



Sustainable Food in Urban Communities

Developing low-carbon and resource-efficient urban food systems



Thematic report Delivering

Final Report – April 2015

PROJECT

The URBACT Thematic Network "Sustainable Food in Urban Communities" is a project involving 10 European cities that wish to grow, deliver and enjoy more sustainable food: they are looking for joint, effective and sustainable solutions to develop low-carbon and resource-efficient urban food systems.

The 10 partners of the URBACT Thematic Network "Sustainable Food in Urban Communities" are:

- Brussels Environment of the Brussels Capital Region (Lead Partner) (Belgium),
- the Bristol City Council (United Kingdom),
- City of Messina (Italy),
- the Municipality of Amersfoort (Netherlands),
- the City of Lyon (France),
- the City of Göteborg (Sweden),
- Vaslui Municipality (Romania),
- Ourense City Council (Spain),
- City of Oslo (Norway) and
- Athens development and destination management agency SA (Greece).

URBACT mini-site: <http://urbact.eu/sustainable-food>

Project blog: www.sustainable-everyday-project.net/urbact-sustainable-food

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The information contained in this Interim Thematic Report is not comprehensive. It has been compiled from the experiences of ten cities around Europe and should be read alongside the final Handbook 'Creating Space for Sustainable Food Systems in Urban Communities' <http://www.sustainable-everyday-project.net/urbact-sustainable-food/the-handbook/>

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This is one of three interim reports that together cover a wide range of practical examples of what is currently going on in the different partner cities. The theme of 'Delivering' is explored through the lens of three cross-cutting issues : i) Governance, ii) Inclusion and economy ; and iii) CO2 emissions reduction and resource efficiency. Partners have shared experiences from their own cities and used this report to gather examples and stimulate their own thinking and discussion about what is needed and what approaches could be taken. The richness of this working document lies in the diversity of examples that address different scales and audiences, and that are instigated by many different 'actors' to address a range of challenges.

So, as a reader of this report, what is the best way to make good use of all these practical examples and learn from others experiences? Too often a successful and inspiring example in one place does not translate to another because perhaps the context is different, or the details of process that led to the success is not necessarily captured in the end story, or most likely, success was largely due to the vision and drive of one or two individuals who made something happen against the odds.

One of the biggest challenges in how to make use of best practice and examples of other people's experience, is therefore to both i) understand the context and ii) be able to assess the impact.

The Project Partners have attempted to do this and used the questions below to help with that process.

- What was the context that led to the initiative becoming a success ?
- What process did the key players go through before it became a success ?
- To what extent are they being successful, and what is the practical tangible evidence of success?
- What changes are happening as a result of these initiatives?
- Are the outcomes those that were originally expected ?

Of course in a short report like this, the level of detail is inadequate to really explore the examples in any depth. However the aim of this report is to show the range of activities that are possible. URBACT partners who have contributed to this report would like to encourage the reader to take time to consider their own reflections in the final section, and to think about what it is exactly that draws him or her to particular examples.

This report includes examples of practical activities that take the following approaches to 'delivering' :

- *Collective marketing* – local brand, eco-labeling
- *Local and regional supply* – markets, wholesale, internet platforms
- *Retail & local food products* – supermarkets, farm shops
- *Tools to strengthen the local economy* – currencies, vouchers
- *Community led trade* – university market, buying groups
- *CO2 & resource efficiency* – food waste, eco-delivery, logistics & transport connections



Introduction

The theme of “Delivering” explores ways to distribute, share and procure local food inside the city. It includes more sustainable and less carbon intensive delivery systems giving efficient opportunities to local production; enabling direct links between supply and demand for sustainable food; facilitating the transition of existing distribution market actors towards greater sustainability and lower carbon intensity; stimulating the emergence of new ones (e.g. food businesses, retail...) and other local initiatives (e.g. markets, purchasing groups, networks, transparency in food chain...).

Our work on the delivering theme and the present thematic report is organized along 3 cross-cutting issues:

- Firstly, the report will address the issue of “Governance, synergies & local system”, i.e. how we can link multiple promising food delivering practices, develop synergies, increase resilience and generate the vision of a coherent local food system.
- Secondly, it will look into the issue of “Social Inclusion, jobs & economics”, i.e. how can we leverage on sustainable food transition to reduce food poverty, foster (re)engagement with food, support inclusion of marginalized and underprivileged population groups and enhance cohesion between communities? How can we consolidate promising food practices, transform them into sustainable businesses and upscale sustainable food initiatives to reach a larger share of the population?
- Thirdly it will tackle the issue of “CO2& resource efficiency”, i.e. how can we check and improve promising food practices in order to reduce emissions and impact on resources and energy?



State of the art

In terms of policy priorities, partner cities recognize sustainable food as a critical issue for future urban contexts. However, calling for various forms of expertise, this subject is challenging most of the municipalities' governance structures. Food has traditionally been dealt with at higher national or regional levels. Its approach at city level requires pooling together sectors that did not particularly interact before. Lyon and Gothenburg in particular underlined how the sustainable food topics requires bringing together land use issues with the department of urban planning and the department in charge of parks and gardens, environmental impact assessment with the department of environment, low incomes, population mitigation and department dealing with social inclusion, entrepreneurship and job creation and the department of economics...

This section addresses the question of how to link multiple promising food practices, develop synergies, increase resilience and generate the vision of a coherent local food system.

It requires learning from each other's food governance approaches (e.g. Bristol's Food policy council, Amersfoort's bottom-up facilitation...), drawing on the URBACT methodology & capacity building related to Local Support Groups and Local Action Plans. It also requires an initial inventory or mapping of what is already in place in the partner cities in the area of sustainable food, in order to each take targeted actions to generate synergies, upscale initiatives and strengthen the local food system.

The cross-cutting issue *Governance, synergies and local systems* for the theme *delivering* led most European partners to gather around five main questions:

- How to assess the food system and establish a Food Policy Council?
- What opportunity for the use of a brand or label for sustainable food and with which criteria and goals?
- Why and how to develop local food markets?
- What could be the use of an internet/online platform?
- How can public authorities do more with less?

For each of the above issues, in April 2013, the network partners carried out a self-assessment of both the city's starting situation (achievements) and to what extent it is a priority for the future. This will be a useful reference to guide future exchanges, to measure individual progress made as well as shifts in priorities in the coming months and years.



How to assess the food system and establish a Food Policy Council?

To tackle the relatively new policy area of sustainable food, cities need to have a sufficient understanding of their food system and its weaknesses.

“Who feeds Bristol? Report”

The city of Bristol achieved this understanding by commissioning the “Who feeds Bristol? Report” in 2010.

Finalised within a year, the report explored the strengths and vulnerabilities in the current food system that serves Bristol and the city region in detail. The report is a study of the main elements of the food system with an analysis of its resilience. It looks at the ‘positive powers’ cities may have in relation to their food systems and it makes suggestions for action. One of its key recommendations is the creation of a Food Policy Council. Many partner cities, now intend to initiate similar baseline research.

The report provides an evidence base and describes a food systems approach that is being widely adopted. It was a substantial undertaking for the author Joy Carey to collect and collate the information to provide a snapshot of Bristol. The wealth of detail provided in each stage of the food chain illustrates shortcomings in the current food system and provides guidance towards the development of one that's more sustainable. Addressing the shortcomings would reduce the environmental impact of food supply in Bristol and benefit the local population in terms of access to healthy food and a more dynamic local economy.

Similar snapshots could be replicated in each partner city based on the framework provided focussing on local

issues and priorities. Author Joy Carey has offered to work with partners on request to discuss and support similar undertakings.

Would this be useful to partners and if so how would you like to proceed? If there is sufficient interest Joy Carey could be invited to specific partner events or participate in webinars.



Building the council: matching bottom & top in a “neutral area”

Food Policy Councils bring together stakeholders from diverse food-related sectors to examine how the food system is operating and to develop recommendations on how to improve it. They are innovative collaborations between citizens and government officials which give voice to the concerns and interests of many who have long been underserved or un-represented. Such councils are intended to be based on a strong will to create both "neutral" forum and platform for coordinated action and help local, regional, or state governments address in the food system challenges.

There is no single Food Policy Council model because they depend on the area, the stakeholders involved, the local food culture, the local model of governance etc. Food policy councils have been successful at educating officials and the public, shaping public policy, improving coordination between existing programs, and starting new programs.¹

In general, the goal of a food policy council is to enable the growing, processing and consuming of wholesome, tasty, nutritious food from local sources. Added value and alternative agriculture will be keys to restoring resilient communities and ensuring quality of life. Main aspects of food policy:

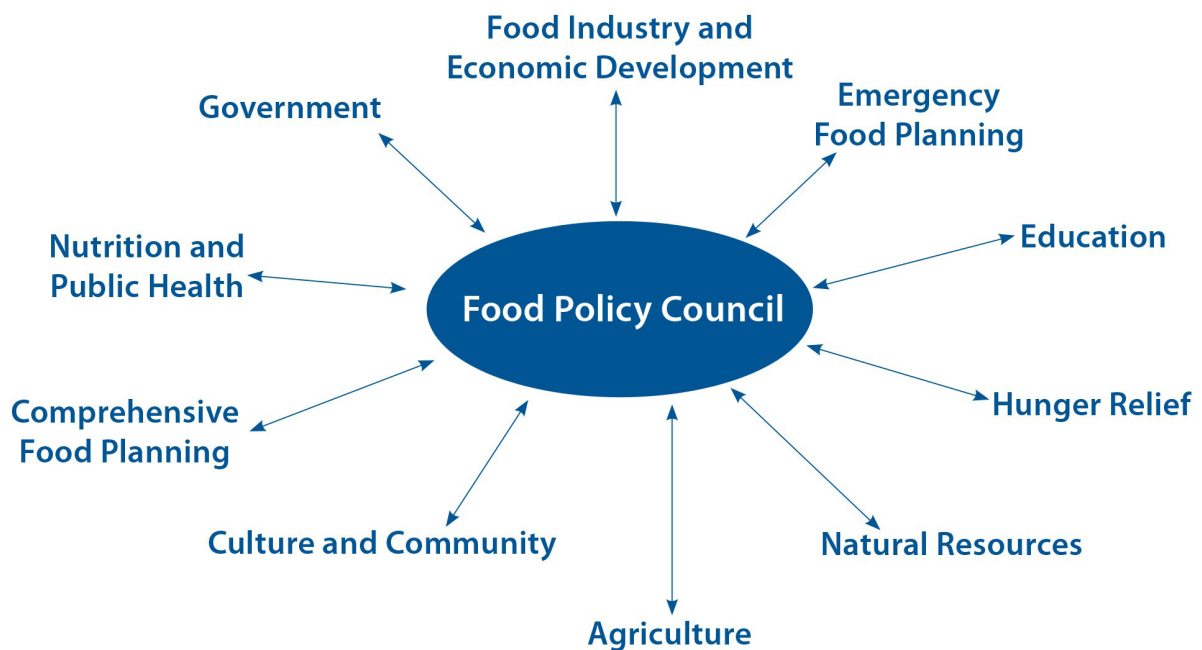
- **Food security and self-reliance** (reliable transparent supply chain / production system)

- **Sustainability** (the citizens take into account the impacts of food chains on natural resources)
- **Health** (malnutrition, obesity, allergies etc.)
- **Fairness** (the Fair Trade is growing responds to the needs of citizens in terms of equitable distribution of wealth)

In the case of Bristol, the Food Policy Council gathers 12 people and sectors that meet four times a year with the aim to ensure that city residents and visitors have access to Good Food. The Food Policy Council defines Good food as being: vital to the quality of people's lives in Bristol. As well as being tasty, healthy and affordable the food we eat should be good for nature, good for workers, good for local businesses and good for animal welfare.

The Bristol Food Council pre-existed the URBACT project and now forms the strategic wing of the city's Local Support Group which also includes the core members of the Bristol Food Network (grassroots activists) along with other key food stakeholders.

¹<http://bristolfoodpolycouncil.org/about/>



Use of a brand or label for sustainable food: with which criteria and goals?

Certification of products, services, companies or areas exists in most of the European countries. Labelling (such as organic and other certification schemes) has proven to be an adequate tool to increase transparency about the origins of a food product, especially important due to food safety issues and the fact that food is often produced far away from the consumer or in factories. However, nowadays, labels are also widely used as marketing tools only, far from the initial goal to certify quality and transparency, and then sometimes contributing to confuse the consumers.

Partner cities would like to further determine, how labelling could be used at the scale of a city to give more visibility in the delivery of local (or more sustainable) food products and how it can improve the consumption of such food products.

For the consumers

A label is a tool to help matching offer & demand by spotting specific products or suppliers among others. It is both a visual mark and the guarantee that someone or some institution did choose this product for reasons shared by the consumers. It is a kind of recommendation. It works if the consumer is:

- aware and shares the definitions of the criteria
- trustful about who or what is making the recommendation
- the organisation leading the label is independent

It means that labels have to be based on transparent selection processes explaining how and why criteria are selected. Those have to match with people expectations. Then starts the communication and dissemination for labelled organisations / shops / restaurants and consumers.

For labelled companies / organisations

Mostly the advantages brought by being labelled are related to marketing, communication and recognition. The label can be seen on shops' front doors, communication materials and other tools such as on interactive online maps. The labelled companies can also be seen as a group of selected members getting a specific status in the public and commercial area. Labelled companies are different and are involved in a process of changing behaviours. They can be seen involved in the label improvement. They have to be proud of being labelled so that they can ensure the dissemination.

“Lyon, Fair and Sustainable City” label also applied to food businesses

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Lyon developed a label called “Lyon, ville équitable et durable” (“mostly awarded to shops, organizations, and other food businesses”) Thirty percent of labelled companies are restaurants, organic supermarkets, and sustainable services.

About criteria: The label is based on 27 questions and gathered into 5 main criteria. According to the amount of points, the applier will be labelled when meeting the minimum of points. In addition the label exists at three levels.

Scoring scheme of Lyon Label

	Max score	Min score to be labelled
Governance	25	7
Environmental behaviour	25	7
Sustainable consumption	25	7
Citizenship (i.e. community involvement)	15	4
Innovation	10	0

Trying to be as sharp and open at the time is a delicate balanced “game” with the criteria. For instance, the sustainable consumption criteria include one question about buying local products and another one about selling organic/fair/local products. The company can adopt both sides of sustainable behaviour and then gets more points.

For a company, being labelled means:

- Getting benefits from the marketing package: massive communication to public, dedicated website, Facebook.
- Being a member of the “Club”: network for business B2B, meetings between labelled businesses.

Success:

- Credibility and transparency: members are expecting a real gain from being labelled. They are really sensitive toward public recognition for being an active member of the group they belong to. The city is now focusing on quality (better criteria and transparency), more than quantity (numbers of members).
- The network: members want to be involved in the “life” of the label. By developing a concrete community.
- Elected representatives and ambassadors’ involvement: gives higher sense to the label, more than marketing.

(www.lyon.fr/page/lyon-ville-equitable-et-durable.html)

Ecodynamic Label with 3 star ranking for businesses in Brussels



The Brussels Capital Region has had a ecodynamic label since 1999 that is awarded to companies including hotels and restaurants but not yet shops, and is considering adopting a sustainable canteen label (in 2014). The ecodynamic label scheme takes an environmental management system approach (in a similar way as EMAS or ISO14001) and integrates food waste prevention into other environmental considerations.

The label is awarded for a renewable period of 3 years based on a ranking system that reflects three levels of

achievement (1 to 3 stars) and that encourages improvement over time. The fact that it is awarded free of charge is an advantage compared to other schemes such as EMAS and ISO14001, which tend to be too costly in time and money for SMEs to adopt. For the award of the Ecodynamic label, a detailed check-list of environmental analysis criteria is used that is regularly updated.

Question to the network

How can we better point consumers towards local sustainable food choices? Multi-criteria eco-labelling schemes (such as the Brussels “Entreprise Ecodynamique scheme”) are effective but too burdensome for small stores to adopt and identifying specific sustainable products beyond the existing environmental labels is difficult for a city to do.

What simpler less resource intensive means could be used? (E.g. identifying businesses that followed training to lessen their environmental impact or that have adopted an environmental charter?)

(www.bruxellesenvironnement.be)

Professionnels > Label Entreprise écodynamique)



Bristol Good Food Charter

Bristol established a "Good Food Charter" to which food businesses (as well as other organisations & individuals) can subscribe. It is a statement of intent to commit to the charter's principles and not a certification system as such.

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Initial motivations

The motivation was to develop a tool to promote the existence of the Food Policy Council and create a dialogue entry point with people and organisations to create a relationship from which the FPC messages could be discussed in a receptive framework.

What is the result?

The tool is the Bristol Food Charter. In developing the Bristol Good Food Charter we set up a sub group of the main Food Policy Council to examine the core message we need to send out to people. The key to this message was not to be prescriptive but to create a dialogue entry point so we could engage people in issues around food. That entry point is "Good Food". This allows an exploration of their understanding of good food and then we can start to develop the discussion:

Good taste - but some foods taste good but are very unhealthy

Cheap - but avoids health and environmental costs
Easy to access - but only by car, excludes many people
And so on.....

So in effect we have developed: "**a brand**", a message, and deconstructed "sustainable food" into a meaningful concept for most people.

The brand is "**Bristol Good Food**". The **message** is: Good food is vital to the quality of people's lives in Bristol. As well as being tasty, healthy and affordable the food we eat should be good for nature, good for workers, good for local businesses and good for animal welfare. So in this message you can see the social, environmental and economic elements clearly stated.

The charter doesn't stand alone but is a key part of a **communications strategy** that sees the charter and message promoted at food events in the city. Also good practice people identify is promoted through the newsletter and website in the form of case studies. A more recent communications toolkit has also been developed.

Environmental, social & economical benefits

It promotes the concept of sustainable food in an engaging way.

It provides signposting to good practice.

Specific messages are: as well as being tasty, healthy and affordable the food we eat should be good for nature, good for workers, good for local businesses and good for animal welfare

Pros & cons

We recognise charters are very limited in their value, often only bringing in people that are already converted to the message. However, part of the value of this exercise has been the development of the brand and the message. It is also important that even those already partly signed up to the core values being expressed become active champions of the full message to align all of the active vectors in the community. This will never be perfect but we can go so way towards this goal. So the charter was only the first step in developing a communications package.

Lessons learnt for other partner cities

The lesson here is the process, taking time to develop a message that has clear local identity, a message that anyone can understand and converse on, but has clear principles behind it. We tested this idea through on street interviews before our final product was agreed. Also, there is no point in preparing in product unless it is part of a clear communications strategy.

Question to the network

The one part of the process that could be improved is the suggested actions. They are still very limited and there could be more powerful ways of suggesting positive action. So ideas for this would be very welcome.

(<http://bristolgoodfood.org>)

Why develop local markets?

"Markets (formal and informal) are the primary spaces where rural production meets urban consumption"²
Local markets create synergies between consumers and suppliers but also between suppliers. At a local market the relationship between supplier and consumer can be restored. The food product sold can be

² Donovan J, Larsen K and Mc Whinnie J. Food-sensitive planning and urban design: A conceptual framework for achieving a sustainable and healthy food system. Melbourne: Report commissioned by the National Heart Foundation of Australia (Victorian Division), 2011, <http://www.heartfoundation.org.au/SiteCollectionDocuments/Food-sensitive-planning-urban-design-full-report.pdf>



provided directly from rural areas to the urban consumer, along with transparency and knowledge (storytelling) about the product. By reducing food miles, the products at a local market are usually better value for money. It is no longer just a question of buying food. In the same way, developing local markets is intended to enable local agriculture to be more profitable.

While this issue is important to several partner cities (see baseline study) it has not yet been addressed in depth within the network and will be addressed in future exchanges.

URBACT Network Sustainable Urban Markets

Another URBACT Thematic Network of cities focuses specifically on markets as drivers for local regeneration, sustainability and employment. Lead by the city of Barcelona this network aims at exploring the links between local sustainability and successful markets, and sharing good practice for creating, developing and managing markets in Europe. Considering the strong overlap with between the Sustainable Urban Markets network and the Delivering theme of the Sustainable Food Network, links and direct exchanges shall be sought. (<http://urbact.eu/en/projects/urban-renewal/urbact-markets/>).



The URBACT markets network addresses notably the following issues.

Town centre regeneration (led by Barcelona)

- The social impact of market renewal on neighbourhoods, especially, for improving disadvantaged communities and focusing on how markets can be used as integration tools for community development and how these can be used as a tool to develop urban plans for communities and whole cities, so too the remodelling of historic buildings for market usage, with related issues concerning their conservation as cultural heritage, and how to use markets as tools for resolving wider city services planning or transportation and mobility issues within cities, like car parking.
- Market regeneration.
- Markets and their economic impact through city capital investment policies, the role of public private partnerships on market regeneration and ways to develop markets through tourism.

Low carbon economies and local supply (led by London)

- In terms of social impact, how to improve the quality of life in general for communities involved with markets and how they can integrate communities into cities and also enhance the urban-rural networks that are essential to market supply chains.

- Low carbon economies like the ones markets often use might have important benefits for urban areas. Part of this question would also examine markets' storage and waste management systems approaches to sustainability and supply chain issues, but so too regarding related questions exploring the way rural communities can be integrated better into this supply relationship.

- The economic aspect and the relevance of zero-kilometre supply chain systems for sustainability and related issues to environmental-friendly or green branded products and produce could also be a huge advantage for urban markets. This area of study could also focus on the sorts of facilities found in markets that enhance sustainability.

Employment and entrepreneurship (led by Torino)

- The creation of business opportunities and especially jobs in markets and their related direct and indirect economic benefits is a core issue that many cities want to address especially given the backdrop of the current recession.
- There are also economic synergies that neighbourhoods with successful markets can use to leverage local economies and this can have much wider positive effects on the local high street and immediate community.
- Another focus area to be studied includes how to develop brands and other commercial strategies to create consumer preferences for local marketplace produce and enhance their overall attractiveness for consumers.

These three core areas of interest in this project will share certain common aspects running across them, like the different types of management structures used for markets organisation and stakeholder engagement, so too the different financing mechanisms available, and, especially, communication strategies and tools that might have wider reaching aims including, say, how to generate healthy eating habits.

Street market in the partner cities...

Street markets could represent a very efficient way to match offer and demand on sustainable food in short supply chain. But



they assume different positions, status and developments among the different partner cities and especially in the following cities:

City of Oslo:

One farmers market is often arranged on Saturdays. The farms present are usually located with a 3 – 4 hour travel distance from the city. Most of the products are specialty food types, and meat and cheese are more abundant than vegetables and fruits (at all times of the year). The location switches each time between the east and west side of the city, which are two different socio-economic areas.

City of Vaslui:

Offers a local and fresh market frequently and is planning to expand the market due to growing demand of consumers and possible suppliers to be able to offer their products. A special area is reserved for local producers.

City of Amersfoort:

Smaak van de Streek, a quarterly seasonal farmer market promoting good products and traditional food coming from local producers mixing food with music, games, health, learning or recreational popular activities.; For such a project initiated as awareness raising events, the challenge is to transform it into a more regular process and to multiply the initiatives. .

City of Lyon:

Due to the huge food producing region around Lyon, there is a strong tradition of street markets. They represent about 135 M€ gross per year, and about 10% consumer's food expenses. The city held 104 weekly food street markets

(including 7 organic and 5 in the evening). To Municipality constantly improves the process to create new markets according to the citizens' demand. The city started to work closer with agricultural organizations in order to integrate producers' needs such as the planning: the products on a market are usually planted a year before they are sold! For any new market project, the city leads an economic impact study on existing markets around, but also on shops around, and tries to estimate the potential gross for producers. Finally the city makes a selection of producers to "compose" an adapted offer without too much competition: meat, vegetables & fruits, bread, honey.

City of Bristol:

St. Philip's Wholesale fruit & vegetable market is a collective association of 36 independents and is the second largest wholesale market distributing in South UK. More important, St. Philip is a key infrastructure providing an alternative to the 'Big 4', the 4 supermarket chains that cover 90% of grocery market and 83% of vegetable and fruits in UK. It is an important hub providing market access for local food production around Bristol. Ideas are being discussed to explore how the Market might reinvent itself as a more inclusive city based hub for a wider range of sustainable food with access for the general public e.g. by providing café's and restaurants showcasing organic and locally grown produce.

What could be the use of an internet/online platform?

An online platform or 'marketplace' could enable local supply and demand to meet. Online platforms often provide an organized overview of the offer of local food products, updated information on availability of the products and more regular access to local food products. So far, mainly professionals from restaurants or catering use this tool.

Moreover, through an online platform growers can introduce themselves, their farms, missions and products, which gives the purchasing consumer or restaurant the possibility to know the story behind their ingredients.

DeliXL

Deli XL a nationwide food distributor, demonstrated how 'regional for local' produce can be effectively delivered by the "Vers 24/7" concept. In which farmers are able to present their produce on an online platform, based on the shop-in-shop principle. Offering their products to restaurants, Deli XL is the logistic partner between supply and demand.

Context:

- Increased demand for transparency
- How to use regional products and gathered them to restaurants?
- The main issue: logistics, since they are the key part of success.
- This enterprise did a radical change of its business model by:
 - Creating an online platform (→ "the online fresh market" called "vers247.nl")
 - Providing the transportation through existing Deli XL logistic network
 - Create B2B for 75 market places: with focus on local demand; on producers that produce sufficient volume;

free for the farmers to open a market place; paid a % of the revenue; farmers are not exclusively.



Governance - How the public policy is involved: could we do more with less?

This question of public policy involvement is based on both the present context of economic crisis and the will of citizens to get involved. The issue of sustainable food in urban communities calls for new answers to support emerging solutions towards governance, business models and behaviours.

Non-profit organisations are really active and major private companies start to integrate sustainability as a potentially profitable market. However, most of the upcoming business models in the sustainable food economy stay small-scale or experimental. How could public policies get involved strengthen this field when facing decreasing budget? How to synergize three fields of actors: public, non-profit and private?

The URBACT methodology calls for stakeholder involvement in local support groups and action plan drafting, yet the way stakeholders are actually involved varies between countries and partner cities depending on their governance cultures and constraints.

Considering that urban planning is led by public bodies, improving bottom-up approaches could help to set priorities for sustainable food in urban communities, following the example of Amersfoort. Moreover, the French system of Co-operative Company of Collective Interest (SCIC: specific type of organization able to merge public and private money, and with a cooperative governance 1 stakeholder = 1 vote) could offer a legal framework to invest into experimental business models.

Bottom-up “Network theory” approach to delivering in Amersfoort



The Municipality of Amersfoort is experimenting with a bottom-up approach called the network theory. Initiatives of parties within the city (inhabitants, companies, non-profit organizations, etc.) are being facilitated by the local government.

The strategy of the network approach is different from the well-known policy-based way to work, which is far more a top-down approach. This illustration says it all:

In a top down approach, when an organization has stated its mission, a project plan with measurable targets is written. Then we seek the needed instruments, the right people (competences) and indicators and finally we try to make other parties enthusiastic for our own project plan, hoping they want to participate and even help finance the project...

In the network approach, it works just the other way around! You start to talk to a lot of possibly interested parties (people), preferably in a joint meeting. Here you talk about the interests and ambitions of all parties present. Start to talk openly about your own ambition AND interest (even your hidden agenda) and others will follow your example. Then analyse together whether there are similarities in those ambitions (connections). Be alert on where the energy lies or emerges. Then see whether you can cluster parties with similar ambitions and ask them to

formulate targets. Write a mission based on the formulated targets of the synergies that arose during the starting-up meeting(s) together with the involved parties.

Interesting is the example of the meeting organized by the Environmental Department of the Municipality of Amersfoort in which the demand and supply of local transportation was brought together. A wide variety of parties were invited to an exploratory conversation: commercial transportation businesses, food delivery companies, restaurant owners, non-profit sustainability foundations, a consulting firm specialized in sustainable transportation policies for businesses, the local bike shop and bike courier, etc.

Goal of this meeting: to get acquainted and to explore the possibilities of developing a sustainable way to transport local/regional goods by working together and combining different transportation flows.

The intention was: to connect supply and demand, to guard the aspect of sustainability during the first meeting, to facilitate follow-up actions or meetings (limited) and ultimately leave it to the market parties themselves.

The conclusions of the first meeting were:

- All parties are in favour of sustainable transportation and are open to synergies, shared use and cooperative activities.
- Transportation can be made more sustainable by preventing, shortening or changing transport movements and by more sustainable transportation means (electric vehicles).
- Existing local initiatives can strengthen each other.
- There is a need for further research into the desired transport movements and the local parties that can offer them.

Follow-up actions:

- 1) Bringing forward concrete initiatives now. Think big, act small.
- 2) Develop a broader view of a city-wide marketplace for sustainable mobility. Create an overarching plan

to combine investment budgets, to use existing developments more efficient and to analyse opportunities and barriers.

The role of the local government in this initiative:

- organizing a meeting without a preconceived plan with comprehensive goals;
- inviting a multitude of different local parties;
- have an open talk about the interests of the parties present and look for win-win situations;
- clarify the interest of the local government in the same open way of communicating;
- make subgroups for follow-up actions. Some parties prefer quick action, others want to do research first.
- let go on time. Be clear from the start about the limited facilitation the municipality can offer. Try to monitor the out-come by keeping in touch with the parties that are involved.

The French system of Co-operative Company of Collective Interest (SCIC)

The Co-operative Company of Collective Interest (Scic) is a new kind of co-operative company with the following particularities.

It allows all types of actors to associate with the same project: paid workers, volunteers, users, public bodies, companies, associations, private individuals...

- It produces all types of goods and services which meet the collective needs of a territory with the best possible mobilization of its economic and social resources. The social utility of Scic is also guaranteed by its vocation to organize, between any actors, a practice of dialogue, democratic debate and citizenship formation ;
- It respects co-operative rules: a power distributed on the basis of 1 person = 1 vote (with possibility of constituting colleges allowing to balance the votes according to rules' approved in the General Assembly); by involving all the associates in the life of the company as well as in its management; by keeping all the benefits or results of the company in some indivisible savings to guarantee its autonomy and perennially ;
- As any commercial company, it is of course subjected to requirements of good management and innovation ;

- Running under logic of local and sustainable development, it is fixed in a territory and it promotes the connections between actors of the same economical region, with also an action of proximity.

The Scic enables and formalises in France the co-operation of multiple stakeholders,:

- Employees of the co-operative (as in Scop) ;
- Any individual wishing to take part voluntarily in its activity (as in association) ;
- Usual users and people who, in any case, benefit from the co-operative activities (as in co-operative of consumers) ;
- Any person or entity, of private or public law, which intends to contribute directly, by his work or a by a contribution of any kind (economical or other) to the development of the co-operative.

All of these persons can be associated with the capital of the co-operative. As an associate, each one takes part in the collective decision-making via the college to which it belongs, by having one vote as any other associate. Actually, the assembly of associates elects the administrators and the leaders of the co-operative among its members."

www.les-scic.coop/sites/fr/les-scic/definition.html

Social Inclusion, jobs & economics

State of the art

Nowadays innovative ways of running a business or organization is of importance to remain economically healthy. Faster than ever the value of money, human capital and (food) products are changing and to keep up innovation is of importance. One aspect of innovation is job creation, by creating opportunities on wasteland or in empty buildings otherwise ready to be demolished. Growing sustainable food and committing the local community to it, is an innovative way of acting upon all this. But it raises also some questions with regards to the theme Delivering.

What is the economic importance of the sustainable food distribution sector? What is the job creation/preservation potential in this area, notably start-up of new means of distribution and shift of existing actors? What business models exist to step-up from a niche market and ensure access of local producers to



local markets? How can local communities strengthen their ties and take an active role through purchasing groups and other bottom-up approaches?

It seems that this field calls for a need to change our perception of what is profitable economy, including the deep change of standards of quality of life: cut down on costs, buy less but better products, have a good life where you live, produce food for you on. Finally, changing people's lifestyle is a process.

The cross-cutting issue *Social Inclusion, jobs and economics* for the theme *delivering highlighted* five main questions:

- What is the job and economic impact in the sustainable food field?
- Which education and/or formation and/or research about local/sustainable food are available or required?
- Could we develop concrete tools to strengthen the local economy, such as a local currency?
- How could we organize or stimulate the organization of innovative socially inclusive initiatives?

What are the job and economic impacts of the sustainable food field?

At this point in the time the sustainable food field is still a niche market compared to conventional businesses. Although it is growing and also conventional businesses such as wholesalers see opportunities in offering more organic, fair trade, sustainable food. Most of the organizations active in the sustainable food field are based on voluntary work. Their aim at the first place is to offer healthy, good food products; secondly to serve a social and educational purpose to bring people together and third they should make some money to justify their right of existence. Interesting to further determine is how voluntary work could lead to job creation on the long term and how business models could be developed to make sustainable a more conventional business instead of a niche.

Regarding the type and sizes of companies and NGO involved in the sustainable food field, the question of indicators arises. Public bodies are still used to follow "traditional" indicators which cannot entirely reveal the weight of this field.

Plus Supermarket / Amersfoort (NL)

Visit to the Plus Supermarket presentation on local products – Marijn Elsakker & Krijn Vermeulen.

This supermarket is one of the best examples in the Netherlands, where a 'regular' supermarket has adopted a high percentage of sustainable and local products within his assortment. This requires the necessary adjustments with regards to logistics, supply and store-presentation.

To enlarge the assortment towards sustainable and local products is a personal choice, not all Plus Supermarket stores have the same approach, but hopefully they will get inspired by the success of Amersfoort.

www.plus.nl

Willem&Drees

This concept delivers fresh and local products, fruits and vegetables, to the supermarket.

Completed with a marketing concept and transparency towards the customers by offering jointly with the products more information about the product and the supplier, with a picture and short interview of the farmer. Started in 2009, they are now successfully growing. Their philosophy is based on the following ten key aspects: 1. Local, 2. Seasonal, 3. High(er) Quality, fresher which you

can taste, 4. Transparency: identity of the farmer visible, 5. Respect for environment (biodiversity and sustainable way of growing products), 6. Reduce on foodmiles 7. Sustainable relationships, 8. Ideal & Entrepreneurship, 9. Transparency: open and trustworthy 10. Joy.

www.willemendrees.nl

D'Ici

Belgium: new local focus Supermarket "D'Ici" (from here) opening in Namur. Food stuffs are provided by 90 suppliers. All products are Belgian with few exceptions

such as oranges & bananas. Half of the products on offer come from within a 50 km radius. (<http://d-ici.be>) Direct sales by producers

De Kopermolen:



In Amersfoort, 8 staff members, generates jobs. But the stakeholders want to input a new way of doing business and like to keep it small. Martin van Klooster, his wife and daughter are the proud owners of a peri-urban farm. The main activities are farming and the production of quality fresh farm milk and farm cheese in their own production facility, and a modern and appealing farm shop in which they sell their own cheeses and dairy products. In respect to regional food they also sell produce of other

regional farmers and products from the corporation 'Landwinkel' and their members (also farmers). Landwinkel is a nationwide corporation with a collective distribution system of farmers who produce and sell products in their own farm shops. There is an active policy on strengthening the development of own produce of farm products and selling produce at the farm in well designed shops. More information on: www.landwinkel.nl

What education, training or research about local & sustainable food is available or required?

The history of our food (distribution) system teaches us that technology such as conserving products and fast transportation ways made it easier to have access to a wide range of products from all over the world. However, we now start to discover that our consumption behaviour in this way is not beneficial to our planet, which urges us to change the current system favourably starting with our future generation.

In order to solve complex issues with regards to the supply of sustainable food, considering aspects such as shortening food supply chain, reducing food miles, choosing transportation and guaranteeing freshness and quality of the food products, gaining and sharing knowledge is key.

This topic refers more to changing behaviours, which links it to the “enjoying” subtheme. There is no relevant example from partners towards “delivering” to be mentioned. In general, partners were pointing out the need to integrate sustainable food topics at all levels of education, starting at kindergarten, in order to make the future generation more aware.

Master in Economics of the Food System and Valorisation of Quality Production

Context

The University of Messina has established a Master in Economics of the Food System and Valorisation of Quality Production. Some higher technical institutes have sponsored a course for the enhancement of local products.

What is the result?

In 2012, the “Albatros Foundation” was created (www.itsalbatros.me.it) which is connected to the Professional Tourism High School, some local firms of agricultural production, other foundations, the Chamber of Commerce of Messina, the Province of Messina, and producer associations.

This foundation is the only highly specialized technical institute in Sicily that operates in the field of “New Technologies for Made in Italy Food Systems”. In addition to the purpose of providing companies with highly trained technicians, it aims to promote and disseminate the culture of innovation, with support and technology transferred to food business operators.

The students of the “Cuppari” Agricultural Institute produce grapes and the Faro DOC wine named “San Placido” (2012)

(www.tempostretto.it/news/vigneto-certificato-istituto-agrario-cuppari-presenta-san-placido-vino-faro-doc.html).

What are the benefits

In the long term, there is an increase in youth entrepreneurial activities particularly aimed at spreading the traditions associated with local products and local production.

In the city, new professionals are training to become involved in marketing for the promotion of local products.

Traditional quality products will be instruments for reviving the local economy.

Pros:

A re-evaluation of agricultural jobs, the environment and a better quality of food.

Cons:

The high fragmentation of enterprises (especially new ones) could be a problem for them to survive in the long term. The cooperative farms give better results with respect to the conditions imposed by the market.

Lessons learnt for other partner cities?

A high increase of awareness of our traditions and the preservation of the environment.

A true example of the direct link between the cultural heritage, the schools and jobs.

How to develop concrete tools to strengthen the local economy, such as a local currency?

Most of the European countries are facing the globalization's side effects, especially in the food industry: pollution from long supply chains, scandals about transparency, jobs destruction... To strengthen the local economy looks like an opportunity to strike back. It's also matching with a growing awareness from citizens

to act small but efficient. Many needs could find an answer on a local scale: increasing resilience, maintaining local entrepreneurs and services (such as butchers, bakeries, grocers, etc.), keeping the city liveable and enjoyable, and even creating new jobs.

The assertion is that improving consumption of local products could have a positive impact on local economy. But local products are usually more expensive (and less available of season) and leveraging on prices brings back to the main issue of sustainable food regarding the critical masses needed to concurrence the traditional (and dominant) food supply chain.

Following the example of the Bristol Pounds, a local currency seems to be an interesting incentive way to “drive” the consumers. However it is limited by the national currency inflation and by the citizens’ will of using it. Another example is the “food voucher” such as in Messina and more globally in France and Belgium. It’s given by the employer as a part of the salary but can only be used to buy food at restaurants and shops (including supermarkets). The weakness of the system is that it’s not especially linked to sustainable or local food. Other tools belonging to the city’s “marketing tool box” are the well known “City cards” offering discounts in local shops.

Bristol Pound

The Bristol Pounds has been launched in autumn 2012. It is a citizen’s initiative, supported by the local government and the Bristol Credit Union. The pound can only be spent in Bristol area (25miles around) in local shops, restaurants or cafes. They have to source local suppliers to spend it, because only the local suppliers can change Bristol Pounds for sterling for free. Policy of the city adjusted to Bristol Pounds by providing the entire pay check in Bristol Pounds, furthermore their food procurement they would like to have 25% in Bristol Pounds. The employees of Bristol City council can have any or all of their salary paid

in Bristol pounds. The city council is working towards a system where residents can pay their council tax in Bristol pounds. Business rates can already be paid into the city council using Bristol pounds.

<http://bristolpound.org/what>

Strength: it stimulates the local economy and excludes wholesalers (such as Tesco)

Risk: inflation – it is linked with pound sterling – there is no difference in value, added value is that people enjoy in spending it, social benefits.

Eco iris

City of Brussels has a local currency called “eco iris”. It is still a pilot project.

Initial motivation

The motivation was to encourage citizens to adopt more environmentally friendly behaviours and stimulate local economy since “eco iris” is spent in “eco iris” partner shops in the neighbourhood. The idea was to go beyond raising awareness and providing information, but also providing an economic incentive

What is the result?

This was attempted through a pilot of a complementary currency “Eco iris” implemented in 2 Brussels neighbourhoods. Participants can earn this alternative currency by demonstrating they have taken a variety of concrete actions including in relation with food, such as:

- purchasing organic fruit and vegetable baskets in participating shops,
- being a member of a GAS (solidarity purchase groups) to buy fruit and vegetables,
- grow their own fruit and vegetables,
- make their own compost,
- organise a sustainable neighbourhood meal...

In turn they can redeem the “eco iris” they have earned in participating shops, including organic food stores and other neighbourhood stores or for certain services.

What are the benefits

Environmentally, the scheme encourages the adoption of behaviours with lower impacts and shortens supply chains because participants shop in nearby stores.

Socially, because the project is rooted in neighbourhoods, and participants can jointly define the sustainable behaviours that

should be rewarded, it strengthens social ties between citizens as well as with their neighbourhood stores.

Economically it provides an additional incentive and appreciation for activities and choices that are not usually valued in this way.

Pros & cons

The difficulty was to identify more sustainable shopping options for redeeming the “eco iris” points.

Options considered were to redeem the points only on certain products such as organic food or ecolabeled goods.

Another option considered was to only redeem them in stores that predominantly though not exclusively sell such products, such as organic food stores.

However, neither of these options was considered feasible. Preference was therefore given to “proximity” involving the various local stores of a neighbourhood.

Lessons learn for other partner cities

This pilot project has received interests from over 700 citizens but managing it has been intensive in human resources. It may be necessary to reach a greater critical mass of participating stores to ensure that the eco iris points are not only earned but also used and circulated in the local economy to truly become a complementary currency.

Question to the network

How can we better point consumers towards local sustainable consumer choices?

Multicriteria ecolabelling schemes (such as the Brussels “Entreprise Ecodynamique scheme”) are effective but too burdensome for small stores to adopt and identifying specific



sustainable products beyond the existing environmental labels is difficult for a city to do.

What simpler less resource efficient means could be used? E.g. identifying businesses that followed training to lessen their

environmental impact or that have adopted an environmental charter?

Meal vouchers

The city of Messina as well as several other cities provides meal vouchers to buy a sandwich or to be used at the supermarket, preferably with local supermarkets.

The value of the voucher is 7 euro, which is part of the salary. It supports local economy and compensates the fact that the municipality doesn't have a canteen.

Innovative socially inclusive initiatives

Nowadays, it seems obvious that more educated and well-off population groups are more aware or able to reach sustainable food. The Challenge is to reach all kinds of people: young, old, deprived, etc. Beside the educational approach, the main question would be how to bring sustainable food to those population groups? What could be innovative socially inclusive initiatives?

We know that the price can be an issue, and many initiatives can act on that, as shown by the examples of Messina, Gothenburg and Denmark: a customer pays for 3 meals or goods, eats 2 and offers 1 to someone who needs it. This is close to social care actions based on solidarity. In France, the NGO "Les Glaneurs" collects unsellable food on street markets and gives it to anyone who asks for it. It's a win-win situation, avoiding the sellers from having to pay the garbage tax.

Some other cases reveal interesting points of view, because public authorities do not necessarily know what those populations are expecting from food, or what their perception of sustainable food is. Regarding the example of "MontsLait" in Lyon, the use of fresh local milk was not led by health or ecological considerations, but just by the need to make butter (which you cannot make with pasteurized milk).

University market for students and teachers in Brussels



The Brussels capital region developed a local market at a university (ULB), targeting students and teachers.

It is generally not so easy for students to have access to sustainable food with their limited budget. For that reason,

the University with the help of a student group asked for a public support to set up a sustainable local market inside the campus. Prices are relatively low because students volunteer in arranging the market, no rent has to be paid since the area is part of the campus and the primary producers sell products directly (short food supply chain). Since its start, in October 2012, the market is a real success. Between 50 and 100 people shop there each week. The environmental coordination unit of the university ensures the project continuity because students groups (around 17 people) change each year.

This project is combined with activities to raise awareness of students about sustainable food: cooking lessons especially for students (on how to cook and eat sustainable food in their kitchen and within their budget), a stand at the market to taste sustainable food, ...

For the moment, educational activities did not yet attract as many people as the market, maybe because the price of cooking lessons is too high. They plan to try cheaper activities in order to gather more people.

They succeeded to propose competitive prices for sustainable foodstuffs thanks to several reasons:

- The group of students helps producers to install the market each week
- The market is inside the campus, so they do not need to pay rent
- For the starting year they have financial public support to pay communication, some activities, logistics for the inauguration day...



Communities cooperative in Italy

City of Messina: developed a community cooperative (national for Italy) to buy service (social care) and food, only available for members of the cooperative. Advantage based on the principal of collective buying. They face the challenge to get work class people along, on health, local and price aspects.

Another concept (from Italy & Denmark): you buy 3 meals – get one. Poor people can ask for free meals at the premises. In Gothenburg they only offer coffee for now. This was applied to restaurant, but also to groceries stores.

GASAP Purchasing groups in Brussels



Initial motivation

In 2006, a group of citizens, with the help of an association called “début des haricots”, decided to get together in order to buy fruits and/or vegetables baskets directly from a producer. Their motivations were twofold:

- To be confident about food they eat and meet the producer.
- To support the producer since they commit themselves to buy regularly a certain volume of food and order in advance to minimise waste for the producer who is able to better plan the harvest.

Citizens took charge of the delivery aspects (find a place to distribute the individual basket contents to participating citizens, arrange with the producer the regular delivery to the city at a specific timeslot, taking turns in being present to receive and redistribute the baskets)

In 2009, “début des haricots” asked for financial public support, firstly, to hire a part-time employee to help other

citizens in the creation of their own procurement groups and then to professionalise the system by creating “GASAP network”, a non profit organisation. This network became a recognised structure able to help other citizens to found their own GASAP.

Now, people who want to set up a GASAP in their neighbourhood can ask, for free, help from the network to be accompanied in the beginning of the process.

Since 2006, 60 such groups (involving more than 1200 families) have been created. They are purchasing from 14 vegetables and fruit producers that are growing food near Brussels. They are not all affiliated to the network. Affiliated groups keep in touch with the coordination network, can ask questions to other groups and share experiences and views ... for example about the appropriate maximum price for a basket.

For the moment this procurement mainly applies to fruits and vegetables but it seems there is a consumer demand for other products such as milk, meat, eggs... The GASAP network is still thinking how best integrate this kind of products in their network.

Since 2009, financial public support has been stable and it seemed necessary to pay network operation costs (communication cost, support for new groups, website,...)

The challenge, now, is to slowly decrease subsidies to achieve a self-sufficient system. We are aware that this system imposes constraints (consumers cannot choose products, always the same volume of products, having to contribute personal time for the functioning of the group) and for this reason GASAP groups can not necessarily be duplicated as such at a large scale.

CO² & resource efficiency

State of the art

How can we check and improve promising food practices in order to reduce emissions and impacts on resources and energy? Relating to the delivering theme, we can assess the relative importance of transport distances and logistics to the city and within the city in terms of carbon footprint and resource efficiency, avoiding wastage along the food chain.

An efficient system of logistics to and within the city with sustainable transportation that shortens the food supply chain, should contribute considerably to CO₂ reduction. Still the discussion on this subject has not yet led to definite conclusions. The scale of urban agriculture in most of the participating cities in this URBACT

project is so small, that the production and transportation of regionally produced food is often far less sustainable (in terms of carbon footprint) than products that are imported from abroad.

This matter of scale leads to a crucial point about the definition of “local” which stays unsolved and very subjective because strongly related to the background of each city (this kind of concept finds the same definition’s problem as “sustainable”). However, the partners agreed on trying to focus on avoiding products that are “not local”.

Once again, as for governance, the main question lays in the way to change the scale of our food model, leaving small initiatives and experimentation field to reach a model able to compete with the actual global food model. Two paths seem to emerge: one would apply the existing global model to sustainable food (centralized hubs), another would consider multiplying small-scale companies (decentralized production and distribution). Does a third path exist in between?

Finally, logistics can be seen as a global issue for cities including cars and bike traffic management, public transportation, goods and waste transportation... Therefore, this becomes a larger issue about urban planning where sustainable food should find a place.

The crosscutting issue *CO₂ and resources efficiency* for the theme *delivering* led most European partners to gather around five main questions:

- Shorten the local food supply chain: define ‘local’?
- How to develop small-scale combinations of sustainable transportation?
- Does the development a food hub/logistical platform contribute to CO₂ reduction and resources efficiency?

Shorten the local food supply chain: define ‘local’?

Local implies multiple levels of understanding. It is a very subjective concept hard to define. It is related to each city’s background, size and scale. For example in Amersfoort, a 40 km range is considered local whereas for Lyon it is about 80 km referring to the AMAP (French community supported agriculture system) charter. Bristol defines ‘local’ as agriculture within city boundaries. Vaslui works for local supply closely with 5 other cities united in one county. Oslo Municipality which has various types of urban agricultures within its city boundaries (allotment gardens, fishing, grazing, allotments with cabins and a central school garden centre) is currently conducting a study to figure out where to set the boundaries and on this basis to define a proper food policy. The European definition of Functional Urban Areas is providing another perspective looking beyond administrative limits for meaningful boundaries for what can be considered an urban area.

Discussions between the partner cities brought the idea of adopting a working definition for the work of the thematic network that is neither intended nor equipped to carry out research. If what is local depends from geographical, economical and socio-cultural issues, it seems that on the contrary partner cities and experts may agree on what is ‘not-local’ and coming from far away.

Following this idea, another meaningful working definition emerging from the discussion is to consider for our thematic network the reasonable boundaries that make a difference in feeding the city. In other words, each city should consider its local context in order to define the area that seems to be relevant or that should be relevant for the purpose of a sustainable urban agriculture. In this fuzzy and somewhat self-referential working definition, the partner cities and experts advocate for considering agriculture at large including not only production activities but also social and cultural activities relating to agriculture (recreational activities relating to agriculture, educational farm, etc.). Inter-territoriality (i.e. specific historical or cultural relationships between certain cities and distant rural area feeding them) and multilevel (i.e. the interplay between different levels of local governance from with the food procurement of the city is depending).

Moreover, the discussion of notions of ‘local food’ and ‘urban agriculture’ the impact of food-miles on CO₂ emissions is subject to intense expert debates. For instance, a French study released in March 2013 by the “Commissariat General au Développement Durable” (French ministry of environment) shows that the benefit of local consumption is not always about resource efficiency. Actually, short chain supplies are really dependent on consumer’s behaviours to reach the selling point and the global logistic (eco-friendly transportation or not). Both can easily increase the carbon footprint of a sustainable product.

How to develop small-scale combinations of sustainable transportation?

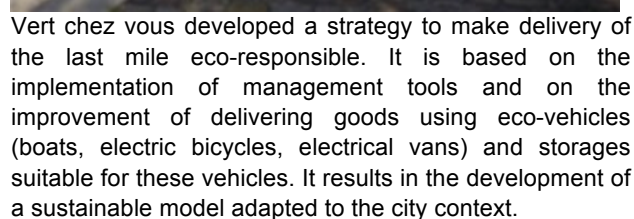
The critical ‘last kilometre’ of the delivery chain is triggering many innovations combining small-scale and new transportation systems.



Beyond specific last kilometre innovative logistic systems as *Vers chez vous* a number of small-scale sustainable transportation initiatives pop up almost everywhere as part of innovative food business solution integrating logistic instead of externalizing it. *La Miecyclette* in Lyon is a good example of as a cooperative bakery including its delivery service with cargo bikes. *Marché sur l'eau* in Paris is another example based on a river boat collecting fruits and vegetables from producers along the Seine outside the city and organizing a weekly street market on the river side in the centre of the city. Parts of these initiatives are experimental driven by idealism more than profit. However, theses initiatives bring intra-city transportation solutions (in within the city borders) and beyond they propose attractive experiences for their clients with the flavour of former bread bicycle delivery or floating markets along the river.

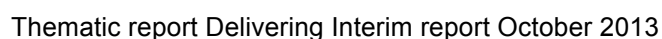
The population growth and further urbanization will have a significant effect on the need for the delivery of goods, especially in urban areas, causing environmental impact, traffic congestion and problems in reaching consumers (last mile logistic). Some interesting solutions currently in experimentation have been developed using the rivers and canals, which might replace the use of several trucks with a lower carbon intensive mix of transport means.

Reinvent Mainstream Logistic System strategy to make delivery of the last mile eco-responsible



- Using eco-vehicles (reduced air pollution)
- Reducing the congestion of dense urban cities like Paris
- Reducing noise pollution

- Reduce the cost of delivery because is not affected by the environmental tax



Pros & cons

- Time of delivery is not flexible, they follow a strict schedule
- In some cases delivery is slow but they can reach every area by accessing to pedestrian's streets by bike
- There is the issue of stocking (limited to the capacity of the cargo boats)
- Owning a large amount of eco-vehicles is expensive (especially as an initial cost)

Marché sur l'eau

Reinvent Mainstream Logistic System to transport produce from peri-urban farms to the city centre and organic waste to a biogas digester



Marché sur l'eau selected farms in the peri-urban area outside Paris and close to the canals in order to carry by boat fruits and vegetables and deliver them to the market in the centre of the city, reaching directly the consumers. Furthermore, the boat collects organic waste and brings it to a biogas digester in the countryside, close to the river

What are the benefits?

Environmental:

- Decreasing the usage of transport means from the countryside to the city
- Fostering the recycle of organic waste
- Driving people to consume fresh and local food

Economical:

- Supporting the peri-urban growers and producers

What are the lessons learnt for other partner cities?

This system of overcoming the sustainability obstacles is applicable only when waterways are available within the city. This model cannot be replicated in every city but it exemplifies potentialities to reinvent the current mainstream logistic systems reusing part of still existing past infrastructures merging them with new sustainable vehicles.



Social:

- Creating long last relationships between local farmers and costumers

Pros & cons

- Rivers and canals must be suitable for navigation, so they might need maintenance,
- Little flexibility of sales points (limited to a few selling locations near the canal)
- Little flexibility of products' offers
- Struggle with controlling the demand and offer (uncertainty of production, season, expiration of food, etc)

La Miecyclette: Riders on the crust

This young company settled in a deprived area has been designed and founded by citizens: one baker and two riders producing organic bread and delivering it by cargo-bike in Lyon.





Initial motivations

A network of citizen have imagined and designed this concept of local organic bread production delivered by bike. Out of this network, three young men eager to give more sense to their work have created the company: a baker and 2 young white collars found of biking.

Three men, 3 rules:

- Socially conscious company
- Eco-friendly system
- Sustainable quality food

What is the result?

Build up as a "cooperative", the company has been partially founded by citizens, becoming by the way

shareholders. One man, one vote is one of the basic rules of "the cooperative". It allows a strong involvement of employees and shareholders.

Some personal money and a loan did complete the investment necessary to build up an all new wood baking oven. They settled in a deprived area of the city, for two reasons: a low estate market price and a strong will to bring something new in the neighbourhood.

They produce 1 ton of organic hand-made bread per week. Most of the ingredients come from high quality organic suppliers and for specific breads from local producers. 20% sold in the shop / 80% delivered.

They use 3 cargo-bikes with electric assistance to deliver canteens, restaurants and purchasing groups. They also sell on organic street markets. The company has a turnover about 18k€/month after 1 year. They are expecting a balanced business in 2013.

Environmental, social & economical benefits

- Bikes instead of cars
- Small-scale combination of sustainable transportation
- Company socially conscious
- Organic product
- Cross-cutting company : environmental, social and economic benefits.

Connect local transportation demands and supply

Develop synergies between parties who have people or goods (such as urban food) that need to be transported within the city/region and parties that supply (sustainable) ways of transportation.

Many transportation flows are present in and around the city of Amersfoort.

Elderly and people with disabilities are being transported in minibuses to the hospital or to their day care activities. Children are brought to special education schools every day. The local Centre of Nature and Environmental Education is weekly handing out approximately 25 boxes with educational materials to the 74 primary schools in Amersfoort. Food is being distributed to restaurants, hospitals, residential homes, etc.

Urban food is being delivered in boxes at the homes of citizens in Amersfoort in mini buses. Some restaurant owners pick up their products at the farmers themselves (Daphne in de Kas). Farmers bring and sell their own products four times a year at the Urban Food Markets 'Taste of the Region'. The company 'Willem & Drees' delivers vegetables and fruits that are grown in and around Amersfoort to supermarkets and shops.

So, urban food is being transported in many different ways.

The Environmental Department of the Municipality of Amersfoort has taken the initiative to organize a meeting to bring together supply and demand in the field of urban transportation. This meeting took place at the 26th of march 2013.

A wide variety of parties were invited to an exploratory conversation; commercial transportation businesses, food delivery companies, restaurant owners, non-profit sustainability foundations, a consulting firm specialized in sustainable transportation policies for businesses, the local bike shop and bike courier, etc.

Goal of this meeting: to get acquainted and to explore the possibilities of developing a sustainable way to transport

local/regional goods by working together and combining different transportation flows.

The intention of the municipality of Amersfoort was: to connect supply and demand, to guard the aspect of sustainability during the first meeting, to facilitate follow-up actions or meetings (limited) and ultimately leave it to the market parties themselves.

The conclusions of the first meeting are:

- All parties are in favour of sustainable transportation and are open to synergies, shared use and cooperative activities.
- Transportation can be more sustainable by preventing, shortening or changing transport movements and by more sustainable transportation means (electric vehicles).
- There are local initiatives present that can strengthen each other.
- There is a need for further research into the desired transport movements and the local parties that can offer them.

A next meeting is being organized at the 24th of April. Follow-up actions are:

- Bringing forward concrete initiatives now. Think big, act small.
- Develop a broader view of a city-wide marketplace for sustainable mobility. Create an overarching plan to combine investment budgets, to use existing developments more efficient and to analyse opportunities and barriers.

The lessons learnt to be used/transferred/implemented in the other partner cities are mainly concerning the role of the local government in this initiative:

- Organizing a meeting without a preconceived plan with comprehensive goals;
- Inviting a multitude of different local parties;
- Having an open talk about the interests of the parties present and look for win-win situations;
- Clarifying the interest of the local government in the same open way of communicating;

- Making subgroups for follow-up actions. Some parties prefer quick action others want to do research first.
- Let go on time. Be clear from the start about the limited facilitation the municipality can offer. How can you monitor the outcome?
- To what extent should a local government interfere in the local transport flows? How far should a municipality go; when to let go?

Development of a food hub/logistical platform

This question applies to cities with a major issue with traffic management. Hubs and logistical platform seem to be able to bring solutions (integration of transport different flows; controlled transport in the inner city, etc.) but they are facing several difficulties such as concurrence in within private companies, warehouse availability, global approach to manage trucks traffic (what roads, what time?), integrated logistic of large distributors, etc.

Brussels faces the need for a food hub in order to get food from the region into the city. Parties are talking together, but stay afraid of concurrence and are therefore not yet willing to co-operate in a synergy. In Lyon, the existing wholesale market has been removed far outside of the city in 2009. The project was led by the need of land for living estate construction. It reveals to be a good option for tractor-trailer load but it did not solve the transportation into the city (multiplication of small trucks).

The demand from restaurants and stakeholders does exist but this topic stays related to logistics issues and estate pressure.

Distribution platform for sustainable food products in Brussels

Since two years we have been trying to set up a distribution platform for sustainable products but do to several difficulties (practical, commercial...) we have not yet succeeded.

In Brussels delivering sustainable food (organic, local and fair trade) products to restaurants, shop and kitchens has been a problem since many years due to traffic jams. This makes that despite the demand for sustainable local products farmers are not able to sell there products directly to consumers or professional organisations.

Small farmers who want to deliver there products to Brussels and locale delivery services of sustainable products (mostly based outside Brussels) are looking to find a solution to this problem. This would help the local business who now depend on the delivery services of big distribution platforms who only deliver once a week and do not have "buying local" high on their priority list.

Starting from the ideal situation, several ideas like transportation with small electric vehicles, bicycles, a HUB next to the canal for transport over water and the possibility or combining the distribution platform with an local producers market, an social restaurant... have been showing great promise. Partners have been found for these flanking initiatives.

Unfortunately the main activity: distributing local sustainable products is proving to be a huge challenge. Different strategies have failed:

- linking small local distributors and farmers together did not work because of the fear of losing the market share (especially in the growing market of organic baskets)
- linking up with a new distributor of organic products wanting to start up business in Brussels failed because of problems with the location
- creating a cooperative of local farmers is difficult hence Brussels only has 1 farmer.

So despite the need for this project (both on the side of offer and demand), the willingness of the government to provide support and the good intentions of several organisations, we are still not yet starting to create a Brussels distribution platform.



BIOAPRO

City of Lyon's organic food hub



BIOAPRO is a 200m² food hub created in 2010 and dedicated to organic food; the juridical frame is a SCIC (see above governance topic). They sell organic products to restaurants and canteens from the urban area. 87% of the products come from farms or companies settled in within a range of 80 km (nothing from outside France). 60% of the products come from producers. The partners (producers or processors) are shareholders of the co-operative company and pay 3% of the gross made through the hub. In 2010, the gross was about 200k€ and reached 900k€ in 2012. The hub is close to the city (25km), but not inside because they couldn't afford it !

This initiative allows producer to reach the canteens market by grouping offer. Transport mutualisation to deliver the clients helps to reduce CO2 emission. It works as a wholesale market, but with a complete new governance approach (social benefit).

How can food and packaging waste be reduced?

Bristol domestic waste food collection service

Bristol operates a weekly domestic kerbside waste food collection that is composted in-vessel for use on farmland, or anaerobically digested to provide energy.



Research shows that annual UK household food and drink waste has fallen by 1.1 million tonnes (13%) over a three year period from 8.3 million tonnes to an estimated 7.2 million tonnes, equivalent to around a fifth of all food and drink purchased.

Avoidable household food and drink waste (i.e. food and drink that could have been eaten) has reduced by 950,000 tonnes, or 18%, from 5.3 to 4.4 million tonnes annually.

The environmental impact of avoidable household food and drink waste is now around 17 million tonnes of CO₂e (equivalent to the emissions of 1 in 5 cars on UK roads) and 4% of the UK total water footprint. The savings associated with the reduction in avoidable food and drink waste amount to around 3.6 million tonnes of CO₂e a year, and almost a billion tonnes of water a year.

Household food and drink waste remains the single largest proportion of UK food and drink waste arising (almost 50%), and more than 60% of this is avoidable – so there remains much more to do.

<http://www.wrap.org.uk/content/new-estimates-household-food-and-drink-waste-uk>

Bristol has provided a weekly domestic kerbside waste food collection since 2006. Residual waste has been

collected fortnightly since 2006 with smaller waste bins introduced in 2012 to help encourage the growing list of materials recycled. Plastics were added to the list in 2012, formerly only limited collection points were provided e.g. in the car parks of large supermarkets.

Total household waste has consistently fallen since the peak of 189,386 tonnes in 2005/6 to 148,940 tonnes in 2012/13). Recycling rates have consistently improved the current 2012/13 figures are recycling 30% (16.2% 2005/6), composting 19.6% (1.3%), landfill 26.3% (82.4%)

Resource Futures, based in Bristol, <http://www.resourcefutures.co.uk/> are working with Ipsos Mori <http://www.ipsos-mori.com/> to understand how and why food is wasted. Initial evidence suggests that separate waste food collection raises awareness and results in less wastage.

This is also listed by Bristol City Council's Waste Management see below:

- Separate food waste collections highlighted food waste to residents, who then took steps to reduce.
- Many manufacturers have signed voluntary agreements to reduce packaging waste. It also makes economic sense to do this. As a result, many items packaging have been redesigned to be as lightweight as possible. Miniaturisation has also helped in reducing the amount of materials (and therefore waste) used for producing goods (e.g. mobile phones, PCs, etc.).
- Seasonal variations of certain wastes (e.g. garden waste) are always seen. However, unseasonal weather patterns have an impact on waste generation. For example, we've just had the coldest March in 50 years. This has resulted in a 10% reduction in retail sales



and plant growth has also been restricted. Both these have impacted waste generation, again as less waste is being produced.

- The continuing recession: As a result of high unemployment, increasing inflation, stagnating wage rises, etc., less money is available to residents to spend on items. Residents also have to be smarter in what they buy. This results in less waste generated as less goods are sold. We've also seen an increase in people growing their own, rather than going to the supermarket, to save money and this has a knock-on effect of producing less food and packaging waste.

Increasing numbers of flats are being built in Bristol and alongside small urban gardens limit demand for domestic

composting in Bristol. Promoting a routine food collection service means substantial quantities of food waste can now be used to produce energy, though this inevitably reduces the emphasis on home produced compost and the educational benefit.

A substantial programme was launched to introduce the scheme with significant publicity to encourage and promote the necessary cultural and behavioural changes. The programme included considerable support where necessary to encourage individuals to comply. Bristol City Council's annual Quality of Life survey collected information on how Bristol residents found the process.

Conclusions & Policy recommendations

From cases to policies...

Each city shared some inspiring cases on "delivering". There was agreement that it is not advisable to simply reuse these cases but to try to translate them into another reality: the aim of the URBACT project is to build new policies, not to have a collection of cases.

Thus the aim is to draw more general conclusions from specific experiences and to induce policy innovation. The specific good practices may be up-scaled, disseminated and re-produced. The partners are invited to translate examples that are most relevant into their own context and to try to make the effort to understand the ideas behind them in more depth.

Building on logistics...

The main input on the delivering theme was received by the case of Deli XL – Case Vers 24/7. This big company is dealing with food, but its ability is logistics, not only food. From the inspiring case of Amersfoort "Connect Local Transportation demand & supply" it is obvious that the partners are pushed to go out of the boundaries of the food cluster and deal with the issue of logistics. In other words, there is a lack of skills and knowledge of logistics within the PP stakeholder groups and they will need to find appropriate people with logistics skills if they wish to address this issue in a local action plan.

Public innovation...

The second case may embodied by Anne De Feijter. Anne is advisor in Environmental Communication of Amersfoort municipality. Usually Environmental Communication means an officer whose job it is to try and align the communication that goes out unfiltered with the thoughts and the direction of the City council or the Minister. Thus what usually happens is that the whole communication is flattened in order to be aligned. In the case of Anne, her job is completely different. She is the head of 'Green Brokers' spending most of the time out of the office. The core of her activity is finding ways to enable communication between people rather than to broadcast communication outside the institutions. So, as in the previous example it suggests going out the boundaries of the food cluster, to understand and make a change in public authorities, a public innovation is needed. The challenge is to change the top down process of communication into a crowd open-source style.

What is not local...

Third input comes from the discussion on what local means, some speak about a distance of 25 km, others say 40 km make sense for multifunctional farming, or 80 km is the norm for a local food circuit. The aim of the project is not scientific research but exchange practices and knowledge. Thus it is not possible within the project to define precisely what 'local' means. A working definition is needed: if the project does not allow research space and resources to define what is local, the partners can instead agree on what is not local at all, what is obviously not sustainable or what is a perverse logistic system.

Knowing is caring

The last input is provided by VITAM catering and Plus supermarket. These companies invest in marketing studies to understand what the Dutch consumer is requiring. They both converge to a general request of



locality and transparency. But locality doesn't mean that is quality or sustainable. Instead as Willem&Drees declared, bringing together producers and consumers has an important consequence: they take care of each other. Knowing is caring. Vice-versa, from the case of slow food in Messina it is clear that if the consumer knows who are the producers then they take care of them. There is an interesting rising awareness and sense of responsibility on that. The general idea is that local should not be analysed like a sustainable solution (whether the environmental impact of local products is better or not) but it should be considered as a more global sustainable strategy to improve the local food eco-system, the quality, the sustainability, the healthiness of food.

The Project Partners' own learning journeys: priorities & focus

As an outcome of this report, Partners felt it was very important to set priorities for the focus for their next actions after the end of the URBACT framework. The delivery subtheme seems to be framed by 2 major fields: logistics and points of sale. Both fit into the concept of "matching offer and demand in sustainable food", so the following topics were suggested:

Governance, synergies and local system

This topic could tackle the way to organize and synergize initiatives in order to change scale in sustainable food delivering processes. The question could be: How could we organize or stimulate innovative (*socially inclusive*) delivering initiatives?

Social inclusion and jobs & economics

How to bring sustainable food closer to deprived population: geographically, economically, etc. What can be done to allow access for sustainable food to everyone (ex: Lyon: La passerelle d'eau de Robec)
Another question related to the second cross-cutting issue could be related to local markets. What are the economical impacts, how do they stimulate local economy (what's local - Wholesale market – short food supply chain -)

Co2, Resource efficiency

This issue calls for new or efficient solutions about logistics for goods.
Logistics (platform)/ development of a food hub/logistical system (does this contribute to CO2 reduction and resource efficiency (last mile problem)?
How to develop small-scale combinations of sustainable transportation?

References and further reading

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URBACT II

www.urbact.eu/sustainable-food

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants



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