

CITY OF STOCKTON

Food and Ag Action Plan



PREPARED FOR
THE CITY OF STOCKTON

PREPARED BY
VALLEY VISION

ECONOMIC DEVELOPMENT DEPARTMENT

400 East Main Street
Stockton, CA 95202

phone | (209) 937-8539

fax | (209) 937-5099

economic.development@stocktonca.gov

www.stocktonca.gov

[f/CityofStockton](https://www.facebook.com/CityofStockton)

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Introduction

In 2015, the Stockton City Council adopted the “City of Stockton Economic Development Strategic Plan”, which included a focus on the strong food and agriculture-related assets in the region. In summer 2016, the City engaged Valley Vision to assist in developing a Food and Agriculture Action Plan to catalyze implementation of the Strategic Plan. The Action Plan is intended to create a roadmap for the coming year by focusing on priority actions that: create a supportive enterprise ecosystem, strengthen communities by helping to address food insecurity, and leverage the region’s agricultural bounty, entrepreneurial spirit, and proximity to the Sacramento Region and the current efforts under way to support food and agriculture.

Methodology

This report was produced through a partnership between Valley Vision and the City of Stockton’s Economic Development Department. Three stakeholder meetings have been held, one each in November 2016, December 2016, and April 2017. A stakeholder invitation list was developed initially through a brainstorming session with city staff and consultants, and then expanded as suggestions were made by the initial invitees. Care was taken to assure invitations were sent to participants across sectors including production agriculture, urban agriculture, health, government, nonprofits, and businesses. Participants at the stakeholder meetings are listed in Appendix A.

At the November and December meetings, participants brainstormed opportunities, challenges, assets, and gaps in leveraging food and agriculture assets in the region and expanding the local food economy. At the December meeting, opportunities and challenges were narrowed further and prioritized. Additional input on priorities was gathered through direct emails.

The priorities were then weighted as explained in Appendix B. The data was summarized and analyzed, combined with other primary and secondary research, and a draft Action Plan was developed. The draft was vetted with participants at the April 2017 meeting. Further input was then sought based on the outcomes of that meeting.

This Action Plan represents a synthesis of all of the data and input including priority goals and actions the city can take through partnerships with regional entities to create regional wealth through a strong food economy.

A Snapshot of the Region

A true picture of food and agriculture in the City of Stockton would be incomplete without looking further into the region including all of San Joaquin County. According to the 2015 San Joaquin County Crop Report, the gross value of agricultural production in the county was \$2,732,917,000.¹ The top seven crops – those that grossed higher than \$100M – are, from high to low, almonds, milk, grapes, walnuts, cherries, cattle and calves, and tomatoes. Of the 1,426 square miles of land in the county, 88%

¹ “2015 Agricultural Report San Joaquin County”.

<https://www.sigov.org/WorkArea/DownloadAsset.aspx?id=25373>. Downloaded January 11, 2017.



– 787,015 acres – is part of the 3,580 farms in the county. 1,052 acres and 39 producers are certified organic. The monthly average of the agriculture work force is 23,037.

San Joaquin County has 11 Certified Farmers Markets, four of which are in Stockton, and 97 producers certified to market products at these farmers markets.

Despite this bounty of agriculture, food insecurity still exists in the region. In 2014, 46 percent of low-income households in San Joaquin County reported experiencing food insecurity², defined as not knowing from where your next meal will come for some part of the month. According to California Food Policy Advocates, the County currently ranks 7th out of 58 counties in the state in CalFresh participation among *income-eligible* residents.³ Seventy-five percent of income-eligible residents in San Joaquin County utilize this federal nutrition assistance program. Despite this positive ranking, *full* participation in the program would bring an estimated \$63,600,000 of additional economic activity to the county.⁴

However, there are opportunities to address these challenges. Programs like Refresh San Joaquin work with neighborhood corner stores in food deserts to develop their capacity to carry fresh produce. The non-profit Puentes helps develop urban farms in low-income communities. And San Joaquin Delta Community College offers multiple food and ag-related programs to help develop a workforce that can meet the needs of the local food economy.

These are just some of the assets the region has. The rest of this report will show opportunities for the region to leverage these assets and more, address challenges, and create a prosperous region for all.

Opportunities and Challenges

Many opportunities and challenges exist in developing the region's food and agriculture economy. Some of those that were raised at the project stakeholder meetings for this project echoed the broader areas raised in the Economic Development Strategic Plan. These include:

- Opportunities in transportation infrastructure including the Port of Stockton, airport, railways, and intersection of multiple major highways
- Strengths in core industries including agriculture and food processing
- Strong academic institutions
- Favorable weather and quality of life
- Development and investment patterns that create inequitable neighborhoods and underserved communities
- Concerns about crime and public safety.

Stakeholder input uncovered 20 areas of opportunities and challenges to supporting agriculture at all scales and developing a local food economy. These are listed below in the order in which they were ultimately ranked by stakeholders:

² <http://www.recordnet.com/news/20161011/tackling-hungers-unseen-toll-in-sj>

³ <http://cfpa.net/county-profiles>. January 21, 2017.

⁴ "The USDA estimates that every dollar in federal SNAP (CalFresh) expenditures generates \$1.79 in economic activity." <http://cfpa.net/county-profiles>. February 4, 2017.



- 1) More education is needed about the value of fresh foods and of eating produce to create a local market.
- 2) There is a lack of municipal policies for small, urban farming.
- 3) Refresh San Joaquin needs more funding to work with more stores, and more fresh produce is needed for existing retailers in their program.
- 4) There is a branding opportunity (i.e. Stockton Made or Stockton Grown) that also addresses food deserts.
- 5) The region needs to recognize the shift that has been made to automation and adapt worker training accordingly.
- 6) Grow added food value manufacturing.
- 7) Improve farmer's markets with better leadership and better quality produce.
- 8) There is a lack of policies that support healthy food access in all communities.
- 9) Developing multi-scale neighborhoods provides economic development opportunities.
- 10) Transportation: support alternative transportation modes to lessen conflicts on roads – look at the rural-urban connection; support transportation infrastructure for ag including utilizing the Port of Stockton.
- 11) Small-scale food distribution system needs to be improved (i.e. shared cold storage).
- 12) The region needs a voice at the state level (for example, regarding the twin tunnels and water issues).
- 13) Grow the ag technology sector in the region.
- 14) The focus is on environmental conditions that take priority over healthy food (i.e. public safety).
- 15) The economic viability of agriculture at all scales needs to be supported by the region.
- 16) There is a lack of financial resources for core activities required for urban farming.
- 17) There needs to be development of a local coalition for food and ag stakeholders.
- 18) There is a lack of collaboration among the food access/hunger sector of nonprofit communities.
- 19) More education is needed about the value of artisan foods and value-added products from local businesses.
- 20) Support community-supported agriculture (CSAs) as educational opportunities.

Large-scale agriculture

It is important to note that large-scale agriculture was narrowly represented in the stakeholder meetings. Thus, additional input was sought by email following the meetings. While some of the concerns of large-scale agriculture are outside the scope of this project, they are concerns that should be discussed at the regional – and broader – level. These include:

- Invest in the Port of Stockton to increase capacity to support container vessels and export agricultural goods. Exporting through Oakland creates additional costs in intermodal freight charges as well as longer wait times.
- Production agriculture needs more support from local government, including by providing a voice with the state government. State regulations have created increased burdens on agricultural production and processing, and more advocacy is needed in Sacramento. Production agriculture is where the large majority of food and agricultural economic activity occurs (rather than local, urban farming).



Priorities and Goals

The 20 opportunities and challenges raised in the stakeholder meetings are listed above in order of ranking by stakeholders. Using a weighted methodology, the top 6 were prioritized significantly higher. (See Appendix B for the table including an explanation of the prioritization exercise and weighting.) Thus, in narrowing goals and action areas on which the city and region can focus, six areas were developed into Action Plan objectives:

Objective 1: Local policy. Create a policy environment that supports urban agriculture

Objective 2: Food insecurity. Increase the amount of fresh, local produce available in existing retailers in food deserts.

Objective 3: Branding. Expand Stocked Full of Flavor or create a separate local or regional brand focusing on agricultural products and that can also be used to address food deserts.

Objective 4: Jobs. Expand workforce development opportunities to create a workforce that is prepared to meet changing technology needs.

Objective 5: Food economy. Grow value-added food manufacturing.

Objective 6: Education. Increase educational opportunities about the value of eating fresh and local.

Objective 1: Local policy. Create a policy environment that supports urban agriculture.

The growing urban agriculture movement in Stockton and the surrounding area provides an opportunity for both economic development and increased health by putting fresh produce into underserved communities, revitalizing blighted neighborhoods, and providing hands-on educational opportunities. For example, Puentes is developing a community farm in the Boggs Tract area along with a farmer's market to serve local, mostly low-income, residents.

In order for urban agriculture to succeed, practitioners must have the support of local government through policies and zoning ordinances that encourage farming entrepreneurs. One of the main obstacles often faced is zoning ordinances. By working with urban agriculturalists and the planning department, barriers can be addressed and supportive policies developed. This process should also include developing policies that support small-scale, value-added food processing entrepreneurial efforts. Best practices and lessons learned can be gleaned from other regions who have undertaken this process, including the city of West Sacramento and both the city and county of Sacramento. For example, obstacles that have been faced elsewhere include zoning to allow proponents to sell home- or community-grown produce in their neighborhoods. City departments and practitioners were able to work together to overcome obstacles and arrive at a mutually-satisfactory ordinance.

Zoning and land-use policies regarding city- or county-owned land may also need to be considered. Vacant public land could be devoted to urban agriculture. Some cities have even developed their own city-run urban agriculture programs, such as Home Grown Baltimore, or work closely with urban land trusts, such as Milwaukee Urban Gardens, which helps negotiate long-term leases with the city.

An additional tool that could be considered is developing urban agriculture incentive zones. Passed in 2014 as AB 551, the Urban Agriculture Incentive Zones Act "allows landowners in metropolitan areas to



receive tax incentives for putting land in agriculture use.”⁵ Resources are available to understand how to implement the act, including a guide from UC Agriculture and Natural Resources.⁶

Objective 2: Food insecurity. Increase the amount of fresh, local produce available in existing retailers in food deserts.

As discussed earlier, food insecurity exists in San Joaquin County along with food deserts – neighborhoods without adequate access to healthy food. Programs such as Refresh San Joaquin are working to address these problems by working with existing retail outlets, such as liquor and convenience stores, in underserved communities.

These “conversions” often require infrastructure changes, such as cold storage, to accommodate fresh produce in addition to training for staff in how to properly stock and care for fresh produce. New equipment and training is costly. In addition to developing additional funding sources for this work, connections can be made with local farmers, both urban and rural, to supply the produce for these stores. Combining this effort with the expanding urban agriculture field in Stockton will help in meeting multiple goals.

Objective 3: Branding. Expand Stocked Full of Flavor or create a separate local or regional brand focusing on agricultural products and that can also be used to address food deserts.

Expanding Stocked Full of Flavor, creating a separate local brand, or coordinating with others to create a regional brand, is a timely opportunity. Branding of produce has been used successfully in other parts of the wider region including Placer Grown, Capay Valley Grown, and America’s Farm-to-Fork Capital. These brands function differently. Placer Grown and Capay Valley Grown are labels used to sell regionally-grown produce and value-added products, while America’s Farm-to-Fork Capital is a much broader brand that promotes tourism in general. Other brands, such as the Lodi wine region or Apple Hill, are used more to promote agritourism. A local or regional brand can increase entrepreneurial opportunities, as well as educational opportunities as interest in the brand increases. Interest should be gauged in expanding Stocked Full of Flavor by Visit Stockton, following on the America’s Farm-to-Fork Capital model, or by local farmers and businesses as in the Placer Grown and Capay Valley Grown models.

Value-added food manufacturing opportunities can benefit from this branding initiative as discussed in Objective 5 below.

Objective 4: Jobs. Expand workforce development opportunities to create a workforce that is prepared to meet changing technology needs.

Agriculture and related industries have becoming increasingly technological requiring higher skill levels from workers. A more skilled workforce can help the regional economy by keeping employers from needing to hire from outside the region to meet their labor needs.

There are existing programs in the region to raise the skill level of the workforce, notably through San Joaquin County WorkNet and Delta Community College, which has a large number of Career Technical

⁵http://ucanr.edu/sites/UrbanAg/Laws_Zoning_and_Regulations/The_Urban_Agriculture_Incentive_Zones_Act_A_B551/. Downloaded February 7, 2017.

⁶ <http://ucanr.edu/sites/UrbanAg/files/190763.pdf>. Downloaded February 7, 2017.



Education (CTE) programs in both agriculture and manufacturing. But do these programs fully meet the needs of employers in the region? If there are additional needs, are additional programs needed or more outreach for existing programs?

Working with San Joaquin County WorkNet, employers should be convened to conduct further research and uncover skills gaps and workforce needs. Community colleges, K-12 career academies, and adult education programs should be matched with employer needs. Additionally, if apprenticeships and internships don't exist, or not in sufficient numbers, conversations with employers should include gauging their interests.

New multi-year funding from the California Community Colleges Chancellor's Office (CCCCO) for the Strong Workforce Program (SWP) can help meet employer needs. The CCCCCO recently announced a statewide campaign to re-brand and market CTE programs as part of the SWP. They are in the process of developing marketing and outreach materials that can be shared by individual community colleges and districts. This could be a good resource for the region to increase participation in CTE programs through career awareness opportunities.

Objective 5: Food economy. Grow value-added food manufacturing.

Stakeholders expressed interest in growing the value-added food and agriculture manufacturing sector. Research suggests there are significant opportunities for this. For example, in the San Joaquin County 2015 Crop Report, milk was listed as one of the top ten "crops" in the county, worth \$372M. Further research could be conducted to determine if the dairy industry can be leveraged to develop a small industry for artisan cheese. Additionally, a value-added food and agriculture sector could be developed in conjunction with a local or regional brand, as discussed above. This could be leveraged for increased agritourism opportunities locally as well as combined further afield, for example, with the Lodi wine region pairing local wines with locally-produced artisan cheeses and other local value-added products, such as olive oil.

An inventory of existing assets should be completed. Deeper research is needed into the economic viability of these different possibilities.

Additionally, small businesses and entrepreneurs should be convened to address further barriers and challenges, as well as explore solutions, for example, shared cold storage infrastructure and access to capital.

Stakeholders also expressed challenges with the permitting process. For example, manufacturing equipment that is used elsewhere required multiple permits to be used in the city and became a lengthy, frustrating process for one stakeholder. This typically occurs when equipment is purchased out of the country and requires UL certification. A pre-certification process for equipment already approved elsewhere would alleviate this barrier.

Objective 6: Education. Increase educational opportunities about the value of eating fresh, local produce, including both health and economic benefits.

The San Joaquin County 2016 Community Health Needs Assessment listed obesity and diabetes as the number one health need in the county. Obesity occurs at higher rates in San Joaquin County than the



rest of the state among both adults and juveniles and diabetes prevalence and mortality occurs at a higher rate among adults in the county than the rest of the state. Additionally, the percent of adults who consume the recommended 5 servings or more of fresh vegetables and fruits each day is lower in the county than the rest of the state, at 65.6 percent compared to 71.5 percent.

Education should be addressed as a two-prong effort. Programs that serve K-12 should be addressed as well as programs that serve adults and families. K-12 agriculture education programs mentioned by stakeholders included AgVentures and FFA (Future Farmers of America, a nationwide program). Similar work undertaken elsewhere suggests that there may be more programs throughout the county. An inventory should be undertaken to develop a baseline before attempting to determine if additional programs are needed.

The San Joaquin County Human Services Agency (SJCHSA) manages both CalFresh and SNAP-Ed, the federally-funded education program tied to utilization of the federal nutrition assistance program known in California as CalFresh. Coordination with SJCHSA and other nutrition education program could lead to greater leveraging of federal funds through increased enrollment of eligible participants.

Summary

Table 1. below shows each objective with strategies and actions for achieving them, assets, a timeline, and the appropriate lead organizations for each objective. Each strategy is shown as phase 1 or phase 2 work. Phase 1 includes work that will be led by the City of Stockton Economic Development Department and/or can be completed within a shorter time frame. Phase 2 includes work that will take longer to complete, requires further research, and/or does not have one or two obvious lead organizations.

Table 1. Stockton Economic Development Department Food and Agriculture Action Plan

Objective: Create a policy environment that supports urban agriculture.				
	Strategy	Actions	Timeline	Lead
Phase 1	City and community work collaboratively and create an urban ag ordinance to fit Stockton.	Conduct a policy scan of relevant local policies. If existing policies or zoning codes conflict with urban ag, create a specific ordinance that supports urban agriculture and addresses any zoning conflicts.	Align with General Plan update, Spring 2018	City Economic Devel. & Community Devel. Depts; Healthy Neighborhoods Collaborative
		Study best practices elsewhere.		
Assets: Agricultural Commissioner; Puentes; Boggs Tract Community Farm; Healthy Neighborhoods Collaborative; Black Urban Farmers Association; Don Aguilar; In Season Market; Public Health Advocates; Cooperative Extension				

Objective: Increase the amount of fresh, local produce available in existing retailers in food deserts.				
	Strategy	Actions	Timeline	Lead
Phase 1	Work with existing programs, such as Refresh San Joaquin, to supply fresh, local produce to existing stores in food deserts, including helping "convenience" stores to carry produce.	Consider city or county funding opportunities to support local farmers serving these programs.	Short-term: 1-2 years	SJC Public Health Services; Hunger Task Force; City Economic Development Dept.
		Explore feasibility of using Community Devel. Block Grant (CDBG) dollars to retrofit "convenience" stores. Assist with supply chain, procurement for small scale purchasing.		
		Research development of a Healthy Food Financing Fund for these types of efforts.		
		Develop coalition/collaborative of groups to take on this effort.		
Phase 2		Using results of actions from Phase 1, work collaboratively to determine best opportunities for meeting objective.		



Assets: Gather baseline data from RSJ on number of stores they work with, which farms with, etc.; Hot Zone Neighborhoods; Hunger Task Force

Objective: Elevate food and agriculture through branding opportunities.

	Strategy	Actions	Timeline	Lead
Phase 1	Expand and bring awareness to Stocked Full of Flavor	Hold fundraising event in early fall to celebrate the region's food and agriculture.	Fall 2017	Visit Stockton; City Economic Development Dept.
		Explore further how to incorporate more agriculture into Stocked Full of Flavor brand. Work with Puentes, if grant is received, to further develop this or another local brand.	Short-term: 1-2 years	Visit Stockton; Puentes
Phase 2	Partner with adjacent and existing agritourism and branding.	Explore opportunities to partner with Lodi wine agritourism and create a regional agritourism experience by pairing local wines with local cheeses and other locally-grown products.	Long-term: 2-4 years	
		Explore opportunities to partner with America's Farm to Fork Capital branding.		
		Leverage successful regional food festivals, such as the Asparagus Festival, to develop a broader brand.		

Assets: Visit Stockton; Puentes; Visit Lodi; America's Farm-to-Fork Capital; San Joaquin Asparagus Festival (Noceti Group); Lodi Grape Festival; Linden Cherry Festival; San Joaquin County Fair; California Delta Chambers & Visitors Bureau; Sacramento River Delta Grown Agri-Tourism Association; UC Ag & Natural Resources (UC ANR)



Objective: Expand workforce development opportunities to create a workforce that meets changing technology needs.				
	Strategy	Actions	Timeline	Lead
Phase 2	Work with employers and existing programs to assure opportunities are in place to meet employer needs and create jobs to create prosperity in the region.	Gather baseline data on participation in Delta & other community college CTE programs.	Long-term: 2-4 years	SJC WorkNet
		Research and inventory other programs.		
		Convene employers to identify workforce needs and skills gaps.		
		Connect comm. colleges, K-12, & other adult education programs with employer needs.		
	Create career pathways for food industry, agriculture, and related careers.	Convene stakeholder groups, including healthcare, to design pathways and a scholarship pipeline.		
Assets: SJC WorkNet; community colleges; food distributors and manufacturers; K-12 school districts, SJCOE; iHub SJ				

Objective: Grow value-added food manufacturing sector and opportunities.				
	Strategy	Actions	Timeline	Lead
Phase 1	Streamline permitting process to provide an attractive environment to food and ag manufacturing.	Pre-certify pieces of manufacturing equipment that can be used here to allow for over-the-counter approvals.	Short-term: 1-2 years	City Community Development & Economic Development Depts.
		Outreach to local companies to determine equipment manufacturers outside of the region with whom they may want to work.		
		Reach out to those manufacturers to pre-certify equipment and discuss opportunities to develop facilities in the region.		
	Explore feasibility of a food incubator to support food and beverage entrepreneurs.	Convene small businesses and entrepreneurs to identify market support for developing this enterprise, as well as priority needs.	Short-term: 1-2 years	
		Research models and best practices.		



Assets: Delta College and SCO Office of Education Culinary Programs				
Phase 2	Leverage existing assets to develop a "center" of a specific value-added product, such as artisan cheeses.	Inventory existing assets, such as the large dairy industry in the region.	Long-term: 2-4 years	
		Conduct deeper research into interest in developing a specific product area.		
	Explore support for institutional-scale purchasing for urban farms.	Research and interviews to better understand needs of institutional purchasers in the region.		
		Convene urban farmers to determine infrastructure needs to aggregate to reach scale.		
		Research opportunities and best practices to develop this infrastructure.		
Assets: Black Urban Farmers; Puentes; Healthy Neighborhoods Collaborative; SJCOE; K-12 school districts; Ag Commission; Port of Stockton				
Contin-uous	Leverage the Central Valley AgPlus Food and Beverage Manufacturing Consortium IMCP designation.	Work with AgPlus leaders to use the IMCP designation to grow manufacturing in the region, including preferential funding consideration for projects and connections with a network of food and ag project funders.		
Assets: Valley Vision; Fresno State; Chico State				



Objective: Increase educational opportunities about the value of eating fresh and local.				
	Strategy	Actions	Timeline	Lead
Phase 2	Expand K-12 programs by X number of schools.	Create an inventory of existing programs.		
		Convene teachers and administrators of these programs to determine how these programs can be expanded.	Long-term: 2-4 years	
	Expand adult and family education opportunities.	Inventory of existing programs. (see CNAP)		
		Work with the county to determine whether more funding is available for SNAP-Education and whether there are other resources that incorporate SNAP-Education into their programming.	Long-term: 2-4 years	
		Research additional federal and state funding opportunities.		
Assets: AgVenture; FFA; 4H; Cooperative Extension--Nutrition Program; SNAP-Education; Public Health Services; WIC; Hospital nutrition programs; K-12 school districts; Delta College; University of the Pacific; SJCOE				

Appendix A. Stakeholder Meeting Attendees		
November 16, 2016 Meeting Attendees		
Kim	Anderson	SJCOG
Anthony	Barkett	Atlas Properties
Don	Barton	Gold River Orchards
Jeff	Bean	San Joaquin County Public Health Services
Shelley	Burcham	City of Tracy Economic Development
Steve	Escoba	Port of Stockton
LaCresia D.	Hawkins	Public Health Advocates
Paul	Marsh	Mile Wine Company
Rosaelena	Menendez	San Joaquin County Public Health Services
Janice	Miller	City of Stockton Economic Development
Ernie	Pascua	Farmington Fresh
Ellen	Powell	Black Urban Farmer Association
Wes	Rhea	Visit Stockton (Convention & Visitors Bureau)
Iris	Romero	Farmington Fresh
Micah	Runner	City of Stockton Economic Development
Chad	Temel	Pearl Crop, Inc.
Ulash	Turkhan	Pearl Crop, Inc.
December 6, 2016 Meeting Attendees		
Mike	Ammann	San Joaquin Partnership
Kim	Anderson	SJCOG
Nahila	Ahsan	University of the Pacific
Jeff	Bean	San Joaquin County Public Health Services
Matthew	Boga	San Joaquin County Public Health Services
Patty	Gray	University of the Pacific
LaCresia	Hawkins	Public Health Advocate
Daniel	Kim	San Joaquin County Public Health Services
Janice	Miller	City of Stockton Economic Development
Tom	Pogue	University of the Pacific
Ellen	Powell	Black Urban Farmer Association
Micah	Runner	City of Stockton Economic Development
Peterangelo	Vallis	San Joaquin Valley Winegrowers Association



Appendix A. Stakeholder Meeting Attendees (continued)		
April 5, 2017 Meeting Attendees		
Rick	Aguilara	SJC Worknet
Mike	Amman	San Joaquin Partnership
Kim	Anderson	SJ Council of Governments
Jesus	Andrade	Stockton City Councilmember
Ward	Andrus	Stockton Unified School District
Kamal	Bagri	SJ County Assistant Agricultural Commissioner
Matthew	Boga	San Joaquin County Public Health Services
Mike	Donaghy	Emergency Food Bank & Family Services
David	Garcia	Ten Space
LaCresia	Hawkins	Public Health Advocate
Daniel	Kim	San Joaquin County Public Health Services
Christopher	Kleinert	San Joaquin County Office of Education
Steve	Lantsberger	SJC Worknet
Hector	Lara	Reinvent Stockton
Rose	Mendez	San Joaquin County Public Health Services
Alfred	Mendoza	SJC Worknet
Janice	Miller	City of Stockton Economic Development
Yolanda	Park	Catholic Charities of the Diocese of Stockton
Tim	Pelican	SJ County Agricultural Commissioner
Kelsie	Pombo	San Joaquin County Office of Education
Ellen	Powell	Black Urban Farmer Association
Wes	Rhea	Visit Stockton (Convention & Visitors Bureau)
Micah	Runner	City of Stockton Economic Development
John	Solis	SJC Worknet
Jeremy	Terhune	Valley Vision
Veronica	Tovar	Catholic Charities of the Diocese of Stockton
Ed	Wanket	SJC Worknet
Allet	Williams	SJC Worknet



Appendix B. Stockton Food and Ag Stakeholders' Meetings Priority Action Areas Results

At the Nov. 16 & Dec. 6, 2016 stakeholder meetings, participants brainstormed assets, challenges & opportunities in the food & ag system in the Stockton region. At the latter meeting, participants then individually picked their top 5 priorities without ranking. Participants then chose their top 3 priorities with ranking. The table below shows the number of picks each item received followed by a weighted score. The "Rank" column shows final ranking by weighted score. Weighting methodology: each 1st priority pick was assigned 3 points; 2nd = 2 points; 3rd = 1 point; unranked = .5 points.

Rank	Opportunity Area/Barrier to Address (only included if any dots were received)	Raw data				Weighted
		1 st priority	2 nd priority	3 rd priority	unranked priority	Weighted Score
1	More education about the value of fresh and of eating produce to create a local market	5		4	5	21.5
2	Lack of municipal policies for small, urban farming	1	5	1	5	16.5
3	Refresh San Joaquin – more \$\$ to work with more stores; more fresh produce needed for existing small retailers	2	4		5	16.5
4	Branding opportunity (i.e. Stockton Made or Stockton Grown) that also addresses food deserts	2	1	2	7	13.5
5	Need to recognize shift to automation and shift worker training	2	1		4	10
6	Grow added food value manufacturing		2		6	7
7	Improve farmer's markets -- better leadership, better quality produce		1	1	4	5
8	Lack of policies that support healthy food access in all communities	1			3	4.5
9	Multi-scale neighborhoods (provides economic development)	1			3	4.5
10	Transportation: support alternative transportation modes to lessen conflicts on roads -- look at rural-urban connection; support transportation infrastructure for ag		1		4	4
11	Small-scale food distribution system improvement (i.e. shared cold storage)			1	4	3
12	Need regional voice at state level (for example, re twin tunnels)			1	4	3
13	Grow ag tech sector in the region				2	1
14	Environmental conditions that take priority over healthy food (i.e. safety)				2	1
15	Support economic viability of ag at all scales				2	1
16	Lack of financial resources for core activities for urban farming				1	0.5
17	Local coalition development for food and ag stakeholders				1	0.5
18	Lack of collaboration with food access/hunger sector of nonprofit communities				1	0.5
19	Education about the value of artisan foods and value-added products from local businesses				1	0.5
20	CSAs as educational opportunities				1	0.5



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ECONOMIC DEVELOPMENT DEPARTMENT

400 East Main Street
Stockton, CA 95202

phone | (209) 937-8539
fax | (209) 937-5099

economic.development@stocktonca.gov
www.stocktonca.gov

 /CityofStockton