

COPYING NEIGH- BOURS

LESSONS
OF BIOCANTEENS
TRANSFER NETWORK



European Union
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 **URBACT**
Driving change for
better cities

BioCanteens
Education - Food - Environment - Local Economy - Governance

URBACT TRANSFER NETWORK BIOCANTEENS FINAL NETWORK RESULTS

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Copying neighbours

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PREPARATION OF THE VEGETABLE SUPPLIED BY MOUANS-SARTOUX'S MUNICIPAL FARM.

ABOUT THIS BOOK

Copying neighbours...

How to facilitate the collaboration between territories, the exchange of inspiring cases, the translation between governance cultures, the emulation and transfer between cities (and mutual aid in the face of unprecedented problems such as the pandemic)?

How can we also get rid of the idea that copying is wrong, which has been propagated since school, to get rid of this value judgement that poisons cooperation, stirs up competition and devalues exchanges?

BioCanteens is one of the 23 URBACT Transfer Networks engaged in a form of "action-research" to transfer "Good Practice" from one city to a set of partner cities across Europe.

In this publication, you will find out how to make a good practice appropriate by breaking it down collectively into "Transfer modules", you will have access to a "Biocanteen's Toolbox" specially developed to motivate, organise and monitor exchanges between cities and finally you will be able to take advantage of the "Transfer Lessons Learnt" to implement a transfer process between cities...

...Lessons of BioCanteens Transfer Network.

BioCanteens Transfer Network is about ensuring the distribution of sustainable school meals in participating cities as a key lever towards the development of an integrated local agri-food approach, protecting both citizens' health and the environment. The project aims to transfer Mouans-Sartoux's Good Practice in the field of collective school catering, to other 6 highly committed cities across Europe.

You will learn about "The Good Practice" of Mouans-Sartoux based on the daily distribution of meals that are 100% organic and mostly composed of local products, the drastic reduction of food waste thereby fully compensating the higher cost of switching to organic products, and the organisation of dedicated edu-

cational activities to raise children's awareness about sustainable food.

You may also discover the various "Transfer stories" of the 6 BioCanteens city partners Pays des Condruces in Belgium, Rosignano- Marittimo in Italy, Torres Vedras in Portugal, Trikala in Greece, Troyan in Bulgaria and Vaslui in Romania. You may also learn about "Transfer outcomes" after BioCanteens and in particular the European online event organized in partnership with URBACT and the Glasgow Declaration to share the network experience and to call on the European Parliament to consider the need for a food exception in public procurement.



ORGANIC FARMING IN TORRES-VEDRAS

THE GOOD PRACTICE

BioCanteens: How one city's canteens went 100% organic and local without spending any more.

For those familiar with Asterix comics, Mousans-Sartoux could be compared to a small sustainable city, surrounded by the rather unsustainable French Riviera, where it's all about real estate interest, high pressure on land use and mass tourism.

At the core of the city's sustainable food project Good Practice, is a canteen serving one thousand 100% organic and mostly local meals daily, with no cost increase. The scheme is based on a 80% food waste reduction, the introduction of plant proteins in menus, educating children and families to healthy sustainable food and the positive effects on local agriculture.



AT THE CORE OF MOUANS-SARTOUX'S SUSTAINABLE FOOD PROJECT, IS A CANTEEN SERVING ONE THOUSAND 100% ORGANIC AND MOSTLY LOCAL MEALS DAILY, WITH NO COST INCREASE.

Cities are back in control

Mouans-Sartoux's Good Practice is a real solution within a larger political initiative, redressing the balance of political leverage on food that has enabled European cities social and economic development for centuries until regions took over and the subsequent eruption of private companies excluded cities from this preponderant role. Thanks to outstanding programs and international bodies including the **RUAF (Resource centres on Urban Agriculture and Food) Foundation**, the **International Urban Food Network** or the **Milan Urban Food Policy Pact**, cities are now re-claiming their influence over food policy via initiatives like the one led by Mouans-Sartoux.

The fact that Mouans Sartoux works on the topic of sustainable food reflects a sustainable integrated approach to urban policy. It responds to a range of interrelated needs with a closely integrated response: school catering, health, employment, urban planning, agriculture, education, public procurement, environment, etc.

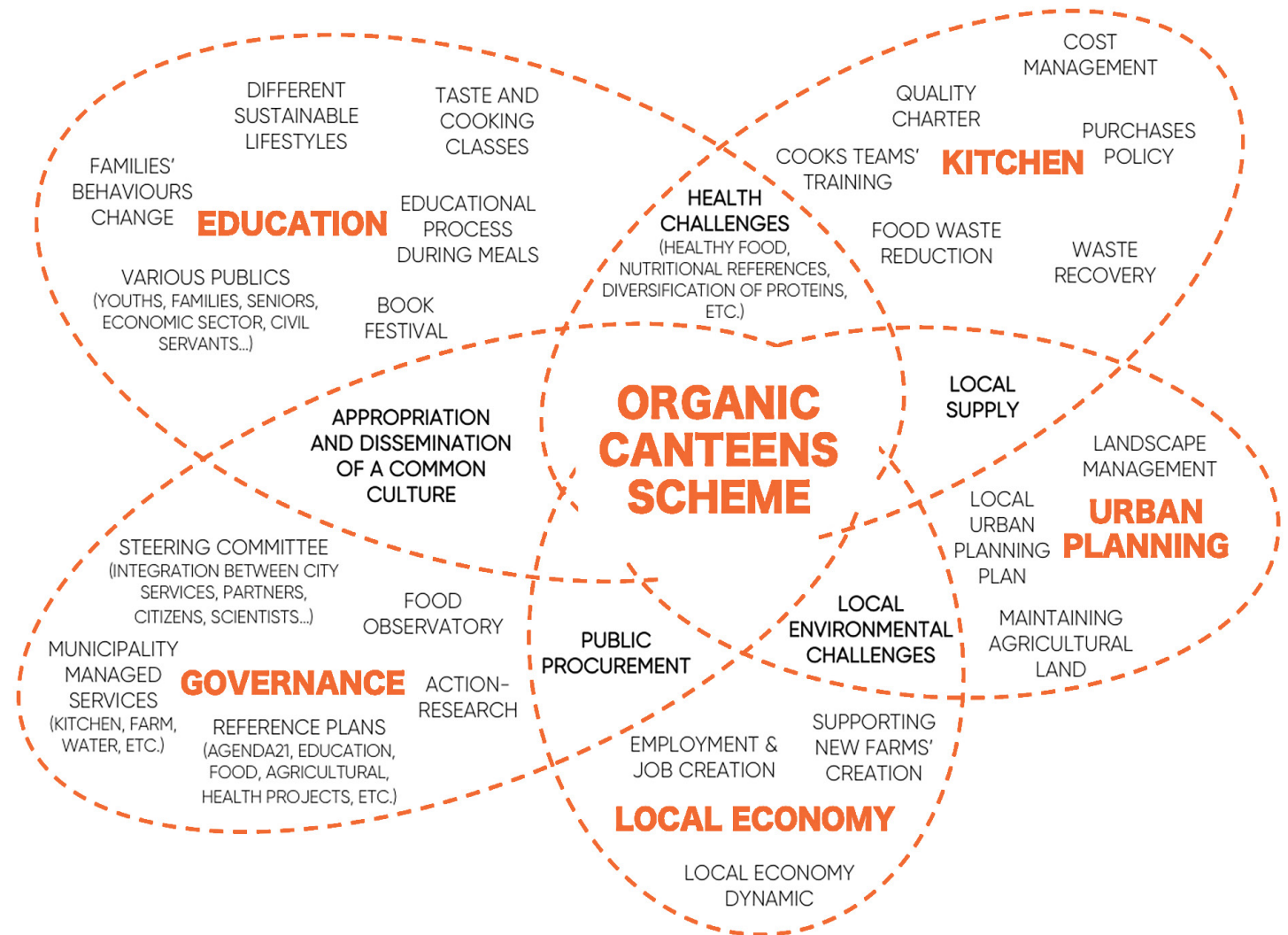
The BioCanteens' Good Practice in a nutshell

Unfortunately too often throughout Europe canteens' meals are provided by catering services managed by large companies serving low-quality food based on ready-made products from central kitchens.

This implies limited local employment, increased transportation costs with the subsequent impact on the environment, and centralized decisions. In many European cities, collective restaurants represent an important share of the power of purchase. Cities should, with their procurement policy, facilitate a healthier public food-provisioning programme and thus

influence the local agriculture development¹ positively.

Mouans-Sartoux's Good Practice is very well rooted into the territorial ecosystem as pictured by the 5-leaf clover diagram below.



¹ Morgan, K. in Jégou, F., Carey, J. 2015. Handbook, Creating Space for Sustainable Food System in Urban Communities, Practical approaches and examples for cities, Sustainable Food in Urban Communities, URBACT II, Strategic Design Scenarios Publishing, Brussels, p 9-11

The canteen scheme in the centre is articulated in 5 key sub-systems around:

1. Sustainable KITCHEN and food waste management : the shift of canteens to local and organic meals means big changes in the kitchen staff practices, for eg: training to prepare meals from scratch, cooking on demand to reduce food waste, tight coordination between kitchen staff and canteen educators watching children during meals to adjust recipes to their tastes, etc.

2. Healthy food EDUCATION and sustainable behaviour change : the school's canteen is also a complete "food school" for the children and their families, including food education during meals, choices between portion sizes to get them used to finish their plate, tasting and cooking classes, gardening activities and visits to the municipal farm. Beyond canteens, the city food and health education program aims at shifting families' habits to local and organic food.

3. Sustainable URBAN PLANNING and agricultural land use : increased synergies between the Agenda 21(sustainable territorial plan) (<https://sustainabledevelopment.un.org/outcomedocuments/agenda21>) , the local sustainable urban planning plans (called POS/PLU/PADD in the French urban planning system) and the local food health education plan (called PEL in the French urban planning system) resulted in more than 4 decades of careful urban planning, systematic acquisition of available land, concentration of urban development against urban sprawl and the creation of a municipal farm supplying the canteens.

4. Food-related LOCAL ECONOMY and job creation : beyond the municipal farm, the provision of 135 hectares of municipally owned land generated the development of local agriculture, supporting with subsidies the installation of new organic farms and a potential of 50 to 100 new jobs in the sustainable food-related local economy.

5. Sustainable integrated GOVERNANCE : more than 45 years of political engagement led to the establishment of consistent food territorial management and to the creation of the Centre for Sustainable Food and Education (**MEAD**) with 5 routes leading the city's food and health sustainable program:

Encouraging new agricultural settlements; Transformation and conservation of food; Raising awareness about sustainable food; Support for research projects; Communication and networking.

Beyond the canteen scheme and territorial food governance

Think Global, Act Local - Utopia come true!

discussed here, the city of Mouans-Sartoux shows an outstanding sustainable ecosystem. It's a "real utopia" for André Aschieri, its former Mayor, whose inspired sustainable and integrated leadership guided the city for more than 45 years of coherent and meaningful governance.

The health and food program is integrated in all dimensions of the city from social affairs (i.e. improving the quality of local food aid, offering access to family plots or promoting the city Fair Trade label) to culture (i.e. leveraging on the yearly Book Festival to invite leading world-known figures of sustainable development such as **Vandana Shiva, Pierre Rahbi, Cyril Dion** or economic development (i.e. support to the creation of complete local organic food chain).

The city of Mouans-Sartoux seems to embody the motto: 'think global, act local'. The governance is fed and inspired by its engagement at multiple levels: regional (i.e. **Agribio06**, regional network of organic agriculture), national (i.e. **Un Plus Bio network** for quality food in canteens), European (i.e. partner in **URBACT AgriUrban**, hosting a National URBACT Point meeting and now Lead Partner of BIOCANTEENS) and international (i.e. founding member of the Organic Food Territories Network and partner of the **Organic Food System Programme** of the FAO, **Food and Agriculture Organisation of the United Nations** focusing on sustainable "agri-food" systems). Equally this engagement in networks, think tanks, and conceptual, reflective projects at higher governance levels does not stay academic or hypothetical, but rather comes together, finding concrete solutions at city level.



IN MOUANS-SARTOUX'S CANTEENS, CHILDREN ARE SORTING FOOD WASTE. IN ROTATING TEAMS THEY WEIGHT THE « SUCCESS » OF EVERY COURSE OF THE MEAL AND DISCUSS WITH THE KITCHEN CHEF HOW TO IMPROVE THE RECIPE

A Good Practice that can be improved

"It's already a 5-star restaurant" says Alicia, 10, member of the Conseil de Ville for Youth (i.e. the Children's City Council) and pupil at Aimé Legall Primary School in Mouans-Sartoux.

However, there is still scope for improvement of the Good Practice such as the empowerment of the kitchen staff to lead in the canteen project; the capacity to sustain an open food sovereignty political vision within the contrasting French Riviera context; the need to find new financing and secure the economic sustainability of the practice or the development of synergies between the URBACT Transfer Network and the recently launched University degree on "Management of Sustainable Food Projects for Territorial Administrations" and aiming to transfer Mouans-Sartoux's Good Practice.

Challenges and opportunities of BioCanteens transfer network

School canteens are a hot topic – combining aspects such as a healthy diet, the quality of food, children's education and sustainability. It's also a winning political hook and BioCanteens therefore gets a strong potential for adhesion and political support.

An enabling context:

The systemic nature of the canteens scheme suggests that transferring Good Practice is highly dependent on the city's larger sustainable ecosystem: it encouraged partner cities to transform more than their canteens schemes *stricto sensu* and to start an integrated sustainable territorial project likely to af-

fect the whole city positively.

Policy creativeness:

The achievements of the Good Practice required partner cities to challenge public procurement rules, bend administration laws to set up a municipally-owned food chain and cope with policy innovation.

4 decades in 2 years:

Mouans-Sartoux's efforts in the last decade, its involvement in a multitude of reflective activities with its peers and the effort made building teaching modules within a University degree are clear assets to accelerate the transfer process. Nevertheless, the core characteristics of the city's ecosystem – land management; the evolution of staff practices; change in children's food behaviour etc. – are also the ones that take more time to evolve, limiting what is achievable in 2 years of Transfer Network.

Different levels of transfers:

6 European cities took part to the BioCanteens Transfer Network : Pays des Condruzes in Belgium; Rosignano-Marittimo in Italy, Trikala in Greece, Troyan in Bulgaria and Vaslui in Romania.

Transferring the Good Practice meant for them to face a series of challenges such as the increase of organic food with no additional budget; the quasi-elimination of food waste; the transformation of canteen's staff practices; the development of a balanced diet and adoption of healthier food habits; the resistance to real estate pressure, securing a provision of local agricultural land; the stimulation of the local agriculture sector and the creation of new jobs; the increase of sustainable production and consumption; etc.

The strong systemic nature of the Good Practice brought a customized transfer with more or less important reinterpretation or translation of Good Practice into each partner city local socio-cultural context: developing a canteen scheme or changing an existing one, setting a municipally-owned food chain or leveraging the local agriculture potential, transforming public kitchen staff or orienting public procurement to shift practices of a catering provider, etc..

When asked in a somewhat challenging way if all Mouans-Sar-

toux's wonderful achievement was true, or if it was mostly storytelling, Pierre Aschieri, the current Mayor of the city answered: *"it's more of a step-by-step approach where we learn by doing and progressively adjust our trajectory to arrive where we are now"*. This philosophy has certainly been a good guide for the transfer cities to find their own pathway within the URBACT Transfer process as it will be presented in details along this publication.



A « FARMING TRAINING » AT THE MUNICIPAL FARM OF HAUTE COMBE IS PART OF THE ACTIVITIES FOR CLASSES OF THE 3 PRIMARY SCHOOLS OF MOUANS-SARTOUX

TRANSFER MODULES

The initial exploration of the Good Practice helped to form a vision of the canteens' core practice and city ecosystem around. The interaction with the 6 city partners allowed exchanging on their respective visions of the Good Practice. In particular the Reverse presentations tool, helped to picture out how they each understand the positive dynamics happening in Mouans-Sartoux. This process led to a collective and bottom-up decomposition of the Good Practice into a series of 8 Transfer Modules that could be transferred (or not) by each city according to its own profile and to its transfer expectations.

The modules were carefully designed to facilitate the transfer either as easy access entry points or as local context facilitators. We call them respectively transfer starters and transfer enablers. The design of each module also includes the definition of milestones or intermediary results, achievable in a reasonable transfer period, likely to prompt the

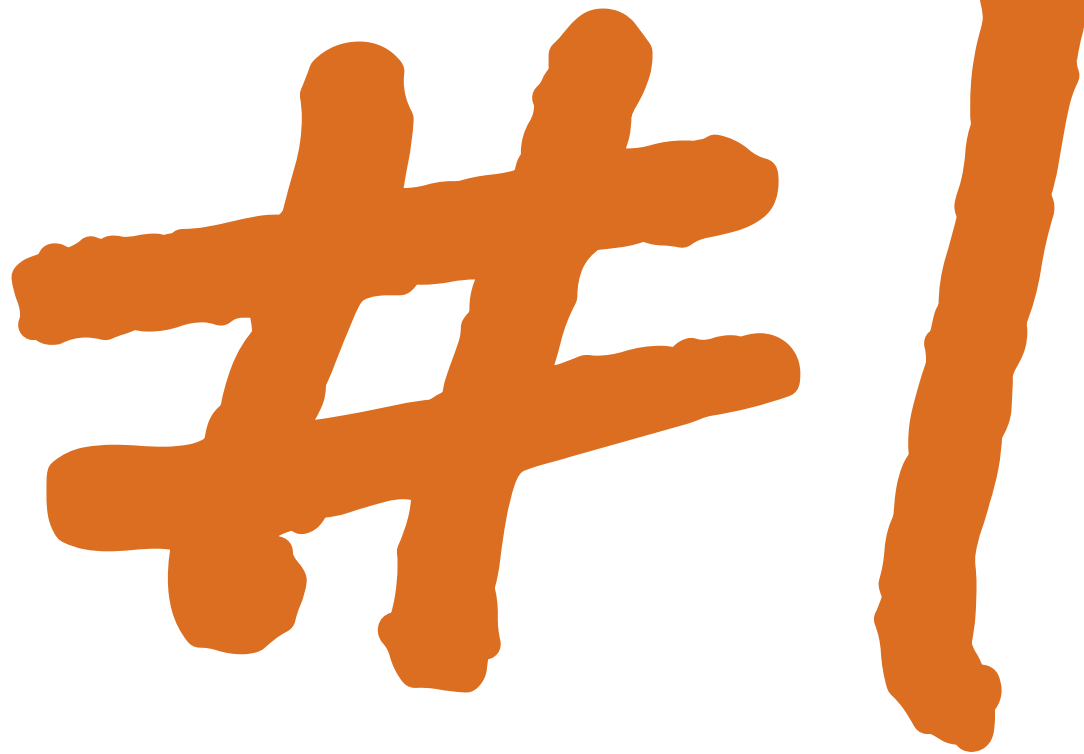
local strategic conversation and to help the decision-making process to keep the transfer momentum on the long run.

The 8 BIOCANTEENS Transfer Modules were meant to be both supports to the transfer process and a capitalisation process parallel to the transfer. The co-design process foresees a Transfer Milestone Deliverable that constitutes a first tangible self-standing output achievable within the transfer period and a milestone towards further transfer and implementation of the module beyond the transfer period (i.e. a “land use projective map” towards the city food sovereignty; a “schematic model of the municipal farm platform” as first step towards the farm development, etc.)

Transfer Module were also the occasion to design Tools in order to support the engagement of the partner cities as ambassadors of organic and local canteens in their respective countries.

Each Transfer Modules has been explored and co-produced by city partners, preparing their contribution to a dedicated transnational meeting, bringing a representative stakeholder for the topic from the ULG local stakeholder group able to act as a local relay, designing tangible outputs for local dissemination and for BioCanteens’ capitalisation process.

The following pages will describe each of the 8 BioCanteens’ Transfer Modules redesigned on the basis of the lessons learnt from the 6 BioCanteens transfer cities’ experiences.



CANTEEN MICRO-GOOD PRACTICES

Focus and rationale: The Good Practice revealed a large number of small-scale actions all along the canteen process from meal preparation in canteens' kitchen (to reduce impact, facilitate the cooking process from scratch, minimize wastes, etc.) till the service and eating in the refectory (i.e. canteens educators interacting during meals; children sorting and weighing food waste after each meal; specific teaching sessions around growing and cooking food as after-school activities or within the school class, etc.). These so-called Canteens Micro-Good Practices work as "transfer starter" allowing cooking staff and canteens educators to implement easy to reach entry steps, key to engage stakeholders and kick-start the transfer. They also represent a step-by-step change of daily ways of doing that, in the long run, represent a deep change carried by the stakeholders on the field.



BIOCANTEEN'S MICRO-GOOD PRACTICES CONSTITUTE A BOOKLET OF « STARTERS » RECIPES FOR THE TRANSFER

Transfer status: These Micro-Good Practices constitute entry points or quick wins and are therefore compulsory to create stakeholder adhesion to the transfer process.

Co-design and transfer process: A series of Kitchen Micro-Good Practices and Food Education Micro-Good Practices have been collected from Mouans-Sartoux and BioCanteens city partners. The respective booklets should be shared among the new transfer cities requesting each of them to check all the Micro-Good Practices they could implement right away. Reciprocally they should look for what, in their local ways of doing, could enrich BioCanteens' repository of Micro-Good Practices.

Stakeholders involved: Kitchen staff, canteens educators and city related services should take part in the process.

Module implementation at local level:

- Dissemination of Canteens Micro-Good Practices in particular among kitchen staff, canteens educators and city related services.
- Addition of local good practices in order to enrich BioCanteens' repository of Micro-Good Practices.
- Selection of minimum of Canteens Micro-Good Practices to be implemented within the transfer period.

Transfer timespan: A minimum of 8 Canteens Micro-Good Practices should be implemented within the transfer period.

Transfer milestone deliverable: The BioCanteens' catalogue of Canteens Micro-Good Practices should be enriched with new inputs from the new partner cities. It will capitalize more than 50 Micro-Good Practices explained with pictures and description to facilitate further reuse and diffusion.



ALL BIOCANTEENS' CITY PARTNERS EXCHANGED THEIR BEST KITCHEN AND FOOD EDUCATION PRACTICES



LOCAL ORGANIC RESOURCES AND NEEDS

Focus and rationale: Local organic supply of canteens is key for the Good Practice. Many cities face similar situations often characterized by conventional agriculture around, lack of organic supply in proximity, limited capacity to purchase quality food locally, etc. This module aims at raising awareness on organic issues to the city inhabitants who still feel far from the threats of agribusiness. It should also demystify organic certification for farmers who feel it's a nonsense and heavy burden for traditional peasant agriculture they come from. It also aims to clarify different strategies to progressively reach a 100% organic and local supply for canteens.



MARCUS GARCIA HAS POOLED TOGETHER DIFFERENT PARCELS OF LAND IN VASLUI TO START ITS FARMING ACTIVITIES

Transfer status: This transfer module is compulsory considering that progress toward organic supply is a priority in front of progress towards local supply and should be adapted to the local context.

Co-design and transfer process: Mouans-Sartoux demonstrates in the Good Practice how to start organic transition on the local territory playing, through schools canteens' purchase power, on both the offer and demand of organic produce. Partner cities should make a quick self-diagnostic browsing from local agriculture offer to city canteens' capacities to stimulate the local demand for organic products. An Ad'hoc Expert of agriculture transition and organic certification in Europe will compile the various local cities' situations and expectations, organize a workshop with participating cities presenting an overview of organic and local offer and demands challenges and mechanisms. S.he will use the testimony of leading cities' strategies in Europe (as case studies or invited to contribute online). S.he will interact with each city to help them to build their own best path toward raising organic offer and demand on the local territory they are likely to influence.

Stakeholders involved: Local farmers, organic and conventional agriculture associations, wholesalers, consumers and city services in charge of canteens procurement and local economic development should take part in the process.

Module implementation at local level:

- Make a quick self-diagnostic based on BioCanteens Ad'hoc expert template and focussed on local agriculture offer and city canteens' capacities to stimulate the local demand of organic products.
- Interact with BioCanteens Ad'hoc expert to build their city's best path toward raising organic offer and demand within the local territory they are likely to influence.

Transfer timespan: A minimum of 8 Canteens Micro-Good Practices should be implemented within the transfer period.

Transfer milestone deliverable: BioCanteens' catalogue of Canteens Micro-Good Practices should be enriched with new inputs from the new partner cities. It will capitalize more than 50 Micro-Good Practices explained with pictures and description to facilitate further reuse and diffusion.



THE GOLDEN APPLE IN VASLUI IS STRUGGLING TO CONVERT ITS FRUIT PRODUCTION TO ORGANIC



WORKING WITH PUBLIC PROCUREMENT

Focus and rationale: Most of BioCanteens' city acknowledge difficulties to work with public procurement procedures, to make the Good Practice compatible with the legal framework and with practices in the canteen sector. Mouans-Sartoux advocates a "food exception" (similar to the French cultural exception) so that food could benefit from a specific approach in public procurement. With partner cities, they developed a certain ability to work with these rules both complying to compulsory regulations and at the same time, finding legal ways to "bend" the law towards local organic supply of canteens. Solutions depend on national context and cannot be directly transferred from one city to another. However, leading cities such as Mouans-Sartoux developed a series of inspiring strategies to work in an agile way with public procurement.

Transfer status: Obviously, this module is optional and should be considered only if the city is facing procurement issues.



PARTNER CITIES WORK WITH PUBLIC PROCUREMENT RULES TO PRIVILEGE LOCAL ORGANIC SUPPLY STILL COMPLYING TO COMPULSORY REGULATIONS

Co-design and transfer process: Beyond the topic of food, public procurement is mostly seen by cities public administrations as a set of imperative rules to strictly comply with local public administrations whereas there is an increasing number of cities that see public procurement as an area of innovation to bridge between the respect of the rules and the compliance with local sustainable transition. Partner cities should make a quick self-diagnostic to explicit their procurement process, specific local regulations and limitations perceived with public procurement. An Ad'hoc Expert of public procurement in Europe should compile the various local cities' situations and expectations, organize a workshop with the participating cities presenting an overview of procurement challenges and mechanisms. S.he will use the testimony of different cities' strategies in Europe (as case studies or invited to contribute online). S.he will interact with each city to help them to build their own best path toward working creatively with public procurement to privilege organic and local supply of canteens.

Stakeholders involved: City services responsible for canteens supply and city procurement procedures should take part in the process.

Module implementation at local level:

- Make a quick self-diagnostic based on BioCanteens Ad'hoc expert template to explicit their procurements process, specific local regulations and limitations perceived with public procurement.
- Interact with BioCanteens Ad'hoc expert to build their city's best path toward working creatively with public procurement to privilege organic and local supply of canteens.

Transfer timespan: Within the transfer period, the outputs of the workshop at transnational level should be shared within each ULG local stakeholder group and in particular between public administration's stakeholders to elaborate a creative strategic work with public procurement and achieve best organic and local canteens' supply.

Transfer milestone deliverable: A set of tips collecting "How to bend the law for organic and local canteens' public procurement" based on the changes implemented by BioCanteens city partners during the transfer period will complete the tips brought by the lead expert. They will constitute a set of evidence-cases of effective changes in procurement processes implemented by cities likely to convince more city services to adopt the same creative attitude for schools' canteens procurement. Each partner city should be encouraged to give visibility to its achievement in working with public procurement and, for instance, publish a short article in national media describing how it overcomes the barrier around public procurement advocating for a food exception at European level.

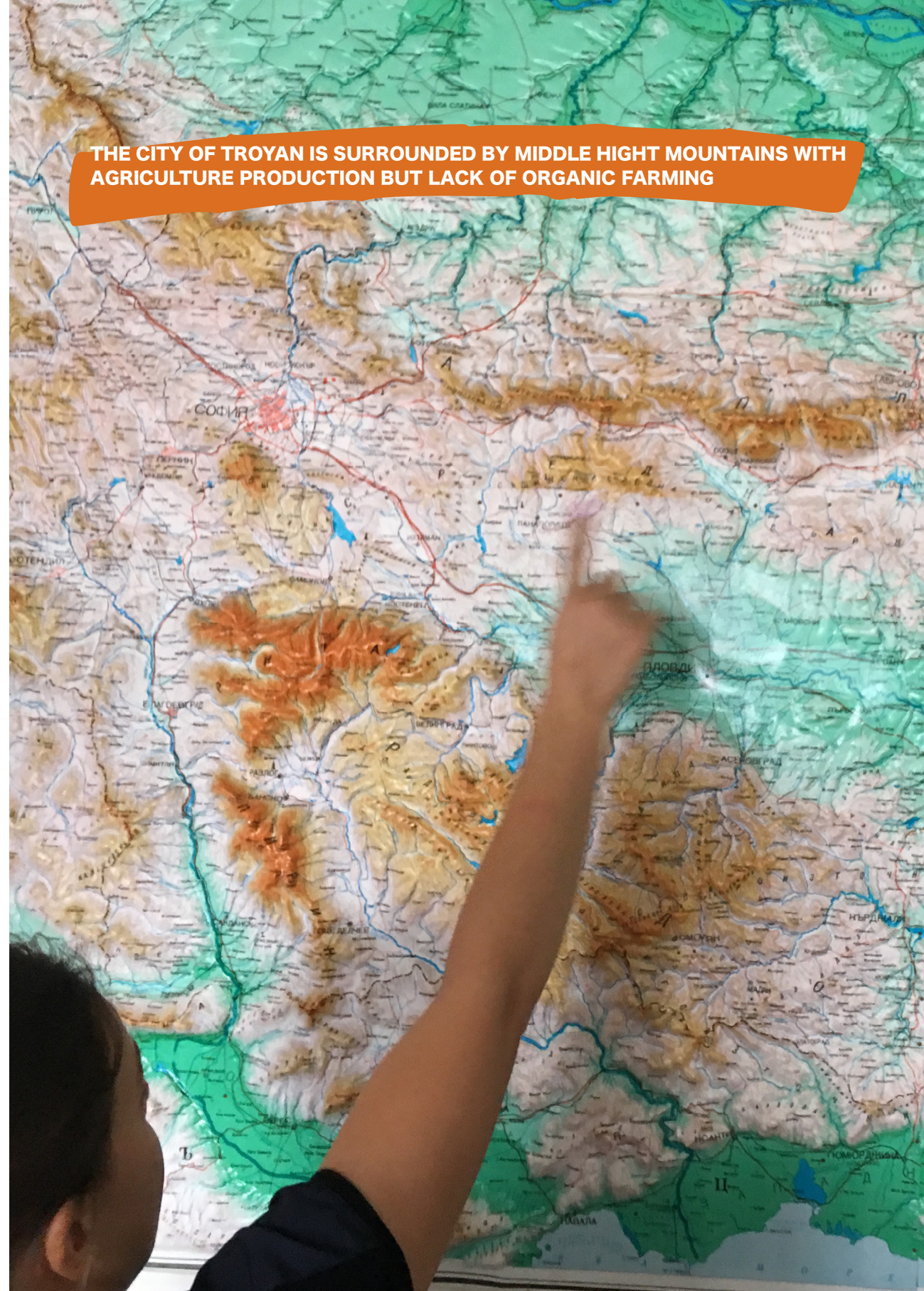


VASLUI'S MARKETS INCLUDE A SPECIFIC AREA PROMOTING LOCAL FRUITS AND VEGETABLES PRODUCERS



MULTILEVEL FOOD GOVERNANCE

Focus and rationale: Cities across Europe have or do not have official competences to decide on school canteen supply. In France, Mouans-Sartoux is responsible for primary schools only and interacts with the above governance level of the Department to influence the supply of secondary schools' canteens it is in charge of. School canteens supply is one of the tools public authorities can activate across different governance levels, both above the city (i.e. county, department, region, state, etc.) as well as below or within the city (i.e. heads of schools, local associations, consumers' groups, etc.) fostering coordination and synergies to outline a food governance project for their own territory.



Transfer status: The outline of a multilevel food governance project starting from the canteens' perspective is compulsory.

Co-design and transfer process: A light mapping process should give cities the occasion to investigate their territory in terms of food supply starting from the canteens' perspective, explore interactions between governance levels with official competences and actors at stake, point barriers and possible synergies, etc. The mapping activity should be the occasion for partner cities to involve higher and lower levels playing a central or partial role in food governance, to demonstrate the systemic potential of schools' canteens' supply, to showcase their action within the network, to stimulate synergies and follow-up actions towards a proper territorial multilevel food governance project articulating schools, consumers' groups, local associations, county, department, region, etc.

Stakeholders involved: Political representatives of the partner cities, representatives of other territorial public authorities, food stakeholders within and above the city level involved should take part in the process.

Module implementation at local level:

- The ULG local stakeholder group should liaise political representatives of territorial public authorities at different governance levels, food stakeholders within and above the city level involved should take part in the process.
- One local stakeholder group meeting should investigate city food supply challenges starting from the canteens' perspective, map interactions with actors at stake and higher governance levels, point barriers and synergies
- Stimulate synergies and follow-up actions towards drafting a territorial multilevel food governance project articulating schools, consumers' groups, local associations, county, department, region, etc.

Transfer timespan: Within the transfer period, the mapping process showcased during the transnational meeting should be developed at local level and discussed within the ULG local stakeholder group extended to other territorial levels of governance.

Transfer milestone deliverable: A multi-layer mapping will picture the potentials of influence on territorial food governance of the different levels of local stakeholders and governments, drafting possible collective actions toward more organic and local food supply for canteens as a starting point of systemic food transition of the territory. Beyond the 5 maps produced, the multilevel food governance mapping will be available in the Bio-Canteens toolbox for further transfer to neighbouring cities.



CITY PARTNERS DRAFTING THEIR FOOD GOVERNANCE PLAN FOLLOWING A POSTER TEMPLATE



MUNICIPAL FARM PLATFORM

Focus and rationale: The Good Practice includes a municipal farm as a key asset to supply canteens with organic vegetables and fruits in the context of a very urbanised territory around Mouans-Sartoux lacking local agriculture production. Even for city partners with a rural hinterland and rich agriculture for their canteen supply, the idea of setting up a municipal farm triggered high interest. Beyond organic production each city enrich the municipal farm concept with different interpretations: a demonstrator of local organic farming to engage with the local agriculture sector, encourage organic conversion, support local practices and arouse vocation of new farmers; a pedagogical farm to receive school children, families but also to raise awareness on agriculture stakes among politicians and local decision makers; a social asset to engage socio-dependant people and provide jobs; a cooperative resource to pool small local farms and offer food transformation facilities



ORGANIC FARMING INCUBATOR IN PAYS DES CONDROUSES OFFERING PLOTS TO YOUNG FARMERS TO START-UP AND TEST THEIR BUSINESS

in order to answer canteens' public markets; an action-research place hosting staff and resources to develop the food governance project; a flagship and medium to shed light on the territorial healthy and sustainable food project. All these dimensions constitute the basis of a Municipal Farm Platform to be customized according to each city's needs.

Transfer status: The development of a municipal farm is optional and should only be engaged if it matches the city school canteens supply strategy.

Co-design and transfer process: Setting a combination of multiple dimensions of a Municipal Farm Platform –whatever types they are, is a heavy investment and a time-consuming process. The BioCanteens SimFarm tool allows simulating the different possible combinations of the Municipal Farm Platform and enriching them with cities' specific expectations. The SimFarm tool should be shared at transnational level and used within the ULG local stakeholder group to stimulate the strategic conversation among local stakeholder to discuss the opportunity of such a development for the city.

Stakeholders involved: The ULG local stakeholder group at large should take part in the discussion around the Municipal Farm Platform.

Module implementation at local level:

- ULG local stakeholder group at large will discuss the different possible combinations of the Municipal Farm Platform, enrich them with cities specific expectations and simulate it with the SimFarm tool.
- Use the simulation to prompt strategic conversation among local stakeholders to discuss the opportunity of such a development for the city.

Transfer timespan: Within the transfer period, the conversation within the ULG local stakeholder group should at least explore the opportunity of setting a Municipal Farm and outline with the SimFarm tool the most pertinent configuration of it for the city. According to the assets of the local context, the process of implementation of the farm may start or even be completed.

Transfer milestone deliverable: The BioCanteens SimFarm tool will allow transfer cities to simulate different models of how a Municipal Farm Platform could be set with, for each model, a visual mock-up of the infrastructure and a description of its particular mix of aims, functions and facilities. In return, BioCanteens transfer cities will contribute to enriching the SimFarm tool with new options for the Platform.



MOUANS-SARTOUX'S MUNICIPAL FARM PRODUCING ABOUT 25 TONS OF ORGANIC VEGETABLE PER YEARS AND SITUATED AT 700 M FROM THE CITY CENTRE



FOOD AWARENESS IN CITIES COMMUNITIES

Focus and rationale: Organic and local schools canteens are meant as an entry point to the systemic food transition of the territory. The Good Practice transferred to schools canteens should extend to all public catering managed by the city: civil servant restaurants, day care centres' canteens and any temporary event catering organised or sponsored by the city. In particular cultural events, music festivals, sport gatherings, etc. are both accessible occasions to promote organic and local healthy food and opportunities to reach out through conferences, debates, exhibits, food demo, etc. to the city population beyond schools' pupils and their families.



FOOD FAMILY CHALLENGE IN MOUANS-SARTOUX IS A TRAINING PROGRAM TO HELP HOUSEHOLDS TO SHIFT TO LOW-MEAT AND ORGANIC DIET

Transfer status: This module demonstrates the capacity to swarm the practice and reach out within the city population. It is optional but nice to be as it contributes to creating a facilitating context for the transfer.

Co-design and transfer process: The city partners at transnational level, city partners should list together all potential types of events, markets, happenings, parties, celebrations etc. they know in various arenas of sport, health, culture, tradition, history, gastronomy, art & kraft, etc. challenging each other. ULG local stakeholder group should locally investigate most accessible option to for instance, use the canteens facilities to cater a cultural event scheduled during schools' holidays, impose organic and local supply for a festival sponsored by the city or any other temporary action likely to spread healthy sustainable food practices and raise interest for food issues among the population of the city.

Stakeholders involved: Stakeholders outside the ULG local stakeholder group should be involved as an evidence of effective outreach.

Module implementation at local level:

- ULG local stakeholder group should liaise with stakeholders outside the group dealing with food issues in all potential types of events, markets, happenings, parties, celebrations etc. in various arenas of sport, health, culture, tradition, history, gastronomy, art & kraft, etc.

- Identify at least one accessible event where to promote organic and local healthy food and reach out through conferences, debates, exhibits, food demo, etc. to the city population beyond schools' pupils and their families.

Transfer timespan: Within the transfer period, the organic and local food supply should be transferred to at least one external event outside school canteens.

Transfer milestone deliverable: A BioCanteens' inventory list of examples of organic and local outreach will be completed with the complete documentation of cases of transfer of the Good practice to local events.



THE CATERING OF MOUANS-SARTOUX'S BOOK FESTIVAL IS PROVIDED BY THE CITY'S ORGANIC AND LOCAL SCHOOL CANTEENS



FOOD SOVEREIGNTY VISION

Focus and rationale: The question of land use and the issue of accessible local farmland within a reasonable reach of urban areas is key to ensure the maintenance of enough local food production and a certain level of food security and self-determination for cities. The Food Sovereignty transfer module will therefore consist in a light but emblematic mapping exercise of good agricultural land still available around the city and a projection of what will be necessary in the coming decades to ensure a certain level of food sovereignty of the future city population.



CITY PARTNERS WITH DRAFT MAPS OF CURRENT LAND USE AND TENTATIVE PROJECTIONS OF LOCAL FOOD PRODUCTION NECESSARY TO MATCH THE DEMOGRAPHIC EVOLUTION.

Transfer status: This Transfer Module is optional, but it is to be noted that such a light exploration of cities future sovereignty challenges is anyway worth to raise considering food sovereignty requires a long-term process to be implemented.

Co-design and transfer process: The BioCanteens' Food Sovereignty Vision tool shows how to make a light and approximative mapping of local agriculture land, a rough projective calculation of food local production necessary to match at least partially city mid-term demographic projections. This land provision mapping and projection exercise should be conducted and used at local level to trigger the social and strategic conversation about food sovereignty within the city. In particular a session of the ULG local stakeholder group should be dedicated discussing the city Food Sovereignty Vision and its implications.

Stakeholders involved: Representatives of urban planning related to land preservation for agriculture will be involved within the ULG local stakeholder group.

Module implementation at local level:

- ULG local stakeholder group with in particular representatives of urban planning related to land preservation for agriculture should make a light and approximative mapping of local agriculture land and a rough projective calculation of food local production necessary to match at least partially city mid-term demographic projections.
- With the Food Sovereignty Vision tool they should design a poster titled "What will we eat in our city in 2040?" and use it to prompt debate with local decision makers about food sovereignty within the city.
- Resulting debates should be reported in a short article to be published on the city website or magazine.

Transfer timespan: Within the transfer period, the projective mapping exercise should be completed. 5 posters should be printed by each city and displayed in key places (i.e. schools, City Hall, Parents' Association, Chamber of Agriculture, etc.) to prompt the strategic conversation on the necessity of sustainable land management.

Transfer milestone deliverable: A Food Sovereignty Vision poster titled "What will we eat in our city in 2040?" will be made by each of the city partners. A short article presenting resulting debates should be published on the city website or magazine.



CITY PARTNERS WITH DRAFT MAPS OF CURRENT LAND USE AND TENTATIVE PROJECTIONS OF LOCAL FOOD PRODUCTION NECESSARY TO MATCH THE DEMOGRAPHIC EVOLUTION.



NATIONAL TRANSFER AMBASSADOR

Focus and rationale: The Transfer Network process is less an issue of a teaching/learning exchange between cities and rather the adoption of a transfer mindset. The transfer city is pulling together its knowledge and practices on a particular topic and considering what, among its experience could be useful to other cities. In other words, it is adopting a “leadership mindset”. BioCanteens partner cities will benefit from the transfer of the Good Practice and therefore become de facto potential transfer cities within their region or their country. In order to follow-up the process started during the transfer process after the transfer period, they need to free themselves from a follower posture and to adopt this leadership mindset in considering transferring what they acquire to peer cities.



CITY PARTNERS LOCAL PROJECT COORDINATORS AND CANTEENS' CHEFS IN A JOINT COOKING AND TEAM BUILDING SESSION IN ONE OF MOUANS-SARTOUX'S SCHOOL CANTEENS KITCHEN

Transfer status: This Transfer Module is compulsory both because dissemination is mandatory when engaging in an URBACT Transfer Network and because it is the necessary mind shift to pass from the situation of supported learner to autonomy.

Co-design and transfer process: The Transfer City demonstrates all along the BioCanteens process that it is endlessly improving its practice and spreading out as a way to maintain itself in a leadership position. Partner cities should start preparing their Local Dissemination Event already at the beginning of the transfer period, activating local network, spreading out to other cities, sharing their transfer experience in progress, raising interest among peers, etc. in order to adopt from the beginning a leadership mindset, prepare their Local Dissemination Event as the kick-off of a Local Transfer Process and put them in the position of National BioCanteens Ambassadors.

Stakeholders involved: The ULG local stakeholder group should be involved and in particular, leading elected representatives with responsibilities in food and transition.

Module implementation at local level:

- ULG local stakeholder group should start preparing their Local Dissemination Event already at the beginning of the transfer period, activating local network, spreading out to other cities, sharing their transfer experience in progress, raising interest among peers, etc.

- They should design progressively their Local Dissemination Event both putting themselves in a leadership mindset of National BioCanteens Ambassadors and preparing the follow-up after the end of the Transfer Network process.

Transfer timespan: All the transfer period will be used to prepare the Local Dissemination Event.

Transfer milestone deliverable: Each partner city will design its Local Dissemination Event both as a final end-result and as a preparation to follow-up after the end of the Transfer Network process.

TORRES-VEDRAS HAS BEEN AWARDED FOR ITS SUSTAINABLE SCHOOLS ALIMENTATION PROGRAM AND START DISSEMINATING ITS GOOD PRACTICE IN PORTUGAL



TRANSFER STORIES

Transfer stories are meant to be narratives of partner cities' experiences of the transfer process for the different cities. The step-by-step detailed process followed by each city has been captured through the final editing of the Transfer Timeline Tool into a short video.


Here the stories are transversal across city partners in order to illustrate different emerging key-topics.

They may be told by a single city if its experience is emblematic of a key transfer issue.

They can be organised as a dialogue between 2 or more cities sharing the same concerns or achievements.

They also can emerge from a collective of cities contributing each in their manner to shade light on a topic.

"WHEN THE VEGETABLE PRODUCTION WILL BE READY, THEY WILL BE INTRODUCED INTO THE CENTRAL KITCHENS' MENUS. THE KIDS WILL HAVE FIELD TRIPS TO THE FARM TO SEE WHAT THEY EAT AND HOW IT HAS BEEN GROWN"



Nadezhda Terziyska
Food technologist in the Central Kitchen
Troyan (BG)

Starting a Municipal Farm from scratch

Back from her first visit in Mouans-Sartoux, Elena Valcheva said "We cannot be expected to do all that in 2 years!". Two years later, it is clear that the city of Troyan ticked most of the boxes of their Transfer Plan and in particular one of the most ambitious part: the implementation of a municipal farm starting to cater the city schools' canteens with local and organic fruits and vegetables!

Innovation business as usual?

How did Troyan do that? It seems the city treated the development of a municipal farm as they would have done for the development of any other equipment for the city: estimating the needs to supply vegetables and fruits for nurseries, kindergartens and primary schools, planning progressive phases of implementation in different parallel tracks. In March 19, a meeting with

Rozalina Rusenova - Deputy Mayor acknowledged the overall infrastructure of the farm: 3 greenhouse tunnels of 200 sqm each with irrigation system and space for a fourth one if needed; farm building facilities including a hall, an inventory storage, two refrigeration chambers for storing the products from the greenhouses and for storing the fruit from the orchards, a preparation room for end products. In parallel, recruitment of a farmer that will run the production and explains the basics of being a farmer during field trips for school children and students – Mrs Maya Genkova. Contacts with the National Food Agency to start the organic certification process and production of a master plan. A contact with the Department of Plant reservation was made. Mr Tsarovski is the lead expert of certifying the production. The city chose a step-by-step approach, starting small, providing first half of the vegetables needed in the city canteens and then growing the production.

In the beginning of December 2020, the first vegetables were planted in the greenhouses. In March 2021 the first harvest will be done and all the 500 children in the kindergartens will enjoy salads made from organic lettuce and green onions. After that in April 2021 cucumbers, tomatoes and peppers will be planted and the



FIRST VEGETABLES GROWN IN TROYAN'S BRAND NEW MUNICIPAL FARM

children from the kindergartens will have open classes in the field.

The pandemic and the cold 2019 winter stopped or slowed down the farm development but the city leveraged on small changes to give visibility to municipal farm progress. "We have not fully implemented it yet, however the apples and the plums grown have proven that the organic fruits are present, said Teresa Georgieva, expert from the Municipality of Troyan. "When the vegetable production will be ready, they will be introduced into the central kitchens' menus. The kids will have field trips to the farm to see what they eat and how it has been grown" Nadezhda Terziyska, food technologist in the Central Kitchen.

Despite the farm is a brand-new service to develop for a city, treating innovation as business as usual is sometimes a good way to go forward and avoid anticipating barriers that may not appear: "The National Food Agency will certify the products so that they can be served in the canteens", said Nadezhda Terziyska, food technologist in the Central Kitchen. They surprisingly didn't show any reluctance to do it even though Troyan is the 1st experimentation of this kind in Bulgaria.

Boosting an already ongoing process

"15 ha of land spread between low, middle and high mountain area will be dedicated to a municipal farm with a third in vegetable garden, a third in fruit orchard and a last third in grass for cattle" explained Vera Dobrev, Head of planning and European projects, already in 2018 before the transfer period. Troyan's transfer process benefited from a particularly positive situation: the strong political involvement of Mayor Donka Mihaylova to improve the quality of city school canteens; no major financial barriers to set the farm, the city owning a provision of suitable land in a region with good assets for agriculture; a city canteens system relying on "traditional" independent kitchens organized to prepare fresh vegetables and fruits; a good mobilization from start of stakeholders in the ULG involving Heads of all city schools and kindergartens, civil servants and representatives of parents association; last but not least, a BioCanteens' project that raised the enthusiasm in the local stakeholders ecosystem.


The success of Troyan is in part due to a transfer process in the framework of an URBACT network arriving at the right time to boost and implement an ongoing policy orientation toward healthy and sustainable food

in the city: this is certainly a lesson learnt for URBACT transfer process who best apply when empowering an already on-going transformation at city local level.



RECENTLY PLANTED APPLE TREES IN ONE OF THE TWO ORCHARDS OF TROYAN MUNICIPAL FARM

" FOOD EDUCATION CANNOT BE ONLY THEORETICAL, IT HAS TO BE IMPLEMENTED BY THE KITCHEN STAFF AND EDUCATORS CONCRETELY "



Christina Chiocchi,
Director of Education services
Rosignano Marittimo (IT)

The best of what you can get from a catering company

"As emerged during Phase 1 of the project, it is difficult for us to think of a complete transfer of Mouans-Sartoux's practice. We rather aim at a partial transfer that intends to learn knowledge and models useful to improve our school canteen service, to develop a broad-based food management program that connects citizens, farmers, schools and many other social actors in order to develop a food strategy that brings our city to the future"

This is in a nutshell the transfer potential expressed by the city of Rosignano Marittimo late 2018 and this is where the experience of that city is particularly interesting for the transfer process: how can you get the most of a good practice starting from a completely different initial context. Because Rosignano Marittimo's canteen scheme is complete-

ly different from the one of Mouans-Sartoux: altogether, it mostly relies on a delegation to private food services of two external catering companies, almost the opposite of Mouans-Sartoux's strategy of internalising the entire chain of preparation, supply and production in city municipal services.

However, Rosignano Marittimo managed to "translate" rather than "transfer" Mouans-Sartoux's model to improve its own setting of canteen services. "Good Practices should not be copied but modulated" says Laura Balzini, Pedagogical Coordinator of the city.

Opening the city food procurement

Rosignano Marittimo's initial canteen scheme is divided in two parts: food provisioning and food preparation. The former has been in the remit of a contract granted to ATI Sodexo and Coop Nuovo Futuro since 2015 and was running until 2020. The latter is also part of this contract for the dozen of schools with children aged 6-11 whereas it is the responsibility of the Municipality for the children aged 0-6 in three kindergartens and schools.

The initial plan of the city was to work on the public procurement process, splitting the large tender, opening

smaller lots accessible to local organic producers. First step toward this evolution has been achieved in November 2020 with the launch of Agrirosignano, the online platform of the city's Rural Hub mapping and referencing the local organic farms likely to build partnerships to answer to supply tenders.

Organic even though not local

"It is a pity that our catering provider brings olive oil from far away although we have some here!" claim Anglea Casucci former Head of city support services to citizens and companies.

Indeed, it is more difficult to include local products in the public tender scheme because of a lack of local supply and because catering companies order large quantities at national or international scale. However, Rosignano-Marittimo takes advantage of a key paradox of the EU-based public procurement code: contrarily to cities with municipally-managed school canteens that cannot select their suppliers based upon the "local" criteria, catering companies working in delegation are free to directly choose their suppliers, without abiding by the same stringent requirements. It is therefore up to cities with delegated school catering distribution to source their



70% OF VEGETABLES USED BY THE CATERING COMPANY TO SUPPLY ROSIGNANO-MARITTIMO'S SCHOOL CANTEENS ARE ORGANIC

local food producers and require private caterers to work with them.

Using this lever, the next city's tender will not only pass the level of organic produce from 60% to 80% but also it will oblige the caterers to use some local products as well (olive oil, tomato, pasta, bread...). The strategy is to have more and more local providers through a step-by-step approach.

Delegating food waste reduction

"The level of organic products could have been increased to 100% if there were no money issues" said Giuseppe Schiavone from the city support services. If local provision is an issue for large catering companies, purchasing organic produce is not.

In order to compensate for their higher cost, Rosignano Marittimo implemented BioCanteens' Kitchen Micro-Good Practices relating to the reduction of food waste. "Sorting and weighing daily waste allowed us to have data and information about what the children eat and don't eat so as to organize menus based on children's satisfaction, increase the use of vegetables and create flexible menus" , commented Giuseppe Schiavone at the end of 2019. *"The new tender will include the imple-*

mentation of monitoring and weighing of waste in all schools. The goal is to oblige the future contractor to implement the MGP's".

Food education embedded in catering


"Food education cannot be only theoretical, it has to be implemented by the kitchen staff and educators concretely" states Christina Chicchi, Director of Education services of the city. As such, the municipalities and schools designed several education projects and activities around food: school gardens and theatres are part of the contract of the catering company. Kitchen staff are taking part making children familiar with food, assisting the lunch in kindergartens or making presentations. For Stefano Bilancieri, the Chief cook coordinating the city canteens *"they had no difficulties to implement the Micro-Good Practices and showed great commitment and motivation"*.

Altogether the transfer process in Rosignano Marittimo showed how despite a very different canteen scheme based on external private catering providers, many aspects of the Mouans-Sartoux's Good Practice could be adapted.



A SCHOOL VEGETABLE GARDEN MAINTAINED WITH THE HELP OF NEIGHBOURHOOD AMATEURS GARDENERS IS PART OF THE FOOD EDUCATION PROGRAM CONTRACTED WITH CATERING COMPANY SUPPLYING ROSIGNANO-MARITTIMO'S SCHOOL CANTEENS

"... PROVIDING TO ALL CHILDREN OF OUR COUNTY, (...), QUALITY FOOD, WHERE ORGANIC PRODUCTS HAVE A MEANINGFUL PRESENCE, WITH HEALTHY MENUS BASED ON PRODUCTS THAT WE BUY TO LOCAL PRODUCERS AND SUPPLIERS"



Laura Rodrigues,
Mayor
Torres Vedras (PRT)

'Playing' with public procurement to increase local and organic produce in school canteens while doubling the number of meals

In order to increase the share of local and organic produce in canteens, and despite a very challenging context, Torres Vedras has had to prove inventive and agile in adjusting its public procurement scheme to best fit its strategic objectives towards more sustainable food in school meals.

Prior to being involved in the BioCanteens project, the municipality of Torres Vedras was already highly engaged in improving the quality and sustainability of the food distributed in the city's schools canteens. This is notably exemplified by the city's strategic programme "*Sustainable Food School Programme*" (Programa de Sustentabilidade na Alimentação Escolar), which targets since 2014 the municipality's work around education, food production and preparation in canteens. One key tenet of this

strategy is that food products destined to school canteens should be specifically purchased to local suppliers.

Cities' "power of purchase" to favour local and organic producers

Such commitment is rooted in a strong political vision for which *"investment in both education and in our farmers is fundamental"* according to Laura Rodrigues, Mayor of Torres Vedras' Municipality. *"That is the work we have been doing for some years now and it has to do with providing to all children of our county, in particular those with whom we have worked more, from preschool and primary school, quality food, where organic products have a meaningful presence, with healthy menus based on products that we buy to local producers and suppliers"*.

This line of action is a perfect example of cities' *"power of purchase"*, of how they can use their public procurement schemes as a key policy lever to support their strategic objectives, such as supporting the installation and work of local organic farmers. John Watt, BioCanteens Ad Hoc Expert specialised in green public procurement, confirms: *"Sustainable procurement is not just about buying preferable goods at good prices but about the whole impact local authorities can have on their territory"* (BioCanteens Transnational Meeting dedicated to Sustainable Public Procurement, July 2019).

A multi-fold challenge in practice

However, the devil is in the details, and dealing with public procurement

rules can prove an intricate exercise. In preparation of BioCanteens Transnational Meeting dedicated to Sustainable Public Procurement that took place in July 2019 in Troyan, Paula Rodrigues, project coordinator for Torres Vedras indicated that the most important learning outcome that she wanted to take from the meeting was *"how to articulate the needs to ensure purchases to local suppliers in accordance with the existing public procurement regulations, and allowing us to continue working towards our Sustainable Food School Programme strategic objectives"*. Indeed, while organic certification can be used as a selection criteria in bids, there is no such criteria as *"local food"* allowed in public procurement regulations.

The issue for Torres Vedras' team proved particularly thorny as, following a national decision, the competence over food distribution in school canteens for local middle and high schools was transferred to the municipality in September 2020, while the city only managed kindergartens and primary school canteens up to then. Torres Vedras faced a multifold challenge: how to increase the level of organic and local food in school canteens through their public procurement while doubling the number of meals served, since the local organic farming production is not enough for the needs?

Having a better grip on their public procurement scheme, learning how to fine tune their bids while managing the regulatory constraints was Torres Vedras' first key challenge. In February 2019, Paula Rodrigues detailed in the city's transfer plan *"the municipalities are forced to comply with European Public*



LEVERAGING ON CANTEENS' SUPPLY TO CREATE SPACE FOR ORGANIC FARMING AND STIMULATE HOUSEHOLD'S DEMAND

Procurement Policies, which set limits to the number of years one company can be a public provider and the monetary value of the public contracts a municipality can award each year. This means Torres Vedras will need to define quite accurately the amount of each type of food produced to purchase per year".

The second challenge came from the specific organisation of Torres Vedras school meals distribution for kindergartens and primary schools with two distinct systems implemented on its territory: on the one hand, two kitchens under the direct management of the municipality in charge of supplying around 1700 meals per day to the inner city's schools, and on the other hand a network of private caterers, called Private Social Institutions, distributing around 4300 meals per day to schools located in the 12 rural counties surrounding the city.

The transfer of the competence over school meals for both middle (11-14 years old) and high schools (15-17 years old) to the municipality for the school year 2020-2021 came as the cherry on the cake. In addition to doubling the number of meals to be served, the fact that out of these 7 new schools some fell under the direct management of the municipality and the others were delegated to private social institutions did not ease the way towards the further increase of local and organic food in students' plates. Due to this difficulty, the Municipality decided in the first year of decentralization (2020-2021) to absorb only 3 middle/high schools in direct management, while the 4 resting ones will integrate to direct management - through

more municipal kitchens and caterers networks - in short-medium time. These 4 ones are actually functioning through catering company services with specific high-quality food criteria.

Freshness criteria to overcome the "local" hurdle

Torres Vedras' team did not however shy away from the challenge and started exploring many new solutions. This is certainly because the local team was, prior to BioCanteens, already well-prepared in handling all the key steps of the public procurement procedure, such as the "assessment of needs, sourcing, supplier dialogue", or "the use of the municipality own sustainability criteria" as well as the close monitoring of contract implementation.

According to Paula Rodrigues, "BioCanteens brought us a very important criteria - Freshness - to approach the short food chains in Public Procurement. We divide the food raw materials in lots of products, allowing each lot to have their concrete specifications that highlight quality, freshness and proximity, and, consequently promoting local and social economy development". In practice, the team established a new selection criteria assessing the transportation time of food, valorising the quickest transfer of food from the farm or the storage facilities to the school kitchen. In sum, an inventive way to overcome the regulatory hurdle and to favour local producers, while respecting the stringent procurement code.

Regarding the introduction of organic products, Torres Vedras worked on creating lots exclusively for organic food



FRESHNESS OF VEGETABLES AND FRUITS IS PART OF THE CRITERIA USED TO INCENTIVE LOCAL SUPPLY DESPITE PUBLIC TENDERING RULES

into tenders for schools directly managed by the municipality and is working on future integration of direct technical specifications for organic food in contracts with private caterers. A clear focus was put onto organic grocery "as it is cheaper than other ingredients and the best lever to quickly increase the overall share of organic produce in meals" explains Paula. The municipality eventually achieved its objective of distributing 30% of organic food in school canteens in 2022.


This is however just the beginning of the journey. Among the next steps, the municipality is committed to amplifying this work towards more organic and local food in school meals, by notably better streamlining both tenders for canteens under direct management and contracts with private caterers to ensure the same level of quality on all the territory. In the mid-term, the transfer of all local school canteens under the direct management of the municipality to better fit with the city's food strategy is also under consideration.

Despite a tremendously challenging context, the municipality of Torres Vedras proved very agile and inventive by "playing" with its public procurement schemes in the best way possible to fit its strategic objectives towards more sustainable food in school canteens.



VEGETABLE PRODUCED BY MOUANS-SARTOUX'S MUNICIPAL FARM AND DEEP FROZEN TO SUPPLY THE CITY'S SCHOOL CANTEENS DURING THE WINTER SEASONS

**" ...YOU'D BETTER
START WITH A SMALL
FORMAT FOLLOWING
AN INCREMENTAL AND
FLEXIBLE APPROACH, BY
PROGRESSIVELY EXTENDING
THE SPECTRUM OF
PARTICIPANTS AND ISSUES
COVERED IN YOUR COUNCIL"**



Pedro Lloret,
Project manager,
Valencia's municipal Food Council
(Consell Alimentari Municipal)

Looking for the right recipe to build a more participatory food governance

Mouans-Sartoux, despite being Bio-Canteens' "Good Practice" City, envisioned the network as a great opportunity to improve its own local food project. With one key challenge on its plate: making the city's food governance more open to citizens and local stakeholders with the creation of a food policy council.

The French city did not however start from scratch in terms of citizen participation. The involvement of citizens in its food project cannot be disconnected from the local dense associative network and citizen initiatives (more than 400 public events per year, a great network of pro-active volunteers), from an overall participative governance and a municipality historically committed to high-level local public services.

Despite this strong enabling context, Mouans-Sartoux's journey, in its search for the right recipe for increased citizen participation, has not been a piece of cake.

Ambitious but fuzzy initial policy objectives

Right at the start of BioCanteens, Mouans-Sartoux set in its improvement plan the ambitious objective of building a local food policy council involving both citizens and local stakeholders. This new participatory platform would enrich and complement the existing local food governance, composed of the Maison d'Éducation à l'Alimentation Durable (MEAD- Centre for Sustainable Food Education), the municipal department in charge of managing the local food project created in 2016 as well as its Steering Committee to which already attend several local stakeholders, scholars and institutional representatives.

Building up on URBACT's methodology, the MEAD saw *"the creation of a Bio-Canteens URBACT Local Group (ULG) as a great opportunity to [...] serve as a 'test lab' of a more formal local food policy council, and to determine how it could be extended beyond the project". To carry out the experiment, the agenda of this ULG was therefore "deliberately left undetermined and open at this stage"* (Mouans-Sartoux's improvement plan).

Around 15 to 20 participants gathered during the first ULG meetings, mainly the usual suspect. These citizens and stakeholders already highly engaged in projects and events organised by the MEAD. The workshops, led by Bio-Canteens coordination team, aimed at assessing the level of participants' knowledge of the city's food project, identifying their interests in the field and ideas for concrete actions. A first ambitious objective quickly emerged: organ-

ising a public event dedicated to sustainable food that could attract a large share of the population, including the "invisible" – these people that are aloof from sustainable food and never show up at local food-related events.

"Taking stock of the ULG ideas, we -the MEAD- came up in November 2019 with a proposal of an event organised around a series of open debates. ULG members absolutely disliked it. I remember one of them telling us that people wanted to have fun rather than participating in boring and over-intellectual events" confesses Thibaud Lalanne, Bio-Canteens project coordinator. "We took all these comments on board and started designing together an event looking more like a *"disco-soup"* festive party during which people could still express their ideas. Unfortunately, the municipal election campaign at the beginning of 2020 and above all the start of the pandemics put our project on hold" adds Thibaud.

"Start small with concrete and visible actions"

Despite the COVID-19 pandemics, the MEAD team worked on a preliminary literature review on local food policy councils (FPCs) with a view to assessing their usual structure, organisation as well as key challenges. They also did a benchmarking exercise of some existing food councils so as to see what would best fit Mouans-Sartoux's specific context.

Such endeavour was made in collaboration with Paula Rodrigues, BioCanteens coordinator for the city of Torres Vedras, engaged in a similar dynamic,



« JARDINS FAMILIAUX DES CANNEBIERS »'S FAMILY PLOTS AS PART OF MOUANS-SARTOUX'S « CITIZENS FEEDING THE TOWN » ACTION

with, however, distinct objectives.

Pedro Lloret, coordinator of Valencia's municipal food council (Consell Alimentari Municipal), interviewed by Paula and Thibaud in June 2020 summed up one of the key learnings of this desk research for Mouans-Sartoux: *"You should identify the low-hanging fruits, as involving people in the design of concrete actions that can provide quick and visible gains will facilitate their long-term participation. Also, you'd better start with a small format following an incremental and flexible approach, by progressively extending the spectrum of participants and issues covered in you council"*.

Thinking the 'other way around': a citizen-based market gardening project as key lever

Mouans-Sartoux therefore decided to fully change its strategy and to start building a more participatory food governance through a very specific and practical project on citizen-based market gardening, for which the city was awarded a grant in October 2020.

This 3-year project, called *"Citizens feeding the town"* and launched in January 2021, aims to support citizens in identifying, through an online mapping process, unused public or private plots that could be cultivated by self-managed groups of people. The municipality is supposed to provide volunteers with training and some material. In comparison to the *"incredible edibles"* movement, the specificity of this project lies in its redistributive dimension: *"In exchange of benefiting from trainings, participants should give away a symbolic share of*

their own food production to more disadvantaged households. However, it is up to them to define this redistribution process, possibly for instance in relation with the city's social grocery" explains Gilles Pérole, deputy-mayor for education, childhood and food.

"While we are just launching the project, the first feedbacks that we have received so far are very positive as people seem inclined, also maybe because of the ongoing crisis, to get involved in these hands-on activities and willing to connect with their neighbours" Gilles Pérole continues, and concludes: *"Should this first year be a success, we hope to progressively raise the awareness of this emerging community of people and get it involved into other key topics of our food project such as food insecurity, food sovereignty or our challenges in installing organic farmers"*.

FAMILIES AT MOUANS-SARTOUX'S HAUTE-COMBE MUNICIPAL FARM'S « OPEN DAY » AS PART OF THE CITY POPULATION ENGAGEMENT IN FOOD PARTICIPATORY GOUVERNANCE



"FOR PARENTS, HOT MEALS APPEARS AS AN ADDITIONAL COST THAT THEY DON'T SEE IF THEY PREPARE SANDWICHES"



Catherine Driesmans,
Responsible for animation at schools
and for coaching volunteers, ASBL Devenir
Pays des Condruces (BE)

What do you do when you don't have canteens?

The question seems either absurd (why then, taking part in the BioCanteens network?) or rhetoric (what else if not implementing a canteen scheme?). In both cases, the postures of the LAG Pays des Condruces in Belgium and of the city of Trikala in Greece, two cities which do not have canteens as such, questioned the benefits a city can get from an URBACT Transfer Network when its socio-cultural practices is far away from the one of the Good Practice city.

Catching-up re-implementing a canteens scheme

"Eating a hot meal at school is not in the culture of our villages" explains Anne-Marie Lecompte, volunteer at the school of Fraiture, Tinlot. Indeed, in the majority of Pays des Condruces' schools, there is no canteen. When there was one, it has been abandoned in the last decade, kitchens have been closed, refectories reconverted into classrooms. As such, the country has developed a culture of "sandwich boxes" and of one hot meal per day in the evening.

REIMPLEMENTATION OF A SCHOOL CANTEENS' SCHEME IN PAYS DES CONDRES USING CLASSROOMS TO SERVE LUNCH IN ABSENCE OF PROPER REFECTORIES



Si la température est inférieure à 65° ne pas servir et contacter le chef
Joël
Au 085127 49 76
ou 0474\32 79 59
Il vous donnera ses instructions

MAG II
EEN
ZAKDEK
NEMEN,
A.U.B. ?



In 2016, Devenirs, a training centre for unemployed people supported by the LAG Pays des Condruces, launched a new training on sustainable collective catering. The trainees are in a real situation of production. Each day, they produce meals in a central kitchen, meals, which are then dispatched with a van in hot boxes to schools and a partial canteen service is proposed to the children with different rhythms of some days per week in the different schools.

"For parents, it appears as an additional cost that they don't see if they prepare sandwiches" states Catherine Driesmans, responsible for animation at schools and for coaching volunteers. As there is no obligation for schools to provide hot meals, authorities do not financially support the price of meals. *"When the project Devenirs was launched, there was the idea of encouraging access to poor families through "support cheques" or some other system. The Biocanteens project has been an opportunity to relaunch the idea and start the process »* explain Albert Delière, Head of Devenirs.

Leveraging on BioCanteens city partners practices, Pays des Condruces started to implement a social tariff. Together with the CPAS local social centre, they identify the number of children likely to benefit from public help and in which schools they were located. They created a budget line and discussed conditions of eligibility. They spread the information through social workers and even upgrade the canteen web services to facilitate the booking of the meals in advance for the parents. *"We start with Anthisnes and Marchin who will then be*

"ambassadors" to push the 5 other municipalities of the LAG to join", says Kathleen Vanhandenhoven from Devenirs.

Biocanteens process questioned in-depth the *"sandwich boxes"* culture and encouraged Pays des Condruces to catch-up with reimplementing proper canteens schemes, challenging the behaviour of all actors from children and their families to schools' staff and public authorities.

Reinventing the snack shops

Most of the pupils attending primary and secondary school in Trikala start at 8 AM and go back to eat lunch at home around 14 PM. All of these schools are provided each with a small shop serving snacks and beverages during class breaks and after class finishes. These snack shops, in competition with commercial shops around the schools, tend to serve more and more low-quality food.

Within BioCanteens, they have been called *"canteen-kiosk"* as a way to bridge with the network goals of providing local and organic food in schools. The city achieved the renovation of the canteen-kiosk of the 6th Primary School and the introduction of a limited number of fresh and organic snacks. This first step triggered the willingness of parents' association to collaborate with the university Department of Nutrition and Dietetics and with organic agriculturist association to co-develop a more ambitious but still achievable transformation plan for canteen-kiosks. BioCanteens city partners pushed for integration of some healthy and sustainable food education actions in the new can-

teen kiosks procurement procedures.


The Covid lockdown blocked the process and the city of Trikala extended all the current contracts with canteen kiosks operators, also as a way to assist them financially during the crisis. Beyond the sanitary situation and the willingness of Trikala to leverage on the BioCanteens network, the benefits of the transfer are limited to transforming *"canteens kiosks"* rooted in families' cultural habits and as well as in city's and schools' administrations routines.

Pays des Condruces pictures a situation where a canteen scheme existed and was abandoned. It struggles to be reimplemented and the BioCanteen network works as a catalyst. The city of Trikala pictures a more distant situation where a totally different system is in place in schools matching children's different eating habits, decisive for the transfer process that only applies in a complete reinterpretation of the Good Practice model.



KIOSKS IN PRIMARY SCHOOLS IN GREECE ARE SELLING SNACKS TO CHILDREN DURING BREAKS

BEYOND USING THEIR OWN
MUNICIPAL TERRITORIES,
BIOCANTEENS' CITIES, DESPITE
THEIR RELATIVELY SMALL-
MEDIUM SIZES, LEVERAGE
ON THE PURCHASE POWER
OF CANTEENS SUPPLY TO
INFLUENCE THE AGRICULTURAL
SECTOR AROUND



François Jégou
Lead expert
Urbact-Biocanteen's

Canteens as systemic city transition hub

One key learning studying the Good Practice as presented in section 2 is that canteens schemes are not independent services in cities. On the contrary they are linked with a large range of stakeholders, depending on them and influencing them at the same time. Therefore, aiming at local and organic canteens is a way to engage the transition at each of these stakeholders' levels from influencing the agriculture policy on the local territory, fostering the creation of new jobs around farming, food transformation and preservation to the education of children and the transformation of families' eating habits.

This ecosystemic dimension of canteens schemes is a key asset for transfer topics for its potential of "*positive rebound effect*": a rather consensual policy focusing on healthy and sustainable food for children is a valuable entry point for influencing indirectly a whole range of transition issues, sometimes less actionable and shared. These indirect effects of the transfer require more time to develop than the direct transfer of the

Good Practice for the very reason that they are indirect. Still, these effects have been witnessed among BioCanteens city partners.

Beyond cities' official competences

The sustainable catering of organic ingredients questions directly the nature of the agricultural fabric at local level. City partners took action beyond their official city competences that generally does not include interaction with local agriculture policies. Pays des Condruses and Troyan as Mouans-Sartoux unlocked municipal land to respectively enlarge their organic farming incubator and settle their city farm.

Beyond using their own municipal territories, BioCanteens' cities, despite their relatively small-medium sizes, leverage on the purchase power of canteens supply to influence the agricultural sector around: Torres Vedras uses the pretext of BioCanteens process to engage a dialogue with conventional agriculture associations, and to engage in a partnership with a local association of market gardening to supply surrounding schools with organic produce. The city has also carried out a mapping of local wild lands with the possible view of supporting the installation of organic farmers. Rosignano Marittimo enlarged the focus of its Social Agora: initially the new building included a local farmers' market at street level oriented towards promotion of local gastronomy and tourism. The ambition of the project raised to become a "Rural Hub" with the online platform Agrirosignano.it mapping local organic farming resources and the aim of hosting networking resources to sup-

port local farms and foster conversion. Vaslui as well, intend to leverage on its social canteens to increase its support to local farmers through large municipal food markets. Mouans-Sartoux, rich of its municipal farm experience, is for instance investigating innovative partnerships, such as with Terre de Liens (a citizen-based association and cooperative property company supporting the installation of organic farmers) to both ease the access to expensive lands and households to new farmers.

Beyond the children

Raising school children's attention to sustainable and healthy food has the potential to stimulate their families to shift their eating habits. The large and rich range of efforts of Mouans-Sartoux to engage children in caring for the quality of the food they eat at the canteen necessarily offer opportunities to rebound on their families: Rosignano Marittimo and Torres Vedras for instance implement the Food Education Micro-Good Practice consisting in sharing schools canteens' recipes with families. These dishes fine tuned between the canteens' cooks and children influence households with healthy cooking appreciated and promoted by the children. Organic low-meat diets, attention to reduce food waste becomes a topic for discussion within families and open the opportunity to launch food education actions towards parents: from information sessions on nutrition organized in Trikala for the children and their families to the organisation of proper household training programs such as Food Family Challenge organised by Rosignano Marittimo, or food education competition and award for children, teachers

RAISING CHILDREN AWARENESS ON THE IMPORTANCE TO CREATE SPACE FOR LOCAL ORGANIC FARMING



and parents in Troyan. In Mouans-Sartoux, the success of the Families Positive Eating Challenge has paved the way to the creation of a Positive Eating Challenge dedicated to local businesses and their employees in order to diversify the targeted public and the channels for awareness-raising.

The 'Lunch With Me in my Birthday' set up by the Municipality of Torres Vedras - consists on inviting families to have lunch at school on their children's birthday, with a view to raising awareness of healthy eating practices, and also allowing them to be able to evaluate and provide suggestions for daily meals through an anonymous survey. This program allows the families to integrate the food theme, approaching the parents to school and their role on food.

Nudging cities' policy making

Last but not least, the systemic indirect effects transform the city's own governance. Rosignano Marittimo, Torres Vedras and Troyan worked with public procurement rules to change their tendering habits. Pays des Condruses challenged the 7 municipalities partners of the LAG to take an active part in the re-implementation of a canteens' scheme and in the financing of social tariff for meals.

Cities negotiated with external entities or higher levels of governance: Mouans-Sartoux pushed the Department of Alpes Maritimes to transfer its canteens Good Practices to the secondary schools' canteens it is responsible for. Rosignano Marittimo negotiated with the very strict ALS Local Sanitary Agen-

cy to allow distributing food in different portions to the children. They went beyond their official competences here also and as noticed by Troyan interacting with the National Food Agency for the certification of their city farm, it's not that difficult: *"They surprisingly didn't show any reluctance to do it even though Troyan is the 1st experimentation of this kind in Bulgaria!"*. Torres Vedras works in a territorial strategy to develop the local and social economy through a network with the local authorities, local suppliers and private social institutions to manage the school meals at the county level.



TRAINING MOUANS-SARTOUX'S FAMILIES TO CHANGE FOR MORE SUSTAINABLE AND HEALTHY EATING PRACTICES.

“... WE HAVE THE
RESPONSIBILITY FOR
DEVELOPING PROJECTS IN
CONNECTION WITH CITIZENS, TO
ALWAYS ANTICIPATE ISSUES ...”



Gilles Perole,
Vice-Mayor
Mouans-Sartoux (FR)

Organic and local canteens strong leadership visions

“When I talked about quality in the city schools’ canteens during my election campaign, said Troyan’s Mayor Donka Mihaylova in 2018, everybody thought it was only campaigning. Now with our city’s engagement in BIOCANTEENS people will understand I was talking seriously”.

After 2 years of the network Transfer Period and despite the pandemic and very bad weather conditions in winter 2019, Troyan harvested the very first production from its municipal farm.

Actionable visions

Mayor Donka Mihaylova demonstrates a strong political will and BioCanteens fed this will with what we can call an *“actionable vision”*. What do we intend by that? Gilles Perole, Vice-Mayor of Mouans-Sartoux questioned about the role of elected representative in terms of food governance was saying: *“we also have the responsibility to be attentive to the scientists, economists, philosophers... that help us to understand the world and the necessary transition of our*

practices. We have the responsibility for developing projects in connection with citizens, to always anticipate issues...".

It is possible but unlikely that a vision will emerge if you stay only focused on your own territory. URBACT's 2 levels Transfer Networks process of first short-listing cities with a Good Practice and second, letting other cities selecting which Good Practice they would like to transfer, help Mayor Donka Mihaylova to both define an inspiring vision that matches its local context and to co-design processes and tools to activate this vision beyond blue-sky wishful thinking.

Pays des Condruces had already shaped a territorial food vision when taking part in Agri-Urban URBACT Network aiming at rethinking agri-food production in small and medium-sized European cities. In 2016, it added to its Point Vert market gardening incubator, Devenirs en cuisine, a new training on sustainable collective catering, able to supply its emerging canteens scheme. They describe their motivation to join the BioCanteens network as: *"being a member of a root-grounded network connected to the change of the territories is an opportunity that leads our actions."* In other words, finding more support to activate the vision.

Flagship city farms

Beyond the organic production of a municipal farm, each partner city brought its own interpretation of this core dimension of the Good Practice. It was also seen as a demonstrator to support conversion of local farmers in Vaslui, rooting food education of schools' children and their parents for all city partners. For

Pays des Condruces and Troyan it was a cooperative resource to pool food transformation facilities. For Rosignano Marittimo, it was even a *"rural hub"* with no food production capacities at all, but it had the dimension of a platform federating agriculture stakeholders of the territory.

Mouans-Sartoux moved its MEAD Sustainable Food Education Centre right on its municipal farm, using an empty building there, detaching this newly created extra city administration Food Services from the town hall to represent an action-research-driven governance, a both forward-looking and implementation body. Troyan city, paradoxically, deploys lots of effort to build a city farm in order to supply schools' canteens although they could rely on the rich rural territory around.

All these examples show the flagship symbolic value of a city farm to embody the city food policy project, to demonstrate the concept to decision-makers around whatever they are, to give visibility to the territorial engagement in food sovereignty. They represent in a way, the missing local *"public nourishing institutions"* denounced in the food security debate.

Torres Vedras struggled during the transfer period in its negotiations with APECI social institution building a partnership with them in order to develop their educational farming activities into a city farm providing schools' canteens. The Municipality strongly wants to take a leading and inspiring role. *"Usually, the inspiration for the public sector comes from the private sector. Here we do the*



"USUALLY, THE INSPIRATION FOR THE PUBLIC SECTOR COMES FROM THE PRIVATE SECTOR. HERE WE DO THE OPPOSITE." DECLARED LAURA RODRIGUES, MAYOR OF TORRES-VEDRAS


opposite.", declared Laura Rodrigues, Mayor, meaning that their city-farm should not be seen only for its production role but rather as exemplarity of the innovating public services, organizing organic and local catering in a mainly conventional agricultural-oriented territory. A creation of a municipal farm remains on the table.

The engagement of BioCanteens' city leaders is based on food visions that are not only inspiring and aligned with world challenges but also actionable and with an experience of implementation. Beyond business as usual city marketing and political campaigning, city-farm platforms, as emerged from the exchanges between the BioCanteens' network, are a both tangible and symbolic policy object.



"USUALLY, THE INSPIRATION FOR THE PUBLIC SECTOR COMES FROM THE PRIVATE SECTOR. HERE WE DO THE OPPOSITE." DECLARED LAURA RODRIGUES, MAYOR OF TORRES-VEDRAS

““IF YOU WANT TO INCREASE
YOUR SHARE OF ORGANIC AND
LOCAL PRODUCTS OF 10%, YOU
AT LEAST NEED TO AIM AT THE
DOUBLE!”



Gilles Perole,
Vice-Mayor
Mouans-Sartoux (FR)

How to increase the organic and the local in the same time, for products in school canteens meal

“If you want to increase your share of organic and local products of 10%, you at least need to aim at the double!” was claiming Gilles Perole, Vice-Mayor of Mouans-Sartoux in front of the BioCanteens city partners, pointing that too shy targets are rarely reached and that opportunities only occur for those who have enough ambitions. Beyond the canteens focus, the network addresses broader goals such as favouring the transition of the agricultural production of the territory around or stimulating entrepreneurship in organic farming, goals that are far beyond the reach and official competences of medium-size cities. The BioCanteens city partners picture two characteristic situations regarding the level of organic products in canteens meals: rather high for Mouans-Sartoux and Rosignano Marittimo whose ambition is to approach the 100% and rather low for Torres Vedras, Troyan, Vaslui and Trikala whose aim is to start and introduce some organic ingredients. Torres

Vedras pretends to integrate local organic products, but the lack of production as the present scenario is one of the major problems. Pays des Condruses presents an interesting situation to notice of "organic-born" canteens, leap-frogging from no canteens in schools to their progressive reimplementation in parallel to the increase of municipality-based organic production.

Wasting food is wasting money!

The main Good Practice strategy transferred by nearly all city partners is to compensate for higher costs of organic ingredients with a ruthless fight against food waste. Rosignano Marittimo and Torres Vedras right away introduced a kid team weighing the leftovers after each meal. The BioCanteens' collections of both kitchen and food education Micro-Good Practices collected from all the city partners were abundantly shared and implemented to assess and control loss of precious food from the preparation stage (i.e. adapting to the number of kids present, cooking just-in-time, using vegetables with their peel, etc.) to the distribution stage (i.e. controlling the quantities to be served, proposing a choice of portions to the children, presenting bread in thin slices and fruits in quarters, etc.) and to the consumption stage (i.e. chefs and kids collaborating to adapt the recipes, etc.). Rosignano Marittimo even managed to include these practices against food waste into its tender to reduce costs of its external catering company and compensate for the increased price of passing from 60% to 90% organic ingredients.

Healthier and cheaper plant-based proteins

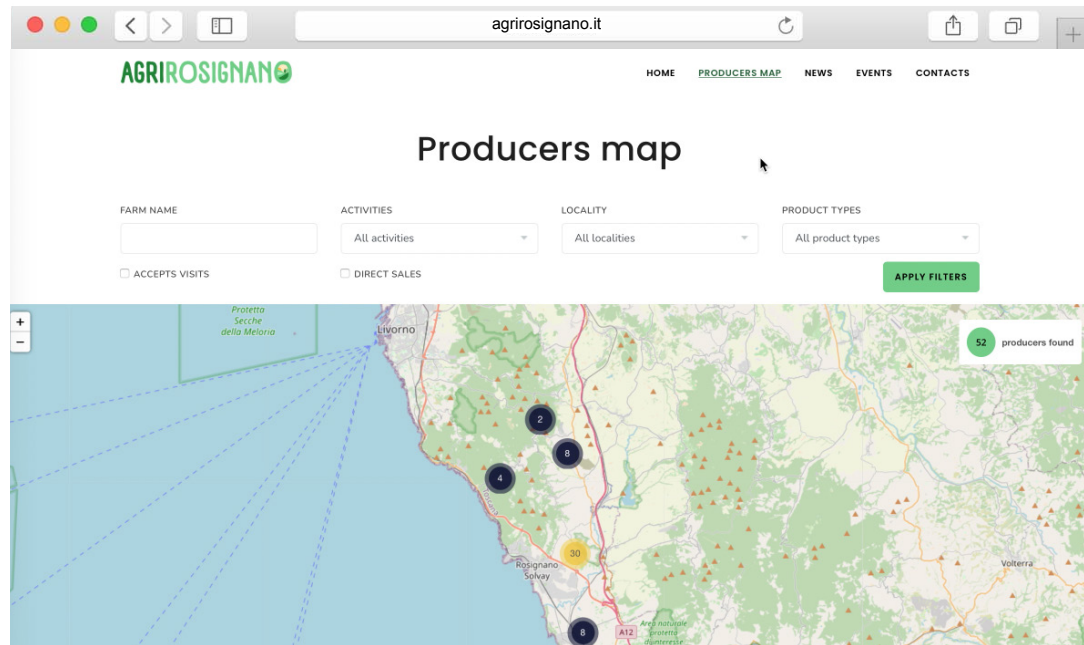
On top of sparing money with less waste, the use of vegetable proteins instead of animal ones in several meals per week is a healthier sustainable and also cheaper practice. The introduction of veggie days met varied success among city partners. Vegetarian meals are well accepted in Vaslui and Troyan through the diffused practice of religious vegetarian fasting. In Rosignano Marittimo, the introduction of vegetable proteins was considered after one year of transfer as an accepted practice. Joël Genon, Chef for Pays des Condruses' canteens reported less canteen frequentation for veggie days and is looking for more attractive plant-based recipes for children. In Torres Vedras, children and also their parents tend to protest against veggie days. When vegetarian diet is clashing against the population's food culture, this practice is slow to be introduced, to convince parents that they don't pay the same price for less nutritious dishes. This is a good practice assumed by the Municipality to maintain for a long time.

Medium-size cities influencing territorial agriculture

BioCanteens' Good Practice intends cooking with organic ingredients that are also locally produced aiming at reducing transport impact, at stimulating the development of a sustainable agriculture and at creating farming job opportunities. Mouans-Sartoux's canteens' model faces the challenging lack of agricultural production in the very urbanised French Riviera. But the solutions the city developed in particular, producing organic food in its own municipal farm,



RECIPE OF CORAL LENTILS-BASE MUFFINS, A MOUANS-SARTOUX CANTEEN'S DESERT WITCH PROVIDE CHILDREN THEIR RATION OF VEGETABLE PROTEIN IN A MEAL



AGRIROSIGNANO.IT WEBSITE OF ROSIGNANO MARITTIMO CITY MAPPING AND PROMOTING ALL ORGANIC PRODUCER ON THE TERRITORY

are less «*transfer-ready*» for all other city partners immersed in rural environments. They face a less challenging situation for catering locally produced food and often, a very lively “*traditional farming*” environment, where the organic is not a clear attractive alternative for the population.

Only the city of Troyan really bet on internalizing its food production despite agricultural resources around in order to cut intermediaries, to reduce costs and to control canteen supplies. The city developed its municipal farm as a flagship political move opposite to last decades New Public Management trends of externalization of municipal services.

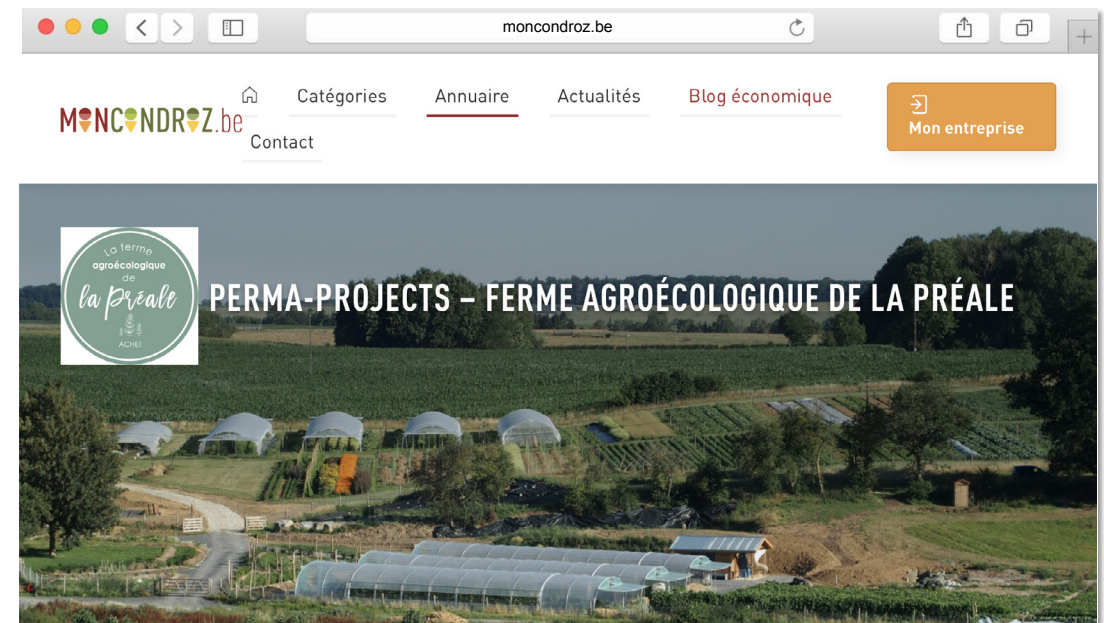
All the other BioCanteens city partners

choose to rely on their rural environment for supply, but local agricultural production does not necessarily mean food production that feeds the city and not to mention organic production.

Torres Vedras hinterland is one of the richest conventional agriculture productions of Europe. The city organised meetings with both organic and conventional farmers associations and is looking for new partnerships on available land to supply school canteens. Vaslui leveraged on the city food markets reserving dedicated space for local producers and organized the Harvest Days festival to promote them but still struggles to find some who are certified organic. The city population is striving for traditional farming and parents from

school children don't feel the health added value of certification. In general, the purchasing power of cities of the size of those involved in BioCanteens need long and constant efforts to influence the territorial agricultural policy. “*Market gardeners tend to have higher margins and less constraints when they sell to families*” notes Kathleen Vanhandenhoven from Pays des Condruses. “*They generally don't have the size and the means to answer canteens and supply public tenders*”. Rosignano Marittimo and Pays des Condruses respectively inspired by Mouans-Sartoux's MEAD, Sustainable Food Education Centre action on local agriculture, respectively launched agrirosignano.it and moncondroz.be, 2 online public platforms to give visibility and federate small local organic farmers.

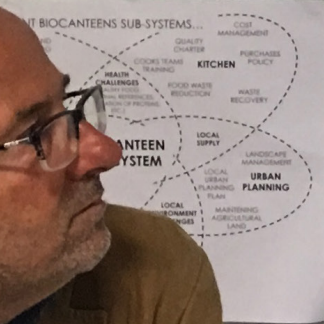
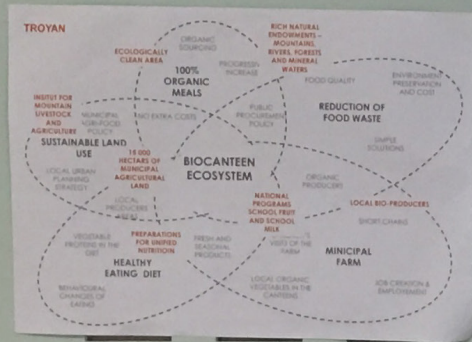
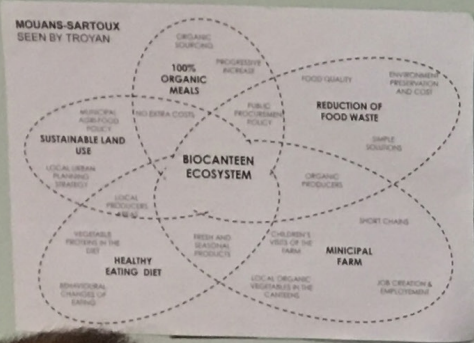
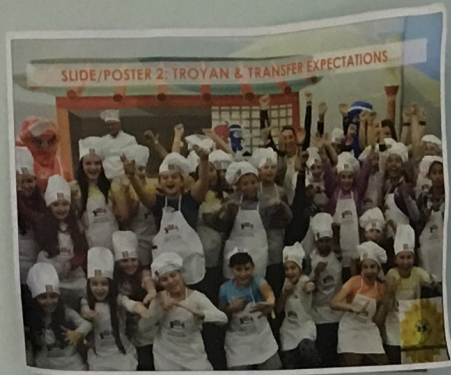
Altogether, the combined actions through schools' canteens on the offer and demand of organic and local products as focused in one of the BioCanteens Transfer modules, allow cities to start a virtuous local circle of sustainable and affordable production and consumption of healthier food.



MONCONDROZ.BE WEBSITE OF LAG PAYS DES CONDRUSES MAPPING ALL ORGANIC AND SUSTAINABLE RESOURCE ON THE TERRITORY

THE BIOCANTEENS' TOOLBOX

Along the transfer process, BioCanteens' partner cities collectively elaborate a series of 11 extra Transfer Tools on top of the one offered by URBACT Transfer Network process. They constitute the BioCanteens Toolbox. 7 of them are presented here in detail selected for their originality and for their potential applicability to city-to-city transfer process.



REVERSE PRESENTATION TOOL

The URBACT programme first validated 97 Good Practices proposed by cities across Europe, leaving them to confirm that the practice they are highlighting is indeed attractive enough to other cities to form a transfer network. The “Reverse Presentation” tool follows the same logic: it is up to the partner cities to present the Good Practice, each one as it has understood it, showing why it seems relevant to them and why they wanted to get involved in a transfer network to take it up...

ALL TOGETHER, CITY PARTNERS' « REVERSE PRESENTATIONS » HELP OUTLINING THE VARIOUS PROJECTIONS AND EXPECTATIONS

What tool?

First of all, a general outline of the Good Practice and its different dimensions as perceived by the lead city that supports it: for Mouans-Sartoux, a school canteen system that focuses on the transformation of the way meals are prepared in the kitchen, the promotion of educational activities around eating well with children and their families, the mobilisation of the territory for the preservation of agricultural land, the stimulation of job creation in the local organic farming economy, and finally the adaptation of the town's governance towards food sovereignty.

Then, the same process of representation of the Good Practice with its different systems and subsystems is asked to each of the partner cities but, of course, without showing them the initial diagram of the Good Practice as seen by the leading city that carries it.

Finally, the different point of view diagrams of each city are superimposed on the original diagram to show the similarities and differences...

To do what?

The Reverse Presentation tool takes up one of the basic questions of communication theory: how does the message as formulated by the sender differ from the way it is perceived by the receiver?

This question is fundamental to interaction within a transfer network: what are the salient features of good practice in the socio-cultural context in which it has developed? What are the specific expectations of the different socio-cultural contexts that wish to transfer it? And finally, are the expectations of the different partner cities homogeneous? How much overlap and difference is there in order to invent a transfer process and a division of the Good Practice into transfer modules whose re-composition allows all of them to satisfy their own objectives and to work in synergy?



CITY PARTNERS PRESENTING THEIR OWN UNDERSTANDING OF THE GOOD PRACTICE



MIKADO CHALLENGE TOOL

Good Practice is often the result of long and sustained work by the leading city, of a sometimes winding project journey, carried against all odds and bringing both desirable gems and useless by-products. The “Mikado Challenge” tool is based on the principle of the game of the same name: what can be removed from the structure while keeping the essential elements so that it does not crawl down? The same applies to Good Practice: distinguish the essential from the secondary, the “need to be” which cannot not be transferred if a partner city wants to reach a similar level of good practice, from the “nice to be” which can be left apart.

AS FOR MIKADO GAME, THE CHALLENGE IS TO QUESTION EACH DIMENSION OF THE GOOD PRACTICE AND COLLECTIVELY DEFINE THE MINIMUM NECESSARY FOR THE TRANSFER

What tool?

Forty or so sheets rolled each on a different Mikado stick and containing one sentence on a specific dimension of Good Practice and 3 questions: whether this dimension is necessary or optional? If it is not transferred, what would change in the Good Practice? If its transfer does not seem feasible for your city, what could be transferred instead?

The whole thing was staged as a game of collective reflection between the partner cities around a giant Mikado game.

To do what?

First of all, to distinguish the signal from the noise: for the leading city, all aspects of Good Practice seem equally important, it is in a global dynamic and does not often have the time to distinguish between what is really useful and what is less so. In its enthusiasm to share all its success, it risks overloading or even scaring the partner cities with all the tasks to be accomplished.

The Mikado Challenge, with its game-like connotation, allows the transfer cities to “deconstruct” the Good Practice, to retain only the key points without the risk of exhausting themselves by replicating too much.



CITY PARTNERS DISCUSS EACH DIMENSION OF THE GOOD PRACTICE AND DEFINE IF IT IS NECESSARY, OPTIONAL OR BY WHAT IT COULD BE REPLACED



GOOD PRACTICE FUTURE? TOOL

The leading city has been recognised as a Good Practice today, but what about tomorrow? Is the relevance to the present challenges an infallible asset for the future? Does it present forms of weaknesses: a particular or favourable local context whose evolution would make the Good Practice less relevant? A hidden flaw that new future conditions could reveal? An effort to improve the Good Practice to an ever higher level that would weaken its basis? The “Good Practice’s Future” tool proposes to put the Good Practice to the test in the future before transferring it...

CHECKING THE FUTURE'S OPPORTUNITIES AND POTENTIAL CHALLENGES OF THE GOOD PRACTICE IS A NECESSARY PRECAUTIONS THAT SHOULD BE PART OF THE TRANSFER PROCESS

What tool?

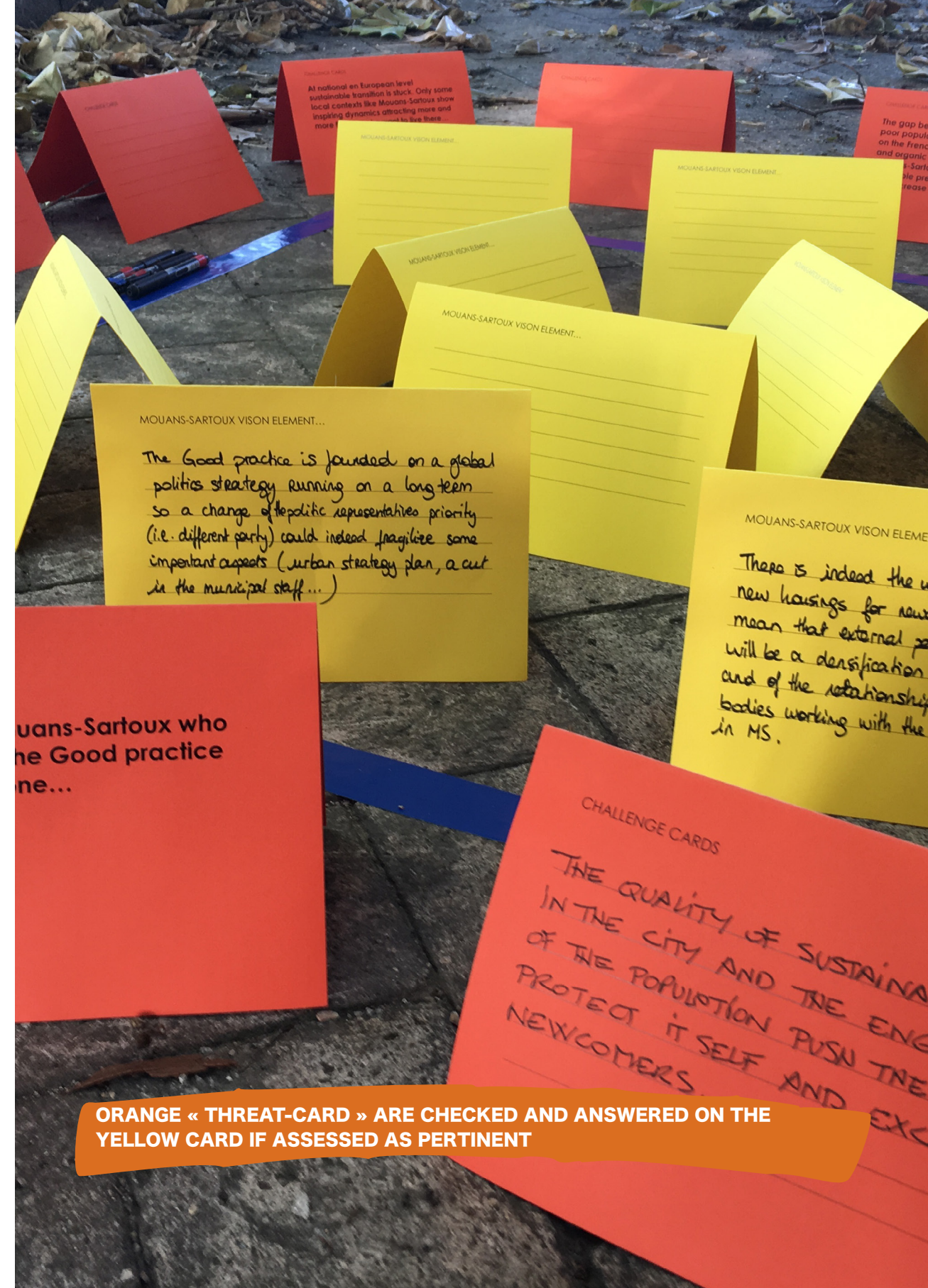
Strive to look critically at Good Practice. Find out what could happen in the future that could put it at risk. "Mouans-Sartoux has always been an exemplary Agenda 21, ahead of its time, but it is not immune to unpleasant surprises such as a reduction in the competences and resources allocated to the municipalities, a change in political leadership, or even a growing success that could lead to requests for transfer that it could not satisfy...". Sandrine Fournis, formerly in charge of the national Agenda 21 recognition process in France, and other Good Practice observers helped to identify a series of potential short- to medium-term threats. Faced with this collection of potential threats, the lead city is invited to respond by forming a desirable and achievable vision for its future.

The partner cities in the network examine the differences between the current Good Practice and the ideal vision of its future development, confirm the elements to be transferred and identify the points of attention.

To do what?

The Good Practice's Future tool is first of all an additional opportunity for the partner cities to analyse the Good Practice with a critical eye, to desacralise it if necessary, to consider it not as a static point to be reached but as a temporary step in an evolutionary perspective.

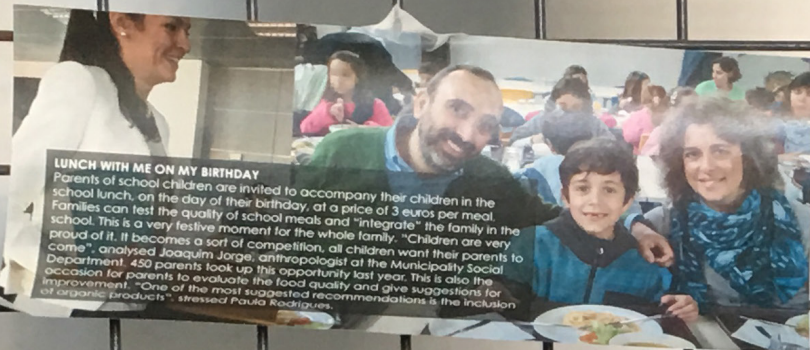
For the leading city in the transfer network, it is an opportunity to mobilise its peers to help it project itself into the future, to leave its comfort zone and to identify its future challenges. For the other transfer cities in the network, it is also an opportunity to be part of an evolutionary dynamic and to put the Good Practice to the test in the future rather than adopting it blindly.



ORANGE « THREAT-CARD » ARE CHECKED AND ANSWERED ON THE YELLOW CARD IF ASSESSED AS PERTINENT

TORRES VEDRAS

BioCanteens



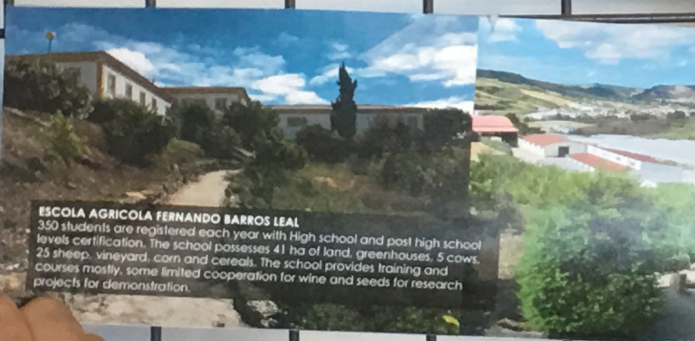
LUNCH WITH ME ON MY BIRTHDAY

Parents of school children are invited to accompany their children in the school lunch, on the day of their birthday, at a price of 3 euros per meal. Families can test the quality of school meals and "integrate" the family in the school. This is a very festive moment for the whole family. "Children are very proud of it. It becomes a sort of competition, all children want their parents to come", analysed Joaquim Jorge, anthropologist at the Municipality Social Department. 480 parents took up this opportunity last year. This is also the occasion for parents to evaluate the food quality and give suggestions for improvement. "One of the most suggested recommendations is the inclusion of organic products", stressed Paula Rodrigues.



MUNICIPAL CANTEEN AT THE TOP OF CENTRAL MARKET

The Central market is located on a square where many city events take place. A canteen open to civil servants – at a reduced price – but also to the general public is located on its highest floor. It is managed by volunteers from the Civil servants' association. The canteen could potentially develop further cooperation with the producers located on the floors below on the market.



ESCOLA AGRICOLA FERNANDO BARROS LEAL

350 students are registered each year with High school and post high school levels certification. The school possesses 41 ha of land, greenhouses, 5 cows, 25 sheep, vineyard, corn and cereals. The school provides training and courses mostly, some limited cooperation for wine and seeds for research projects for demonstration.

ALL CITY PARTNERS ARE INVITED TO SHARE THEIR OWN GOOD PRACTICES THEY ARE PROUD OF AND THAT MAY BE INSPIRING FOR OTHER CITY PARTNERS

#PROUD-OF-IT TOOL

“We want to learn from Mouans-Sartoux’s good practice, but they can also learn from our practices, we need to exchange between all the cities” says Vasili Paval, Mayor of Vaslui. The “#Proud-of-It” tool encourages the partner cities to look into their own ways of doing things, their professional practices in terms of school canteens, the specificities of their governance cultures, what is original compared to the practices of other cities...

What tool?

A very simple slide format: a large image, a title-slogan of the practice and two lines of explanation. Rather than a classic presentation, it is more a question of generating mini-posters like slides that would communicate practices that are potentially complementary to the Good Practice.

Finally, a large market place for the exchange of practices during a meeting between all the partner cities: all the slides are mixed, each participant receives some of them with the different practices collected, all together they have to find out who is doing what, discuss, compare, question each other to reconstitute a collective exhibition of the Good Practices of the whole network on the walls...

To do what?

For the partner cities, #Proud-of-it is first and foremost a counterweight to the posture induced by a transfer network: demystify a Good Practice that is sometimes too dazzling, encourage a critical look at it, force people to look for their own assets and get out of the sole learning posture. Asking a city in a position of follower to look for what it could bring to a so-called leader city means looking beyond the latter's apparent strengths to uncover its potential weaknesses and help it to overcome them if necessary.

It means becoming collectively aware of a multidimensional area of progress beyond the dominant axes that are sometimes over-mediatised in the European exchange space. Finally, and above all, it means leaving its strict position as a follower to capitalise on the benefits of the transfer and, in turn, become a leading city.



LOCAL AND ORGANIC CANTEENS' SCHEME REPRESENTS AN ENTRY POINT FOR CITIES TO TRIGGER LOCAL TERRITORIAL TRANSITION PROCESS, FROM POPULATION FOOD HABITS TO LOCAL AGRICULTURE OR CITY GOVERNANCE

MUNICIPAL FARM PLATFORM

TRANSFER MODULE #1

This chart is a tentative recap of the different dimensions of the Municipal Farm Platform projects from what we could infer from your different inputs :

	Mouans-Sartoux	Pays des Condruces	Rosignano Marittimo	Torres Vedras	Trikala	Troyan	Vaslui
Local organic fruit production	+++	+		++		+++	+
Local organic vegetable production	++	+++		++		+++	+
Vegetable and fruit preservation	++					+++	
Local organic fruit and vegetable market		++	+++	++			
Professional cooperative resource centre for farmers		++	+	++		++	+
Pedagogical resource for children and parents	++	++	++	++			+++
Social inclusion and job centre	+	+		+++			+
Food governance action research centre	+++		+++				
Local food system makers							+

CITY PARTNERS VARIOUS INTEREST IN THE DIFFERENT DIMENSIONS OF THE MUNICIPAL FARM PLATFORM

SIM-FARM TOOL

A “municipal farm”? Almost an oxymoron for certain partner cities, since the idea of a public player involved in agricultural production to supply its own canteens seems so far-fetched, or the implementation of a farm managed by municipal agents seems impossible... The “Sim-Farm” tool is intended as a support for dialogue on what often appears at first sight to be a utopia.

The analogy with the suite of simulation video games (Sim-City, Sim-Planet, etc.) is assumed in the name and graphics, while having nothing in common with the homonymous game released in the early 1990s. The objective here is simply to simulate the farm that the city could be used for, to make it a little tangible and credible, so that the stakeholders represent it, so that from a chimera it becomes an object of discussion.

What tool?

A construction set made up of ten or so modules that show the main components of a municipal farm as discussed and identified by the network's partner cities: production areas, greenhouses, storage for conservation, food processing unit, demonstrator of a certified organic production, hub for networking local agricultural actors, job inclusion mechanism through market gardening, educational farm, etc. All the modules are the same size because they are not all the same. All the modules have the same square size, in a cavalier perspective, and can be composed at will on a simple slide of a computer presentation software. No skills are required. Anyone can play and propose a farm configuration adapted to the needs and means of the city to stimulate discussion between the actors involved.

To do what?

Sim-Farm borrows from the simulation game what makes it so strong: the simulation, i.e. the visualisation of a municipal farm scenario that is sufficiently realistic and argued to be worthy of debate while still remaining sufficiently hypothetical and adaptable to remain an object of discussion without cost and without commitment.

This scenario functions like any other project scenario: it figures and makes tangible what is still only a concept in order to anchor the discussions it will be the subject of in concrete terms.

MOUANS-SARTOUX MUNICIPAL FARM PLATFORM

The city of Mouans-Sartoux has developed a municipally managed city farm ensuring about 80% of the production of the local organic vegetables consumed by the canteens of the city and hosting educational, research and food governance activities.

Local organic vegetable production: Created in 2011, the farm is 7.5 Ha large in total, of which 3.5 to 4 are cultivated. 8 greenhouse tunnels are installed to extend the production time, around 300m² per greenhouse, so around 2500m² in total. The 40 different types of vegetables provide around 80% of the canteens' vegetables needs.

Vegetable and fruit preservation: Vegetables overproduction is frozen in order to supply the canteens during low production periods (end of winter). The freezing is made in one of the 3 canteens.

Flagship project and demonstrator for decision makers: The municipal farm platform is used as a flagship project and demonstrator for external decision makers.

Local organic fruit production: Olive trees provide oil for the canteens.

Local organic fruit production: Full trees have been planted. Their production is still low and it will take a few more years before having a larger production without still reaching 100% of the city canteens needs.

Food governance action research centre: The MEAD, the city Sustainable Food Education Centre is situated on the municipal farm land. It includes a classroom as well as educational kitchens to accommodate school classes, which regularly visit the domain. The centre also hosts courses set for the university training co-organized by the city and the university of Côte d'Azur and various events related to sustainable food and education.

Social inclusion and job centre: The farm now employs 3 civil servant farmers, 1 of whom is housed on the farm. The city Green Space Services are also involved in some work during peak activity.

Pedagogical resource for children and parents: An educational plot is used by children from the city schools but also by beneficiaries from social centre.

TORRES VEDRAS MUNICIPAL FARM PLATFORM

The city of Torres Vedras will create a "farm lab" through a partnership with APECI - a local social institution responsible for the training of young people with mental disabilities, which detains a farm facilities - organic certified - in order to, on the one hand, develop and encourage organic farming in the region and, on the other hand to provide organic food to school meals of the rural councils of Torres Vedras.

Local organic vegetable production: Due to the lack of organic products in the region, and also to engage and support the local and social economy, the partnership with APECI will allow the increase of local food to the school meals of the rural councils.

Partnership with the local agriculture school: Fernando Barros Local Agriculture School is on the hill next to APECI. A partnership between the school and the institution will be promoted: students will be able to help on the field and learn the organic farming techniques.

Pedagogical resource for children and parents: Possibility to raise knowledge through study visits, with the inclusion of practical activities related to organic food production to families and schools.

Local organic fruit production: APECI has orchards in organic conversion. These products can be partly consigned to the rural schools of the council.

Social inclusion and job centre: Promotion of employability for the students of APECI to local farms and internally at APECI facilities, when needed.

Flagship project and demonstrator for decision makers and farmers: This partnership can be a demonstrator at a national level to decision-makers from the central and local government for the possibility of replication of the project to other territories. Non-organic farmers or future farmers can also be invited to visit the farm to see some of the organic farming techniques.

Local organic fruit and vegetable market: APECI sells directly their products at its facilities. It also distributes to specific buyers.

Local organic fruit production: APECI production is focused on schools of the rural councils: it happens because the city school meals are provided by the Municipal kitchens, which organic food is purchased directly to local organic farmers through a public tender. The school meals of the rural councils are cooked by a network of other private social institutions, through a partnership with the Municipality.

TROYAN MUNICIPAL FARM PLATFORM

Creation and maintenance of a municipal farm providing and ensuring local pesticides-free products to the kindergartens in town. To become, in a short-term period, partially organic.

Pedagogical resource for children and parents: An agricultural specialist provides guidance while the teachers train the children and students the basics of being a farmer. Regular field trips will be organized.

Local organic vegetable production: The vegetable garden is built on a municipal property with an area of 4.3 ha with 3 greenhouses type "tunnel" (200 sq m, each with irrigation installation). If there is a need to extend the activity, another greenhouse can be placed on the property. The certification process will be rigid since the vegetable garden is surrounded by private properties which contracts the local law.

Local organic fruit production: 556 apple trees are planted on a municipal property with an area of 2.9 ha. The orchard is equipped with irrigation system. The first garden to be certified is the apple one.

Local organic fruit production: Small fruit trees plot that will ideally provide seasonal fruits for our nurseries' canteens.

Local organic vegetable production: 2 certified organic green houses, in order to extend the period of planting and harvest.

Flagship project and demonstrator for decision makers: Troyan is the first city in Bulgaria to be involved in healthy city project.

Vegetable and fruit preservation: Troyan is the first city in Bulgaria to be involved in healthy city project.

VASLUI MUNICIPAL FARM PLATFORM

The city of Vaslui intends to create a small farm platform with 2 green houses certified organic that will work both ways by providing support to local farmers and by using the organic harvest in the city nurseries.

Pedagogical resource for children and parents: With 15 planting boxes, the area will be used by schools and kindergartens for food education.

Local organic fruit production: Small fruit trees plot that will ideally provide seasonal fruits for our nurseries' canteens.

Local organic vegetable production: 2 certified organic green houses, in order to extend the period of planting and harvest.

Flagship project and demonstrator for decision makers: The success of the platform will be used as a flagship and a demonstrator.

Professional cooperative resource centre for farmers: The platform works as a demonstrator and support service for local traditional farmers that wish to start conversion.

Social inclusion and job centre: Part of the gardening work will be done by social assisted persons in return of their social assistance benefits, while learning agriculture.

MODELS OF MUNICIPAL FARM CONFIGURATIONS FROM DIFFERENT CITY PARTNERS POINT OF VIEW

FOOD SOVEREIGNTY POSTER



FOOD SOVEREIGNTY POSTER TO TRIGGER LOCAL STAKEHOLDERS ON LAND PRESERVATION TO FEED THE CITY

Mouans-Sartoux began very early to be concerned about the preservation of agricultural land and the current reserve of arable land is the result of more than 4 decades of voluntary and enlightened policy in this area. Asking ourselves today about achievable forms of food sovereignty requires us to project ourselves into the same time frame and to ask ourselves, for example, what will feed the city by 2045?

The world is changing too fast - and too radically at times, as the current pandemic painfully reminds us - to pretend to make predictions. But conversely, just because we can't be sure of anything doesn't mean we should stop looking ahead and trying to prevent what might happen. The "Food Sovereignty Poster" tool is intended to be a "rough anticipation" designed to trigger strategic conversations between stakeholders in partner cities who may have neglected to ask themselves enough questions about what is at stake in preserving agricultural land for food sovereignty...

What tool?

A simple poster entitled "What will we eat in our city in 2045?". A map of the city's territory distinguishing 4 main zones: natural areas, urbanised areas, agricultural land whose production is sold outside the city and land that contributes to feeding it. Coloured areas on the map show the distribution as it is estimated to be today and dotted areas show the distribution as a rough projection exercise estimates it could be in 2045.

In addition, 2 short texts justify the key points of the "projective diagnosis" and present the "vision of food sovereignty" as desired by the politicians in place.

Finally, on the back of the poster, there are a few lines of more technical explanation of how this "rough projection" was calculated: estimated surface areas, local demographic projections, ratios of the number of inhabitants fed in organic per hectare for a low meat diet and for fruits and vegetables only.

To do what?

Firstly, to provoke: both to provoke a reaction by daring to make a projection and to provoke a debate by stimulating conversation between the stakeholders of the city.

Then assuming the approximation: the important thing is not so much the accuracy of the projection as the existence of an approximation that raises the question of the future, of urbanisation policies today, of the way in which they build a minimum of food sovereignty or in which they mortgage the little bit of control of the new generations over the content of their plates.

A poster to be displayed in public places, where the actors involved in the city, citizens, elected representatives and services meet, a poster that questions, that is approved or questioned, that is taken down and returned to take up the calculations that have been made, to confirm or adjust them. In short, in any case, to make sure that nobody can easily avoid these questions!

What will we eat in MOUANS-SARTOUX in 2045 ?

PROJECTIVE DIAGNOSTIC

The map above is a tentative visualization of current land use in our city territory. It is divided in 5 categories: Urbanised areas, natural areas, agricultural areas, agricultural areas dedicated to local consumption and cultivated areas. The municipality is helping new organic farmers to settle down in Mouans-Sartoux, but is facing some difficulties (fields are divided between different owners, no proper access to some fields, housing difficulties for farmers...). Some agricultural land is also dedicated to non-food producing activities (equestrian centre, perfume flowers production...).

The current population of our city is 9 991 inhabitants. A rapid estimate of population growth for 2045 would be 12 000 inhabitants. Located in a highly attractive region, facing a lack of available land, the municipality decided to adopt a non-sprawling strategy. It's trying to identify the existing urbanised areas and to limit the construction of new building on agricultural and natural areas.

Our city has a very limited agriculture production and we estimate that not more than 10 % of the total agricultural land is dedicated to the local market (only 30 % of the total agricultural land is cultivated). Which is to say that roughly only 13 ha of our 132 ha of agricultural land feed the population.

FOOD SOVEREIGNTY

To feed its population on the long term is important to ensure both quality healthy food with sustainable reduced impact.

Knowing that the agricultural land is limited, Mouans-Sartoux would like to reach the autonomy for the production of vegetables and eventually fruits. Following the calculations for fruits and vegetables, 160 Ha could provide organic fruits and vegetables for the all population in 2045. To achieve this goal, the entire agricultural surface should produce fruits and vegetables. As it seems difficult to reach (due to non-food productions and the difficulty to cultivate the all agricultural area), this production could be supplemented with citizens gardening (in their own gardens, which they could share with other citizens or with urban farming such as incredible edible). The share of agricultural land could also increase, but would need to reduce the natural areas.

Concerning the other products, partnerships could be established with producers coming from the highlands to avoid long transports for food. Nevertheless, a project of sheep and goat farming in the natural areas (woody) could provide a small share of animal proteins.

What will we eat in MOUANS-SARTOUX in 2045 ?

"CALCULATOR" USED TO REACH A TENTATIVE VISION

So in concrete terms, we propose to work the 2 following "working ratios":

- 1 Ha in organic agriculture feeds 5 persons with a low-meat diet
- 1 Ha in organic agriculture provides fruits and vegetable for 75 persons.

Looking for ratios between agricultural land surface and number of persons that can be fed with that land, we find many studies putting forward different results on the internet (the battle is strong between conventional farming and their growing multiple opponents). It became even more complicated if we consider average diet against low-meat diet or vegetarian one which of course doesn't mean the same (think across European socio-cultural eating patterns...).

These rough numbers are what we can call a quick and not too dirty (we are plenty conscious of that). We propose to use them to get an idea of what we will eat in our city in 2045 !

CALCULATION FOR THE SIMULATION	
Calculation Factors	Calculation of land to secure for 2045
112 Ha Current land dedicated to agriculture	1Ha In organic agriculture feeds 5 persons with a low-meat diet
22% 25 Ha Current proportion of agricultural land actually producing for the population of the city	2400 Ha To provide the food for all the population 12 000 / 5 = 2400 Ha
9991 habitants Current population in 2019	1Ha In organic agriculture provides fruits and vegetable for 75 persons
12 000 habitants Estimate of the population in 2045	160 Ha To provide the fruits and vegetable for all the population 12 000 / 75 = 160 Ha

It is therefore necessary in 2045 to preserve all the current agricultural land and to increase the share of cultivated areas (only 30 % today). Need to dedicate all land to feed the population of the city.

What will we eat in TORRES VEDRAS in 2045 ?

PROJECTIVE DIAGNOSTIC

The current population of Torres Vedras is about 80.000 inhabitants. The map of 2018 expresses the local areas: urban (1035 - 4.224 ha), agriculture & agrotourist (68% - 24.992 ha) and natural (23% - 9.489 ha).

The region is high market by wineyards, greenhouses, orchards and vegetable production, but in conventional farming, being one of the Portuguese councils with a more dedicated area to food production. In spite of these high values in terms of territory, at the present time, only about 150 ha are dedicated to organic farming.

Local markets works well and are focus on local products, counting with a presence of 5 organic farmers which sells directly to consumers. The school meals for 3 - 10 age are already provided only by local products, through a municipal program (Sustainable Food School Program), were are included a part of organic fruits and vegetables. For 2020/2021, all the students population will be engaged in this local program and also will take access to high quality school meals. Suppliers and consumers are increasingly sensibilized about the planet sustainable issues: to purchase high quality, national and locally food with organic.

We estimate the population will grow until 2045, reaching 115 000 inhabitants.

Available data:
Local food reviewer '45

FOOD SOVEREIGNTY

At present and future time, the region of Torres Vedras has the capacity to feed the population, but a high part is dedicated to a non-local consumption. For 2045 we preview 185 urban (1527 ha), 54% Agriculture (22795 ha), 24% natural (10383 ha).

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CALCULATION FOR THE SIMULATION	
Calculation Factors	Calculation of land to secure for 2045
26 992 Ha Current land dedicated to agriculture	1Ha In organic agriculture feeds 5 persons with a low-meat diet
66% 17 815 Ha Current proportion of agricultural land actually producing for the population of the city	23 000 Ha To provide the food for all the population 26992 / 5 = 5400 Ha
78 500 habitants Current population in 2019	1Ha In organic agriculture provides fruits and vegetable for 75 persons
115 000 habitants Estimate of the population in 2045	1533 Ha To provide the fruits and vegetable for all the population 115 000 / 75 = 1533 Ha

FOOD SOVEREIGNTY POSTERS PRESENTING A ROUGH PROJECTION IN 2045 ON LAND USE FOR AGRICULTURE FEEDING THE CITY AGAINST DEMOGRAPHIC EVOLUTION

What will we eat in TORRES VEDRAS in 2045 ?

"CALCULATOR" USED TO REACH A TENTATIVE VISION

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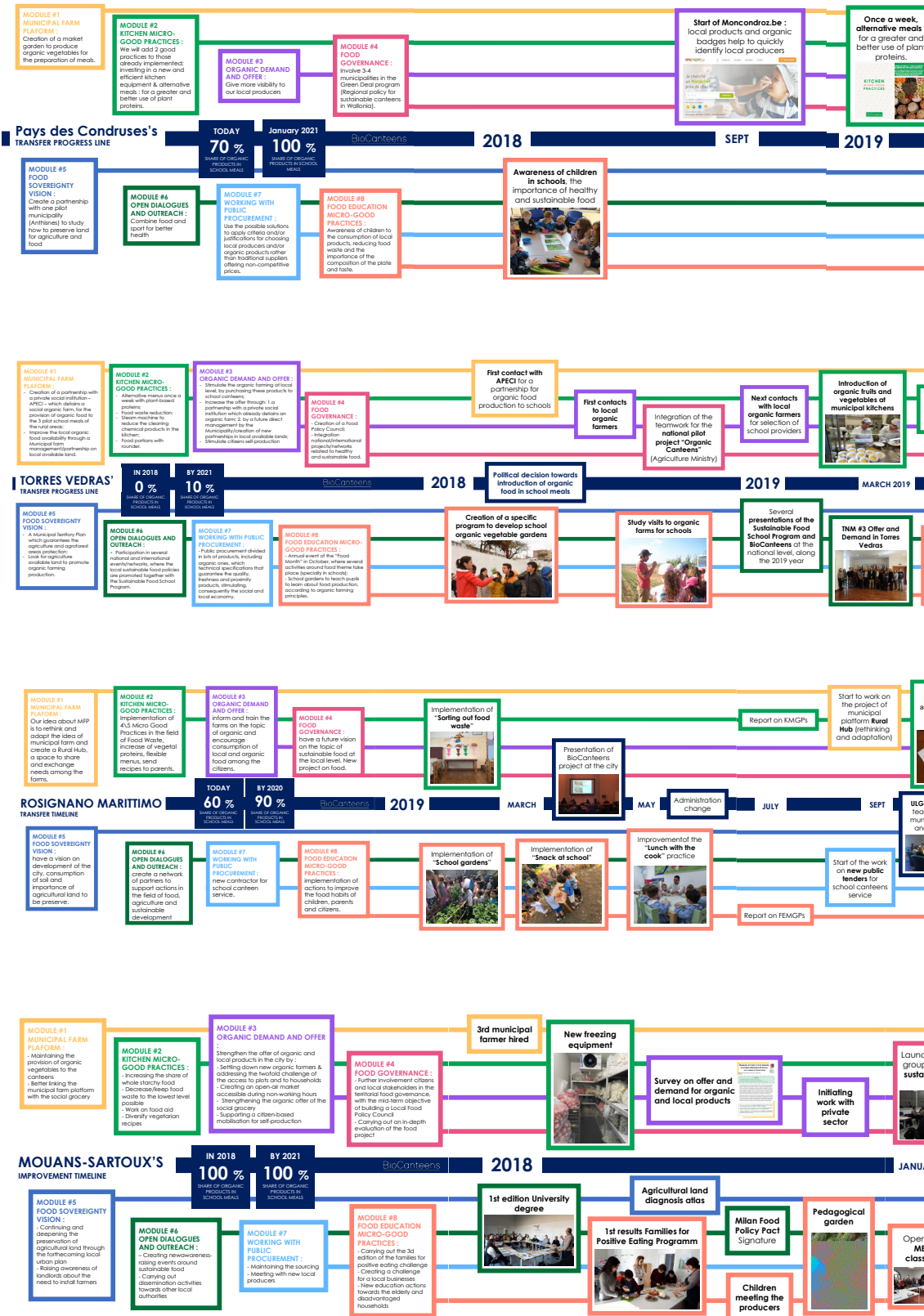
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TRANSFER TIMELINES TOOL

“We can take regular stock of the progress of each module, says Giuseppe Schiavone, local coordinator of Rosignano Marittimo, but it is above all what happens between the modules that is important and how it all interacts with everything else that is happening in the territory...”

From a brainstorming session on paper board and several developments by the partner cities, the “Transfer Timeline” tool takes shape as a visual monitoring instrument, flexible and light, stimulating narration, interaction and also “coopetition” in the network. “



TIMELINE COLLECTING THE STEP-BY-STEP OF THE TRANSFER PROCESS OF EACH CITY PARTNERS

What tool?

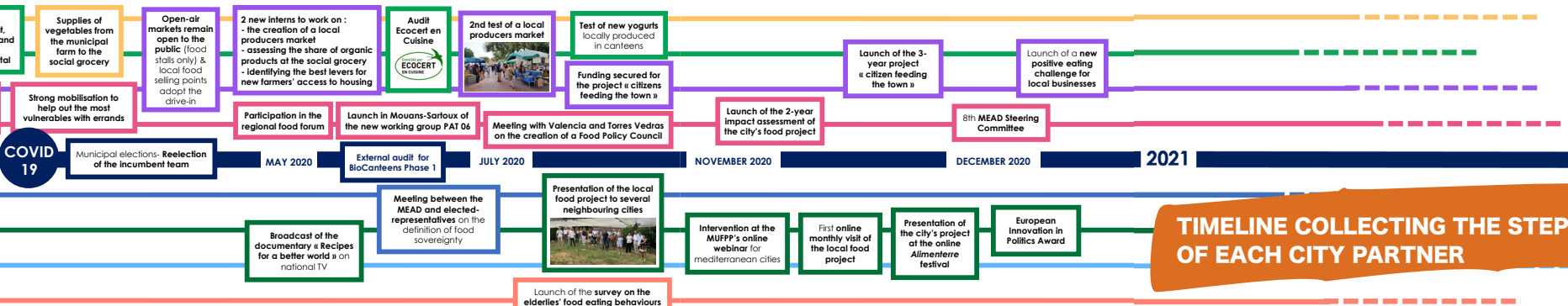
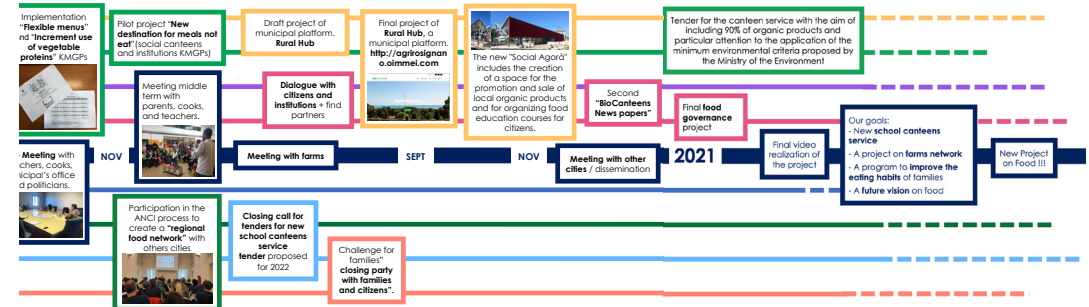
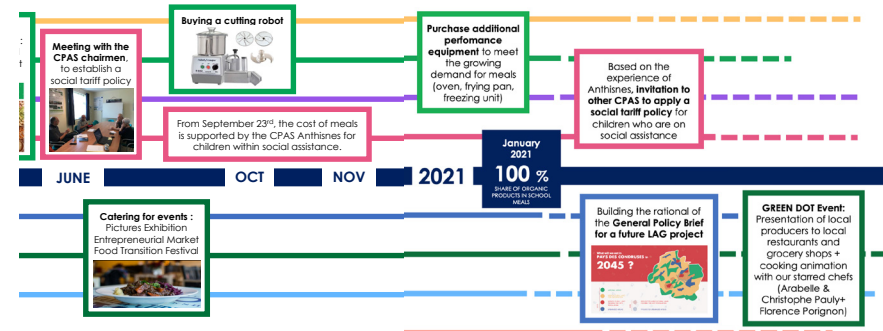
A timeline or rather eight parallel lines, each corresponding to the evolution of one of the transfer modules. A series of presentation slides that the cities complete as they go along to tell the story of their current transfer. The new essential points illustrated by a photo and a few words. A new slide to be compared with that of the other cities at each network meeting. After two years of work, each "Transfer Timeline" unfolds like a film, a story of the transfer in a didactic video of a few minutes...

To do what?

For each city, it is first of all an opportunity to make a quick report and a visual point: what is going well? Which module is in standby? And above all, while the city is concentrated on its objectives, does it all remain coherent? The Transfer Modules should not constitute separate silos but should allow for local recomposition and a progressive appropriation of Good Practice.

It is also a minimum effort to allow the other cities in the network to quickly enter into the alchemy of each city's local situation, to be able to comment on it and be inspired by it. Each new slide adds an episode to the adventure. The past slides that accumulate and the future slides that are still blank work like a PERT planning that is a little more informal and colourful but just as rigorous in pointing out deadlines, delays, problems of articulation... So it is also a tool for monitoring, self-diagnosis and peer evaluation.

Finally, at the end of the transfer period, it is an opportunity to rewind the film, to comment on the passages that proved to be key and to summarise the transfer journey of each city in a short summary video...



TIMELINE COLLECTING THE STEP-BY-STEP OF THE TRANSFER PROCESS OF EACH CITY PARTNER

TRANSFER LESSONS LEARNET

The BioCanteens Good Practice is touching a large variety of challenges (from infrastructure to services and to policy making) a transfer process may have to tackle with: demanding implementation of infrastructures such as the building of a city farm and the starting of an agricultural production; challenging changes of professional practices of kitchen staff in school canteens; getting acquainted with new digital and communication tools to raise awareness and engage with citizens and local actors ; evolution in policy making of cities taking action on food and agriculture sectors that are outside of their official competences. This section will draw the lessons learnt from this 360 degree transfer experience.

A fractal transition strategy

Local and organic canteens' scheme represents a win-win focus for a transfer process both for its systemic and consensual nature.

The detailed presentation of the Good practice shows how the BIOCANTEENS project is articulated in 5 subsystems focusing respectively on kitchen management, food education, urban planning, local economy and governance. All these 5 subsystems are embedded into the larger territorial sustainable ecosystem of the city. Mouans-Sartoux is more than a great organic and affordable canteen practice. This 10 000 inhabitants' city is well known in the realm of territorial sustainable development and represents a model watched at European level and worldwide. Mouans-Sartoux's sustainable ecosystem is a good practice in itself and the organic canteen is a Good practice within this larger sustainable territory good practice.

This consideration triggers some questions such as: what is the focused Good practice: the whole ecosystem or only the canteen scheme? What are the interrelations between the two? Can we pretend to transfer the canteens scheme without considering the enabling conditions of the whole territorial ecosystem?

A fractal hypothesis

These questions have been permanently debated between city partners along the transfer process. All converged to a temporary/working idea that the Mouans-Sartoux canteens scheme is a particular part of the city ecosystem, a 'key-node' or a 'fractal' that reflects many if not all of the characteristics of the whole Mouans' ecosystem. In mathematics, a fractal is an abstract object that exhibits similar patterns at different scales. The fractal is therefore a good metaphor for the BioCanteens system: the canteens scheme is not the whole sustainable ecosystem offered by the city, but it is very well



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linked to it. The canteens scheme is at the intersection of the 5 key subsystems of the city as well represented in the 5-leaves clover diagram introduced in the second chapter. Transferring the BioCanteens scheme is then a good entry point and a first step to transform progressively the whole partner city territorial ecosystem. The corresponding challenge is that the BioCanteens scheme is not an isolated good practice and its transfer requires a systemic approach much beyond canteen scheme itself.

A multiplier effect

The systemic dimension of the Good practice represents an opportunity: the engagement into the transfer process will trigger an integrated policy approach involving not only canteens but related subsystems such as focusing respectively food education, eating behaviour changes, urban planning, local economy or city governance.

Moreover the 'fractal hypothesis' developed above suggests that transferring a Good practice as BioCanteens that is highly dependent of the city sustainable ecosystem is likely to pull this larger ecosystem with the transfer of the Good practice. In other words, the transfer of BioCanteens practice is likely to induce the partner cities to transform more than their canteens schemes *stricto sensu* and start an integrated sustainable territorial project likely to affect positively the whole city.

An impactful entry point

The canteen is a consensual topic: focusing on a healthy diet, quality of food, children education and sustainability is a winning political track" comments Sandrine Fournis familiar with the leading case of Mouans-Sartoux as former Head of the Bureau des Territoires (Office of the Territories) of the French Ministry of sustainable development and energy in charge of the national certification of all French Agenda 21 processes. Stakeholders tends to be all enthusiastic about it: children appreciate the food and take part to the canteen processes; parents are likely to approve a balanced diet whatever their own food habits are; civil servants and canteen staff can only be positive; political leaders of the city engage on this consensual topic. "Even the opposition cannot be openly against, points out Gilles Perole, other Mayors are interested by the political potential of the topic".

In conclusion, a transfer process is likely to have more impact if the practice transferred has a strong systemic dimension with the potential to multiply the effort of the transfer in larger peripheral eco-systems on the one hand and, on the other hand if it builds a consensus and is more likely to be supported by all stakeholders. In the experience of BioCanteens, local and organic canteens' scheme represents a reliable entry point for cities to trigger local territorial transition process.

A bottom-up modular decomposition of the good practice

The notions of "good practices" and "transfer" are subject to discussion: the identification of a good practice produces a "cognitive attractor" (ref. S Lahlou) effect that induces actors to transfer the practice as it is without questioning it. The results of such a "copy and paste" process generally produces projects that do not take into account the context of the transfer receiver, that are not appropriated by local stakeholders, etc. and ultimately tends to result in failure.

Faced with this situation, which is too often repeated, the initiative of the URBACT programmes to develop a new type of "transfer" network is both a formidable field of experimentation and a major challenge to be met. The process followed within the BioCanteens network for the transfer of the "municipal farm" at the heart of the good practice of the city of Mouans-Sartoux provides us with interesting lessons, particularly in terms of co-production mechanisms for the transfer.

As a reminder, on the one hand, the good practice observed in Mouans-Sartoux is based in part on the establishment of a municipal farm which makes it possible in the highly urbanized territory of the Côte d'Azur to compensate for the lack of organic and local fruit and vegetable production. On the other hand, the cities participating in the BioCanteens transfer network are mainly located in territories with, on the contrary, still large agricultural production and therefore a significant potential for local production and conversion to organic farming. This situation is emblematic of the ambiguity of the transfer of a good practice as we pointed out above: the "municipal farm" appears as a jewel of the city of Mouans-Sartoux and the partner cities of the BioCanteens network are tempted to transfer this practice despite the fact that their strongly agricultural territorial context does not a priori require such a solution.



RECOMPOSITION OF MOUANS-SARTOUX'S MUNICIPAL FARM USING THE MODULES DEFINED COLLECTIVELY BY ALL CITY PARTNERS

The preliminary Transfer Study had already identified this risk. The transfer of the “municipal farm” was then considered as optional to make sure partner cities double checked the desirability and opportunity of transferring this aspect of the Good Practice. The “City farm” was also translated into a more open form of a “municipal farm platform” to question which dimensions of the municipal farm should eventually be transferred and which not.

Decomposition into modules

The partner cities were therefore first asked to formulate how they understood this “municipal farm”. At the same time, the city of Mouans-Sartoux was encouraged to explain the different aspects of their municipal farm, which included, in addition to fruit and vegetable production, the functions of a pedagogical farm, an action-research centre and a demonstrator for the MEAD project (Sustainable Food Education Centre). This process led to a first hypothesis of declination of the “municipal farm platform” in different dimensions:

Beyond the organic production each city brought its own interpretation enriching the concept with their variety of points of views: a demonstrator of local organic farming to engage with the local agriculture sector, encourage organic conversion, support local practices and arouse vocation of new farmers (in particular for the cities of Vaslui, Torres Vedras, Troyan and Pays des Condruces); a pedagogical farm to receive school children, families but also to raise awareness on agriculture stakes among politicians and local decision makers (for the cities of Mouans-Sartoux, Pays des Condruces and Torres Vedras); a social asset to engage socio-dependant people and provide jobs (for Vaslui, Torres Vedras and Trikala); a cooperative resource to pool small local farms and offer food transformation facilities in order to answer canteens’ public markets (for Vaslui, Trikala and Rosignano Marittimo); an action-research place hosting staff and resources to develop the food governance project (for Mouans-Sartoux, Pays des Condruces and Torres Vedras); a flagship and medium to shade light on the territorial healthy and sustainable food project (for all 7 cities involved).

In a second step, the partner cities were invited to formulate a first project of their “municipal agricultural platform” that would meet their expectations and context. A “Market gardening incubator” for Pays des Condruces, a “Rural Hub” to federate ag-

ricultural actors for Rosignano-Marittimo, a “Lab Farm” based on a social enterprise in Torres-Vedras, an “Organic Agriculture Demonstrator” to help the farms around Vaslui and also a simple “Agricultural Farm” to supply the canteens in Troyan.

On the basis of a few lines of description produced by each of the cities and to help them in this process, a series of initial visualizations were produced in the form of sketches of their “municipal agricultural platforms” projects. Visualization, although still very primitive and approximate, allows each city to “represent” its intentions and, beyond words, to project itself into a project, to realize, to share the intention internally and to refine it: “Is that how we see it?”; “Are we ready to develop it?”, Etc.

In a third step and on the basis of the feedbacks from each of the cities, a series of modules describing this “municipal agricultural platform” could be defined. At this stage, each city has refined its project based on a composition of the modules identified both in qualitative terms (which modules to choose?) and quantitative terms (what importance is given to each of these modules). For Teresa Georgieva, expert from the Municipality of Troyan. The approach allows “recombining the modules into coherent and meaningful systemic action for the stakeholders”. For Gilles Perole Vice-Mayor of Mouans-Sartoux, “It’s a transfer methodology that is both highly structured but allows a great deal of freedom to build by each city!”

The process followed here seems to us to be emblematic of what an adapted transfer mechanism should be, in particular:

- a conceptualization of the purpose of the transfer (here a model of a “municipal farm platform” declined in modules beyond the initial “municipal farm”)

- a bottom-up co-construction of the nature of the elements to be transferred (here 9 modules ranging from market gardening to the research centre on sustainable food identified jointly by the stakeholders)

- a process of refining and maturing the various results expected from the transfers (here a very wide variety from a production site on a more or less large scale to projects oriented towards the territorial agricultural ecosystem offering a range of services but no production).

Transfer starters and transfer enablers



If the BioCanteens' Good practice is characterized by a systemic nature and interdependency of each of its different dimensions, the consortium city partners noticed a lot of tiny practical steps that could be taken to start the journey towards the Good Practice. They call them: Micro-Good Practices: for instance, for the kitchen process, preparing part of the food in advance and part on demand; playing with portion size to reduce food waste; etc. and for the eating process, self-service to adjust different hunger and different eating rhythms of children; coaching children during meals; etc.

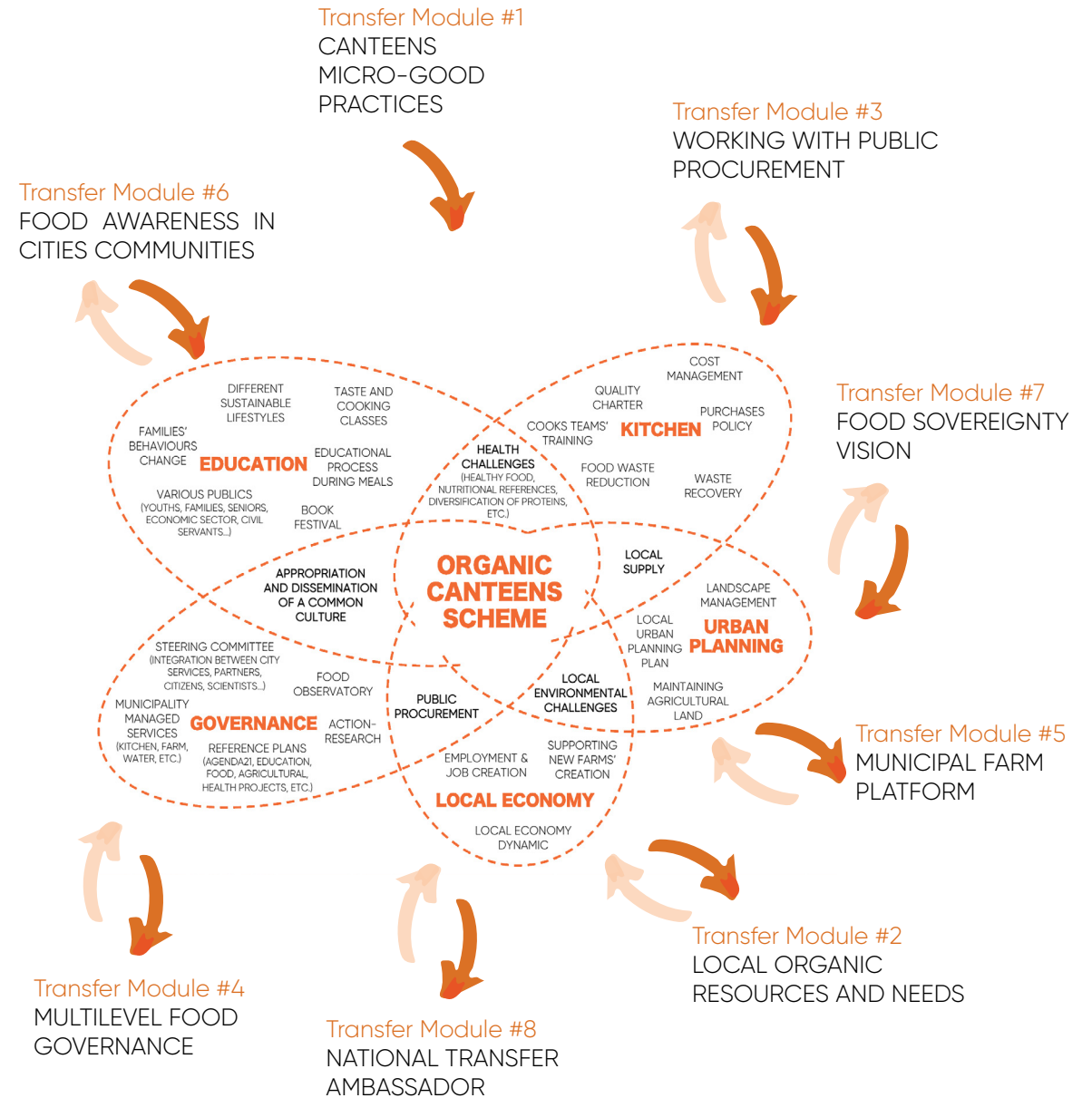
Micro-Good Practices to kickstart the transfer

"Some of these tips are easy to implement and give immediate benefits to canteens staff, report Elena Evalcheva, after her first visit in Mouans-Sartoux, these are 'entry points' into the Good practice".

The BioCanteens transfer strategy included 2 modules that can be described as "transfer starters". A process of collecting and systematically documenting the quick-wins has been carried out by Mouans-Sartoux and also by all the city partners. It resulted in two collections respectively of 15 Kitchen Micro-Good Practices and 31 Food Education Micro-Good Practices presented in the form of booklets of "Transfer Recipes" used as Transfer starters to kick-off the transfer process in the different cities.

An enabling context

The Good practice has developed in Mouans-Sartoux thanks to an enabling context. Municipal organic production is possible because of 40 years of careful land management policies. Quality canteens are part of the good public services sport and culture equipment of the city: for instance, as Vincent Corbier recalls, "Cannes festival nearby is world famous but Mouans' cinema is making more entries with 300 000 tickets per

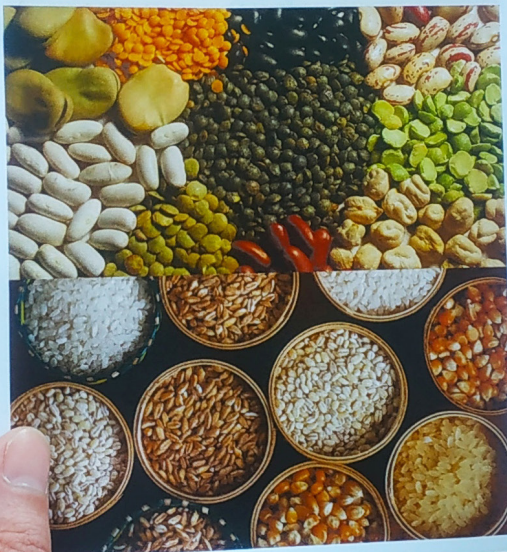


KITCHEN MICRO-GOOD PRACTICES

BioCanteens

'ALTERNATIVE MEALS' : FOR A GREATER AND BETTER USE OF PLANT PROTEINS

A greater consumption of leguminous plants and cereals is excellent for our health and the environment. Combined with reduced amounts of meat, and of a better quality, protein plants respect children's nutritional standards and can help enhancing their food education.



'ALTERNATIVE MEALS' in a nutshell:

- Plant proteins are composed of leguminous plants (peas, beans, soya...) and cereals, wholegrains (wheat, rice, buckwheat, spelt, millet, quinoa, oat etc.)
- Need to adapt menus with recipes including plant proteins (lentils lasagne, kidney beans chocolate cake etc.) to respect children's nutritional needs.
- Crucial to use organic ingredients as the concentration is very high in non-organic grown plant proteins.
- A greater use of plant proteins does not mean giving proteins, but consuming less meat, and of a better quality, the right balance between plant & animal proteins to children's diet.
- Progressive implementation : from testing recipes (e.g. starters prior to main dish) to get feedback from up to 10 successful one or more plant protein-based meals.

Context, goals and benefits:

- Alternative meals protect the environment, with a reduced footprint due to a reduced meat consumption and in pollution.
 - Organic plant proteins are excellent for our health, be fibres, proteins, iron, omega-3 fatty acids, dietary minerals.
 - Significant food cost reduction as meat often represents 30% of a meal. These savings compensate the purchase of higher-quality meat.
 - Useful for children's food education with the discovery of new tastes.
- ### Tips, advice and warnings :
- Adequate training of the canteen staff (e.g. to master recipes) as well as the facilitators (e.g. to convey the message).
 - Practice to be combined with educational activities to explore new tastes, as well as information towards parents.
 - Need to consider nutritional regulations/recommendations for a weekly meatless meal.
 - In case of a meatless lunch, always combine both legumes and cereals for a better intake of proteins.

BOOKLETS OF KITCHEN AND FOOD EDUCATION MICRO-GOOD PRACTICES WORKING AS STARTERS FOR THE TRANSFER PROCESS

year!". The citizens' involvement in the city sustainable food project cannot be disconnected from the city dense associative network and citizens' initiatives (more than 400 public manifestations per year), and from the overall high level of participative governance: Marie-Louise Gourdon, Vice mayor for Culture says about the city's yearly Book Festival "if we could organise this event without the 270 volunteers it would not be worth doing it!"

The BIOCANTEENS project developed as a Good practice thanks to and seems impossible to disconnect from this favourable enabling context. The BioCanteens' transfer process acknowledged the necessity to create such a favourable enabling context in transfer cities.

Transfer enablers

Beyond "transfer starters", the BioCanteens Transfer strategy included also "Transfer Enablers" based on the following hypothesis: acting on a selection of the main systemic dimensions of the Good Practice will create an "enabling ecosystem" that will, in return, engage or at least facilitate the transformation of the local situation in each of the different transfer cities. The 6 other BioCanteens Transfer Modules are built as Transfer Enablers: a Food sovereignty vision, the appropriate use of the possibilities of Procurement legislation, the implementation of a city Food governance, the activation of the Local organic offer and demand, the involvement in external Open dialogues and outreach to connected arenas or even the implementation of a Municipal farm platform-service are all important but peripheral issues to the Good Practice focussing schools canteens.

BioCanteens city partners followed the above transfer strategy wondering sometimes if they were not doing additional activities out of the focus on local organic canteen for which they engaged. They did the job in confidence and at the mid-term they reach the moment where the dots did connect, where activation of a range of peripheral systemic dimensions of the Good Practice begins to create favourable local enabling conditions.

As Kathleen Vanhandenhoven from Pays des Condruces reported: "We developed the Food sovereignty Transfer module

in one of the 7 small town of the LAG. It was a bit difficult to get all the data to make our Food Sovereignty poster. Now that we begin to spread it around, the stakeholders of Pays des Condruses recognized its interest to raise awareness on the need to keep farmland and support the installation of new producers. The food sovereignty mapping process helped to work on our interpretation of the Municipal Farm Platform as a market gardening tool to secure food sovereignty of our territory". What Kathleen and the other city partners seems to acknowledge is the fact that despite BioCanteens is not focused on food sovereignty or food procurement or on awareness raising on organic conversion or the establishment of a food governance project, etc. the activation of these ecosystemic dimension enable the transfer.

Another way of explaining this mechanism could be to highlight how, usually in the case of a transfer, contextual elements are often referred to as limiting factors: the territory is not aware of food governance issues, conventional agriculture works too well, inhabitants are not in demand of organic products, etc. The transfer strategy used here aims to turn these "limiting factors" into "transfer enablers" to trigger the transfer instead of slowing it down. Mouans-Sartoux's canteens project demonstrates a particular ability to "positively infiltrate" as many other sectors of the city's policy and daily life as possible. The catering of Mouans-Sartoux's Book Festival provided by the city school canteens is certainly the best example that in return draws media's attention at national and international level to the city food project. The same happens at all levels of the city's life: "the question is not if there is an event around food today in Mouans-Sartoux but rather which event is happening today as there is something nearly every day!" claims Delphine Boissin mother of a young boy eating in the city's canteen. "This is a bit of a 'canteen-centric' point of view" remarks Angela Casucci from the Rosignano Maritimo partner city. Following her idea, we could say that Mouans-Sartoux's canteens' team works as a "canteenizer", engaging the canteen project is as many peripheral fields as possible, consolidating a favourable and enabling context for its development.

Co-designing a transfer process is a bit like starting a game of American billiards: first you play the easy shots, the balls close to the holes are the equivalent of Transfer Starters which allow you to set up a winning dynamic and create the adhesion of

the players. Then, for the remaining balls, which are more difficult to reach, you proceed indirectly, aiming for an easy to reach ball which will impact them by ricochet. They are the equivalent of Transfer Enablers, more attainable actions which, by rebounding, will act on the hard points of the transfer.

As shown on the scheme above, the transfer strategy followed to enable the transfer and to co-design the Transfer modules is two-folds: design enough Transfer Starters, easy and attractive quick wins to kick-start the transfer on the one hand and, on the other hand, design peripheral Transfer Enablers to get in return a context that facilitate the very implementation of the Good Practice.

Designing “decision takers”

“We cannot be expected to do all that in 2 years!” claims Elena Evalcheva from the city of Troyan after the kick-off meeting in Mouans-Sartoux. Political stability for a sufficient period is key to enable an ambitious political vision to concretize. “20 year ago, that was really courageous, moderate Stéphane Veyrat, leader of Un Plus Bio canteen network, now the context has evolved, food and health are recognised as clear political issue”.

The capitalization work of its own experience that the city of Mouans-Sartoux has made in the last decade, its involvement in many reflexive activities with peers, the effort made in organizing its practice into a teaching curriculum within a degree taught at Côte d’Azur University, etc. are clear assets to accelerate the transfer process. Nevertheless, the core characteristics of the city ecosystem necessary to accommodate the Good practice – land management; staff practices evolution; children food behaviour change; etc. – are also the ones that take more time to evolve. “What you need is to get a clear political decision and clear written projects, adds Stéphane as advices to the partners cities, because it’s anyway a long process”.

Transfers’ milestones

And a long process claims for intermediary milestones, intermediary and satisfactory milestones for the stakeholders. The transfer effort – here the 2 years’ momentum of the Transfer Period set in URBACT Transfer Networks process where skills, time, financial resources, political mandate, etc. are focused on achieving the transfer – may represent a ridiculous window of opportunity considering of the necessary “alignment of planets” to get or the long timeframe required for a complete transfer.



MUNICIPAL FARM PLATFORM POSTERS CONSTITUTE INTERMEDIATE MILESTONES TO MAKE THE DISCUSSION ON THE PLATFORM MORE TANGIBLE AND CONCRETE WAITING FOR IMPLEMENTATION

For each BioCanteens' Transfer Module, we co-designed an activity emblematic of the module but much easier to achieve, for instance, a "Municipal Farm Platform Poster" as a milestone prior to all the following heavy steps necessary to the implementation of the municipal farm itself. We designed this activity as a low hanging fruit to reach first but also in order to achieve a first self-standing brick that will help to trigger further action toward the complete transfer module implementation: the SimFarm BioCanteens farm simulation tool allows materializing a poster with a visual representation of the city farm project much before any ground plan or architecture sketch would be available.

This early visual scheme makes the project of the city farm tangible – stakeholders can envision how a future city farm could look like, which functions it may have, how it could be used, etc. – keeping at the same time the status of a simple idea – no waste of time and money in developing a hazardous hypothesis has been made before it is validated. These milestones are designed as "Decision Takers": a step forward to concretize the project of a municipal farm and trigger positive strategic conversation among stakeholders around it.

Supporting the transfer follow-up

For the Municipal Farm Platform Transfer Module, the poster is a very light and early visualization compared to what the « pre-project » of a municipal farm would be.

Same for defining a "Food Governance Draft" as a first step of a complete territorial project for the Food Governance Transfer Module.

The "Food Sovereignty Poster" shows a vision of "what we will eat in the city in 2040" based on a rough but serious calculation to prompt stakeholders' interaction towards engagement into the long-term Food Sovereignty Transfer Module.

In the case of the Organic Offer and Demand Transfer Module, a series of pocket films of stakeholders' testimonies – organic farmers, households, local decision makers, etc. – collected in short and easy to realize videos will put forward lead actors of the territory and trigger the debate.

A "Canteen supply or catering tenders' repository" is a first steps of sharing examples of bending food procurement procedures towards complete achievement of Working with Food Procurement Transfer Module.

And in the same way, achieving one "Local event catered by the city organic canteen kitchen" and one "Academic partnership running a local university" is a first action towards systematic Open Dialogues and Outreach Transfer Module.

A Decision Taker is designed as a POC, a Proof of Concept. It is visible and appealing enough to force the debate: no one can ignore it. It is light and consequence less to keep a free and open debate: every player, even if not in a position of a decision maker, takes limited risk in putting it on the table. In other words, a good Decision Taker works somewhat like a Micro-Good Practice: it designs an achievable and not too engaging first steps to start with when there is none. They are reachable implementations, flexible to adaptation to the social context, efficient to trigger stakeholders' interest/engagement and build to co-design further pertinent local steps.

Good practicing city and good practitioners

During the transfer process, Mouans-Sartoux demonstrates by its own actions, a systematic innovative posture that leads and confirm the fact of being a Good Practice city. Gilles Perole and the Mouans-Sartoux team comes regularly with unexpected initiatives that goes beyond the Good Practice. For instance, they leverage on pupils' disappointment in front of the decrease of quality of canteens when passing from the primary to the secondary schools to transfer their canteens good practices to the Alpes-Maritimes Department, the governance level responsible for these secondary schools on which the city has no authority; they raised funds and interest of 9 other cities in France to start CDTE, Cantines Durables – Territoires Engagés a replication of the BioCanteens network at national level; the city launched the Fabriques prospectives project on small cities and environmental health, etc.

Mouans-Sartoux represents what is known in innovation literature as "disruptive innovation" rather than "incremental innovation" model. The city is not concentrating on following an "Improvement plan" as foreseen in URBACT's Transfer Network methodology. Instead, it grasps ambitious opportunities: beyond the official competence as a city to influence the Department governance level; beyond its position of Lead Partner in an URBACT network as a transfer network organizer in France; etc. to be always one – or more – steps ahead than a simple improvement.

Pulling improvement

The city leverages on this leadership posture to "pull" incremental change of the Good Practice rather than "pushing" for improvement process. For instance, one of the weak points of Mouans-Sartoux's Good Practice underlined in the Transfer Study was the relative lack of involvement of the kitchen staff: highly under pressure for the everyday meals' productions and the respect of safety norms, the city food project was perceived as only more burden on their shoulders. Asked individ-



BEYOND THE GOOD PRACTICE, THE MODEL TO TRANSFER IS THE STRONG LEADERSHIP OF THE LEAD CITY TO CREATE THE MOMENTUM TO BOTH TRIGGER BREAKTHROUGH INNOVATION AND INCREMENTAL IMPROVEMENT FOR EACH CITY PARTNERS.

ually during the preparation phase about what they would expect from the Good Practice for their own practice, the 3 city's Chefs expressed their desires to experiment with new recipes, to have some space in their schedule to innovate on their own in what is their profession. For the launch of the new CDTE network of French cities, the Mouans-Sartoux enables the 3 Chefs to start a pastry atelier. New and more ambitious projects create the space and opportunity to solve remaining problems, they are "pulling" improvement. "one must always be consistent" stressed Gilles Perole, starting more projects to keep the innovation and improvement momentum: a Food Policy Council in 2020, involving local businesses in a Sustainable and Healthy Food Challenge, etc.

A dynamic model

Beyond pulling improvement of the Good Practice, Mouans-Sartoux lead the BioCanteens' transfer process by being a dynamic driving force to imitate rather than a static accomplished model to reach. "Do as we do better than doing what we do": the Good Practice city should rather be a model of behaviour rather than a goal to reach, a "super pupil city" among other pupils cities rather than a teacher-city. This is an important learning point for transfers between cities: talking about "good practice" may be somewhat misleading pointing more on a result to achieve, a state-of-the-art to reach rather than on the way the city behaves, continuously learning, launching projects, exploring new opportunities, etc. A "Good Practice" focussing on the results to obtain, tends to derive attention from the "Good Practitioners". The "transfer posture" tends to focus city partners on the Good Practice city as the main resource and therefore tend to derive from local contexts and stakeholders as main assets. BioCanteens city partners reported sometimes concerns with missing stakeholders: "difficulties to involve outside colleagues"; "lack of time to take part"; "lack of representativeness of organic sector"; "missing forces to support conversion to organic agriculture"; etc. A transfer process is a stakeholder process: transfer cities should not lose sight of mapping their local stakeholders. They may take inspiration from the stakeholders that reveal to be key for the success of the Good Practice city but the involvement of the local stakeholders should above all make sense locally and particular attention should be paid to get them enthusiastic about the value of the transfer.

Talking about a "Good Practicing city" and "Good Practitioners" on top of a "Good Practice" could be an interesting enrichment of terminology to emphasize that the model to get inspired from and to imitate is rather the strong leadership of the lead city and the stakeholders process that enables to build the acclaimed Good Practice. This leadership and stakeholders involvement reveals to be the engine to create the momentum to both trigger breakthrough innovation and incremental improvement of the city practice.

Mix funding mechanisms

Funding has not been that much discussed as a critical issue among BioCanteens partners. Raising fund has not emerged from the co-creation process of the transfer as a specific Transfer Module although the financial capacity is key especially for transfer dimensions that imply infrastructures – such as the Municipal Farm Platform – or behaviour change – such as kitchen staff capacity building or family food behaviour change training.

URBACT networks are rather perceived as knowledge sharing, capacity building and not bringing directly implementation funds as other European programs do. But the main reason is that canteens schemes, the core focus of the transfer network are most of the time a competence of cities financed by families paying for their children's meals co-financed by dedicated municipal budget lines possibly completed by regional or national financing schemes and European program as the School fruits, vegetables and milk scheme¹

Most of the cities are building on already developed canteens related practices and on their – even if often reduced – existing budgets. It's not the case for partners cities situated in countries where canteens are not a public competence: Pays des Condruces, in Belgium reimplement a canteens service leveraging on European LEADER structural funds via the GAL and the creation of the Devenirs farming and catering training non-for-profit organisation. The social tariff for its canteens scheme achieved during BioCanteens project is the result of the reengagement of Anthisnes and Marchin municipalities of the GAL and the action of the CCAS local social centre. In Trikala in Greece, the snack-shops scheme in schools are private businesses paying to the schools a rent for their commercial space. Money comes from families and the municipality, only responsible for organising the tendering process for selecting the shopkeepers, has limited room for manoeuvre.

¹ <https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/market-measures/school-fruit-vegetables-and-milk-scheme/school-fruit-vegetables-and-milk-scheme#legalbasis>



GDTE IS A TRANSFER NETWORK BETWEEN 9 FRENCH CITIES BASED ON BIOCANTEENS AND SET BY MOUANS-SARTOUX WITHIN ITS ACTIVE SEARCH FOR SYNERGIES BETWEEN FINANCING RESOURCES

Making the most of canteens' budget

The core strategy of the BioCanteens Good Practice is to make the most of the existing canteens' budget reducing food waste by all means from storage, preparation, distribution and consumption completed by a strategy of upstream internalisation of the production through a city farm as already developed in the previous chapters.

This strategy has been transferred in different manners by most of the BioCanteens city partners. The actions from the catalogue of Micro-Good Practices focussing measurement of food waste, adapting cooking to the demand from the use of portioning to the adaptation of recipes have been largely implemented.

Part of the implementations during the transfer period have been financed using also other city budget lines. Troyan used municipal land and its own budget to build and develop its municipal farm. The city of Rosignano Marittimo financed the development of agrirosignano.it web mapping of organic farming resources of the territory. Trikala starts the renovation of the schools' snack shops using the municipal budget.

Mix funding for new activities

The Good Practice also relies on the agility of Mouans-Sartoux to catch and combine multiple funding resources. The MEAD, the city Sustainable Food Education Centre that count up to 5 full time employees and 2 interns, out of which only 1 full-time employee is directly financed by the municipality, exists thanks to the active involvement of the city in national sustainable development programs as the PAT Food Territorial Plan, its participation to different European programs including URBACT Agri-Urban and BioCanteens, as well as the European Agricultural Fund for Rural Development (EAFRD) for its Positive Eating Challenge for local businesses, application to private philanthropies such as the Carasso Foundation which supports a large part of the MEAD's activities and staff costs since its inception...This "constant juggling" with a wide diversity of funding sources is both explained by the need to carry out actions that often go beyond the traditional remit of cities' competences and the necessity to ensure the continuity of the city's department.

Some BioCanteens' city partners followed this path of consolidating a budget aggregating multiple heterogeneous funding sources. In parallel to European LEADER funds, Pays des

Condruces applied to regional calls such as FEVIA Fund (Food and Welfare Fund of the Food Industry Federation). Vaslui associated the implementation of "Gardening4everyone" a pedagogical vegetable garden funded by the XXX Interreg program.

The difficulty of this strategy is the need to continuously create new projects to apply for more funding with a risk of "projectification" of the public action on the one hand and of project fatigue on the other hand. BioCanteens' core strategy of making the most of canteens' municipal budgets - when there is one - requires human resources to continuously tend to 0-waste, upstream local integration, up-to-date kitchen staff and children with healthy eating behaviour, etc. This process may fall apart if cities don't secure a position of a civil servant of the municipality dedicated to manage food issue as for instance Torres Vedras did or as aimed by Mouans-Sartoux's partnership with Côte d'Azur University to form such profile with their Sustainable food projects Management university degree.

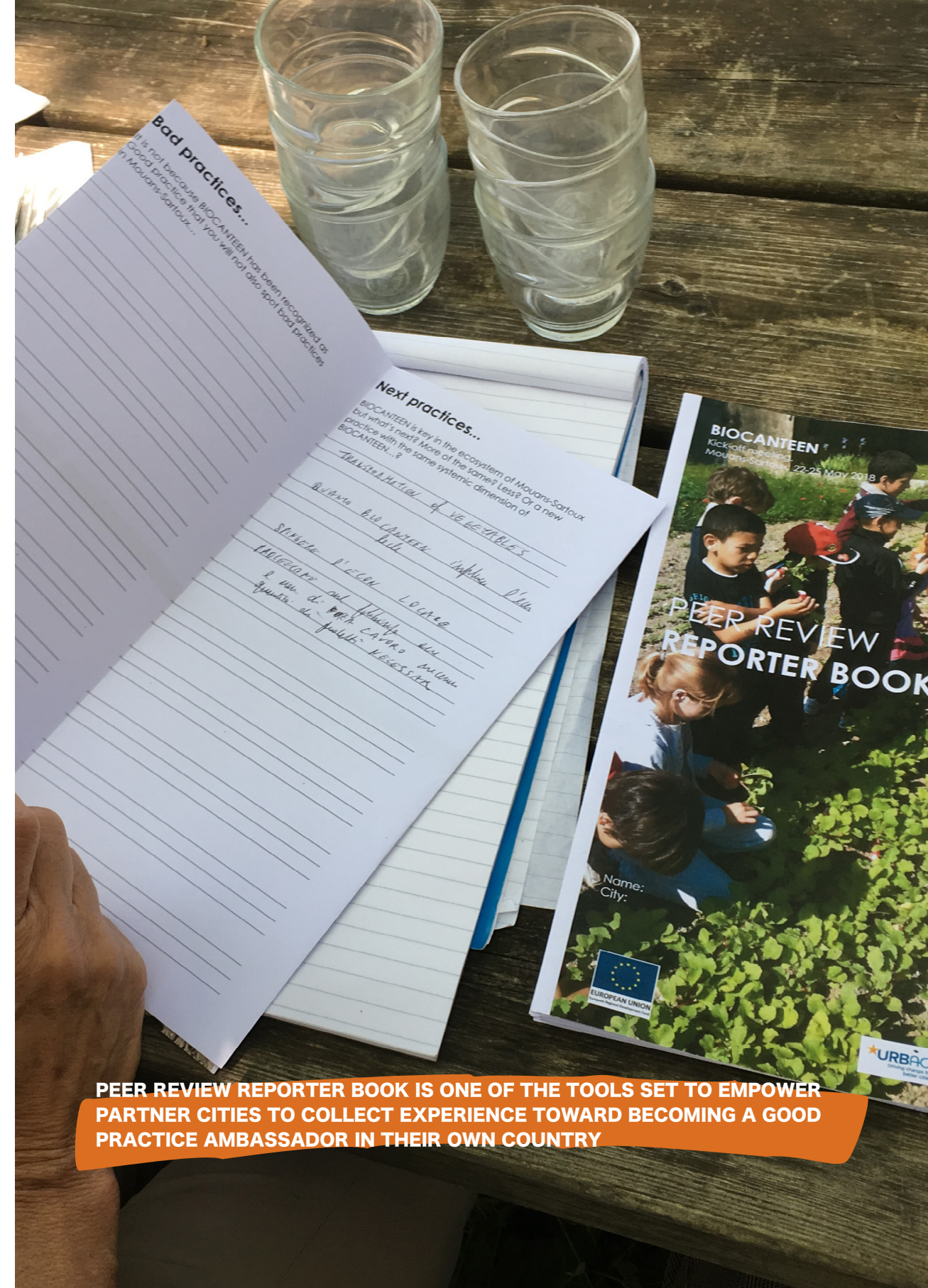
Transfer readiness and good practices ambassadors

Late 2020, a reportage on the city farm of Troyan was presented at the national Bulgarian TV, a city that 2 years before was catching up with aging canteens facilities, managed at the end of the Transfer Period to be spotted as a leading city for its canteens in its country.

Transfer readiness

The performances of Troyan are due for sure to a strong political engagement of its Mayor toward healthy food in schools and good collaboration of the city services engaged in turning the project of creating a city farm into a reality. It is also due to a good alignment of planet: as for Mouans-Sartoux, the city could count on municipal land to set the farm. A municipal orchard was already existing producing plums for which the city is known for its yearly festival. The city could count on its own financial resources and on the participation of the local stakeholders to build the farm infrastructure and start cultivation. Below this favourable conjuncture, the city canteen scheme was also ready for the transfer: canteens in schools are a regular practice embedded in the Bulgarian culture; the aging canteens facilities with still a practice of canteens kitchen with staff cooking from rough ingredients was underlined in the Transfer Study, as an asset for processing city farm production; the city just started a renovation of its canteens' infrastructure; etc. Altogether Troyan took part to the BioCanteens transfer process at a perfect time with a good window of opportunity both in terms of existing infrastructure and aligned conjuncture. Troyan was "transfer-ready" and profit from it.

The progress observed from the other cities should be assessed taking into consideration this notion of "transfer readiness". For instance, Torres Vedras "transfer readiness" at the beginning of BioCanteens was already very high both in terms of infrastructures – the city is responsible for serving 4000 meals per day with a request to double it in the short term – and of favoura-



PEER REVIEW REPORTER BOOK IS ONE OF THE TOOLS SET TO EMPOWER PARTNER CITIES TO COLLECT EXPERIENCE TOWARD BECOMING A GOOD PRACTICE AMBASSADOR IN THEIR OWN COUNTRY

ble conjuncture – the engagement of the city in a “Sustainable food school programme” since 2014. The transfer readiness of Pays des Condruces was less clear: on the one hand, the LAG was already strongly engaged in self-organic vegetable production but starting from a completely disaggregated canteens infrastructures in schools and a weak culture of serving hot meal for lunch in the population. The relative limited progresses of the cities of Vaslui – where the municipality is only in change of social canteens – and of Trikala – struggling with a snacking culture among children accustomed to wait for a late lunch at home – can be directly connected with the very low transfer readiness when getting on board of BioCanteens. For these 2 last cities, a Good Practice “translation” rather than transfer should have been considered.

An ambassador label

The BioCanteens city readiness in terms of canteens’ organic supply shows a very different ranking between the partner cities: Rosignano Marittimo starting from a completely different model as Mouans-Sartoux, relying on a catering company managed to pass from 60% non-local organic to 90% expected in the coming tender. Whereas Torres-Vedras and Troyan intend to pass from 0% to 10% organic.

The progress expected in the increase of the share of organic products in the canteens’ menus was pointed as too shy within BioCanteens, especially considering that set targets are rarely reached. “Aims at an increase of 20% if you want to make sure to get 10%!, was claiming Gilles Perole, opportunities only occurs for who’s ambitious enough”. The ambition of the city revealed to be key to start the transfer as it is to ensure the follow-up on the long run. For the city partners, the major risk for a transfer process is that all efforts made will not be sustained after the end of BioCanteens period. They need to keep the momentum.

Taking stock of the very positive effects of being awarded as “Good Practice”, Mouans-Sartoux advocated for the possibility to create an URBACT “Good Practice ambassador” label to be delivered to city partners at the end of the project. It would provide them with visibility at national level, legitimacy from a recognised EU institution and create the basis of a lively community of practice that would keep striving to strengthen and disseminate the Good Practice. BioCanteens’ city partners

already started in different manners to engage in this role of Ambassador: Mouans-Sartoux leverages on its multiple recognitions at national and international levels to create a transfer network between 9 French cities. Torres Vedras took part in different initiatives to disseminate its practice within Portugal. Rosignano Marittimo is participating in the ANCI process to create a “regional food network” with other cities in Tuscany. Pays des Condruces involved in regional programs in Wallonia and the Mayor of Trikala, as President of the Union of Greek Municipalities, intends to familiarise them with the values of BioCanteens

The progress of a transfer should be measured according to the “transfer readiness” of the different partner cities. Results have to be appreciated considering where the city starts in the different dimensions of the transfer - existing infrastructures, positive conjuncture. Little progresses from a disadvantaged situation may signify more than collecting low hanging fruits. The assessment of the transfer readiness may also signify that the starting situation may be too far from the Good Practice and that a “translation” rather than a “transfer” may be needed. Half-way from the 2-years Transfer Period, most of the BioCanteens cities seem to have found their specific different ways to receive the Good Practice, to make sense with it and to be able to become, in their turn, ambassadors of it at regional or national level in their respective countries.



BIOCANTEENS' TEAM DURING KICK-OFF IN MOUANS-SARTOUX READY TO BECOME GOOD PRACTICE AMBASSADOR!

TRANSFER OUTCOMES

On the road to COP26...

The Mouans-Sartoux food project is a strong project constantly evolving. In order to transfer it, the BioCanteens Transfer Network experience helped deconstructing it to better analyse and evaluate it.

The co-design of the transfer methodology allowed to better identify the levers and the systemic approach of the project. New themes emerged such as social accessibility to sustainable food for the most vulnerable people, support for new farmers to settle providing accessible housing or the deeper involvement of citizens and local actors in working on setting up a shared governance by creating a Local Food Council.

Since the launch of the BioCanteens Transfer Network in 2018, nearly 300 French local authorities have contacted Mouans-Sartoux to learn about the project, some spend a day, others are accompanied for longer periods. In particular Mouans-Sartoux replicates the

BioCanteens towards 9 French cities that engaged in a 3-years transfer process. 47 cities have chosen to register one of their civil servants for the university diploma of Sustainable Food Project Manager, a 6-month joint training course set between Côte d'Azur University and Mouans-Sartoux.

Thanks to BioCanteens, the Mouans-Sartoux sustainable food project is spreading throughout Europe. There is now a municipal farm in Troyan, Bulgaria and in Torres Vedras, Portugal. Rossignano Marittimo, Italy is preparing a hub of producers. Trikala, Greece has increased the share of organic food in its school kiosks and Vaslui in Romania is setting up shared gardens. Pays des Condruces in Belgium has launched an organic canteen project supplied by its organic farming incubator.

...The movement of European cities engaged for food democracy and sovereignty

European cities are today at the forefront of the transition towards sustainable local food systems. In a context of increasing vulnerability to health-related risks and climate change, competition-based global agricultural markets and of numerous regulatory hurdles, cities have taken the lead and already implement innovative as well as effective public policy solutions.

Ensuring a fairer access to quality food for all, building resilient agro-ecological food systems and developing a more participatory food governance are not mere objectives but realities taking shape on the ground. Taking stock of their achievements and rich experience, cities' engagement and commitments in the field of sustainable food need to be further promoted and supported at national and European levels.

The organisation of COP26 in November 2021 in Glasgow is a decisive opportunity for national

governments and the European Union to take up these positive local examples to put the issue of sustainable food at the heart of the climate debate, and to actively support the development of progressive and integrated food policies at city or regional levels.

In light of this context, BioCanteens partners, under the patronage of MEP Marc Tarabella, and in partnership with URBACT Programme and the Glasgow Declaration, organised the 23rd of March 2021, a European online event "On the road to COP26: Join the movement of European cities engaged for food democracy and sovereignty". This event allowed to share the BioCanteens Transfer Network experience with more than 150 participants, to highlight how European cities, regardless of their size or location, are concretely acting as leaders in building resilient local food systems and to call on the European Parliament to consider the need for a food exception in public procurement.

BIOCANTEENS' TEAM WOULD LIKE TO THANK THE URBACT SECRETARIAT FOR THEIR OUTSTANDING SUPPORT ALL ALONG THE BIOCANTEENS' 3-YEARS PROCESS.

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Photo pages 6–7: Mouans-Sartoux

About this book

Photo pages 12–13: Torres-Vedras

The Good Practice

Photo pages 16–17, 22–23, 27: Mouans-Sartoux

Transfer Modules

Photo pages 33, 35, 37, 39, 41, 43, 45, 47, 49, 51,
57, 59, 61: Strategic Design Scenarios
Photo pages 53, 55: Mouans-Sartoux
Photo pages 62–63: Municipality of Torres-Vedras

Transfer stories

Photo pages 68–69: Municipality of Troyan
Photo pages 75, 77, 89, 97: Strategic Design Scenarios
Photo pages 80, 83, 101, 107: Municipality of Torres-Vedras
Photo pages 85, 103, 113: Municipality of Mouans-Sartoux
Photo page 91: Mouans-Sartoux
Photo pages 93–94, 115: LAG Pays des Condruces
Photo pages 108–109: Municipality of Vaslui
Photo pages 114: Municipality of Rosignano Marittimo

Biocanteen's toolbox

Photo pages 120–121, 122–123, 124–125, 126–127, 128–129,
130–131, 132–133: Strategic Design Scenarios

Transfert Lessons Learnt :

Photo pages 149: Municipality of Rosignano-Marittimo
Photo pages 152–153, 158–159, 162–163, 166–167, 170–171,
174–175: Strategic Design Scenarios
Photo pages 180–182: Municipality of Mouans-Sartoux

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The following chapters have been written by:

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'Playing' with public procurement to increase local and food produce in school canteens while doubling the number of meals p 76, Looking for the right recipe to build a more participatory food governance p 84: Thibaud Lalanne

All chapters have benefited from the active collaboration of BioCanteens' city partners: Mouans-Sartoux (FR) ; LAG Pays des Condruces (BE), Rosignano Marittimo (IT) ; Torres Vedras (PT) ; Trikala (GR) ; Troyan (BG) ; Vaslui (RO).



Copying neighbours...

How to facilitate the collaboration between territories, the exchange of inspiring cases, the translation between governance cultures, the emulation and transfer between cities (and mutual aid in the face of unprecedented problems such as the pandemic)?

BioCanteens is one of the 23 URBACT Transfer Networks engaged in a form of "action-research" to transfer "**Good Practice**" from one city to a set of partner cities, to break it down collectively into **Transfer Modules**, to build a **Transfer Toolbox** and to build on **Transfer Lessons Learnt**.

... Lessons of BioCanteens Transfer Network.

BioCanteens Transfer Network is about ensuring the distribution of sustainable school meals in participating cities as a key lever towards the development of an integrated local agri-food approach, protecting both citizens' health and the environment. The project aims to transfer Mouans-Sartoux's **Good Practice** based on the daily distribution of meals that are 100% organic and mostly composed of local products, the drastic reduction of food waste thereby fully compensating the higher cost of switching to organic products, and the organisation of dedicated educational activities to raise children's awareness about sustainable food. It tells the various **Transfer Stories** capturing the journey and experience of the 6 BioCanteens city partners Pays des Condruces in Belgium, Rosignano- Marittimo in Italy, Torres Vedras in Portugal, Trikala in Greece, Troyan in Bulgaria and Vaslui in Romania and the **Transfer Outcomes** from city level to a call on the European Parliament to consider the need for a food exception in public procurement.