Food

Food that corresponds to individual and/or collective demand and preferences, shaped by one's racial, ethnic, religious, linguistic, or social backgrounds. Culturally appropriate food is defined and redefined by the individual and/or collective.

E

EBT

Electronic Benefit Transfer (EBT) Card utilized by CalFresh recipients to pay for food. CalFresh and cash aid benefits are deposited electronically, and cards can be used like a Debit/ATM card at any Supplemental Nutrition Assistance Program (SNAP) authorized business that accepts EBT.

Economies of Scale

Cost advantages or savings that occur when production is scaled up, traditionally achieved by large corporations with significant buying power. Economies of scale typically occur when the cost per unit decreases as the output increases.

F

Federal Poverty Level (FPL)

A measure of income used to determine eligibility for federal, state, and local programs and benefits. Typically categorized as either poverty thresholds, used statistically to estimate the number of Americans living in poverty; or poverty guidelines, used administratively to determine financial eligibility for programs and benefits. Poverty guidelines are sometimes represented in percentage multiples (e.g. 125% FPL) to increase accessibility and eligibility for certain federal assistance programs (e.g. Medicaid, SNAP).

Food Environment (or Community Food Environment)

The physical, economic, political, and socio-cultural conditions in which people access food within their community. These conditions impact and shape how people make decisions about food.

Food Hub

Facilities that aggregate, store, process, distribute, and/or market food from local and regional producers to reach markets of all types and scales, including individuals, restaurants, retailers, and institutions.

Food System

A food system is an interconnected web of activities, resources, and people involved in keeping us healthy and nourished. It includes the production, processing, packaging, distribution, marketing, consumption, and disposal of food. The food system reflects and responds to social, cultural, political, economic, health, and environmental conditions, and can be identified at multiple scales, from a household kitchen to a city, county, state, or nation.

Food Sovereignty

“Food sovereignty is the right of peoples to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems. It puts the aspirations and needs of those who produce, distribute and consume food at the heart of food systems and policies rather than the demands of markets and corporations.”

–Declaration of Nyéléni, the first global forum on food sovereignty, Mali, 2007

G

Gleaning

Collection and donation of excess produce from farms, gardens, farmer’s markets, grocers, and private residences. Gleaning is a form of food recovery, and excess food is donated to food pantries, food banks, and communities in need.

H

Heirs’ Property Law

Property passed to family members by inheritance, usually without a will, or without an estate planning strategy. Typically, it is created when land is passed from someone who dies “intestate,” meaning without a will, to their spouse, children, or others who may be legally entitled to the property ([Center for Agriculture & Food Systems](#)). Heirs’ property is most predominant among Black landholders in the South and has been a significant driver of Black land loss in the United States.

I

Integrated Nutrition Security System

Coined by the Rockefeller Foundation, a system combining nutrition and food security, ensuring that all people have dignified access to affordable, healthy, and culturally appropriate food. It treats access to healthy food as a right, making it a core element of health and education.

P

Philanthropic Redlining

The chronic underfunding of BIPOC-led organizations in the United States ([Black Social Change](#)). This discriminatory practice is when philanthropic funds are inequitably distributed, with Black-led organizations being significantly underfunded in comparison to white-led organizations. These practices are rooted in unconscious biases on the side of funders, and perpetuated stereotypes/narratives of Black-led organizations’ capacity to administer funds.

R

Redlining

Discriminatory practices and housing policies in which loans are denied, or services are restricted, in Black and Brown neighborhoods. The term redlining comes from the practice of using red marks on maps to identify African-American neighborhoods, and nearby neighborhoods, that were high risk for lenders. The Home Owners Loan Corp. and The Federal Housing Administration (est. 1934) were the first to institutionalize these practices of segregation, by refusing mortgages in and near Black neighborhoods.

Reparations

The act of making amends, or to right a wrong. Reparations are a system of redress for historical injustices. In the United States, reparations have been provided to Indigenous peoples and Japanese Americans who have experienced egregious injustices at the hands of the federal government. Black Americans have yet to receive reparations for slavery.

S

Source Reduction

Top strategy on the EPA Food Recovery Hierarchy for the elimination and diversion of wasted food. Also known as food waste prevention, it involves strategies to prevent the creation of food waste from the onset.

Specialty Crops

Defined by the USDA, and refers to fruits and vegetables, tree nuts, dried fruit, horticulture, and nursery crops.

U

Union Busting

Legal and illegal activities undertaken, by an employer or consultant, to prevent employees from exercising their right to organize (i.e. forming a union, growing union membership).

V

Values-based Procurement

Food procurement practices or purchasing decisions driven by values rooted in local food economies, health and nutrition, sustainability, and welfare. The [Good Food Purchasing Program](#) is one example of a values-based food procurement framework built around five core values—local economies, environmental sustainability, valued workforce, animal welfare, and nutrition.



This overview contains only parts of San Diego County Food Vision 2030. [Visit the Food Vision 2030 website](#) to learn more.

[Dive deeper](#) into each of the three goals, ten objectives, and detailed strategies.

[Explore over 60 stories](#) from across our region's food system.

[Visit the Dashboard](#), a place for collectively monitoring and evaluating our progress toward achieving Food Vision 2030.