

AGRI URBAN STUDY CASES



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 **URBACT**
Driving change for
better cities

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URBACT III

AGRI-URBAN Study cases





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**EDUCA-
TIONAL
FARMS**



**BEST
PRACTISE FOR
AGRI-URBAN
PROJECT**



CESENA



EDUCATIONAL FARMS

Best practice for Agri-Urban project



Photo: Alimos



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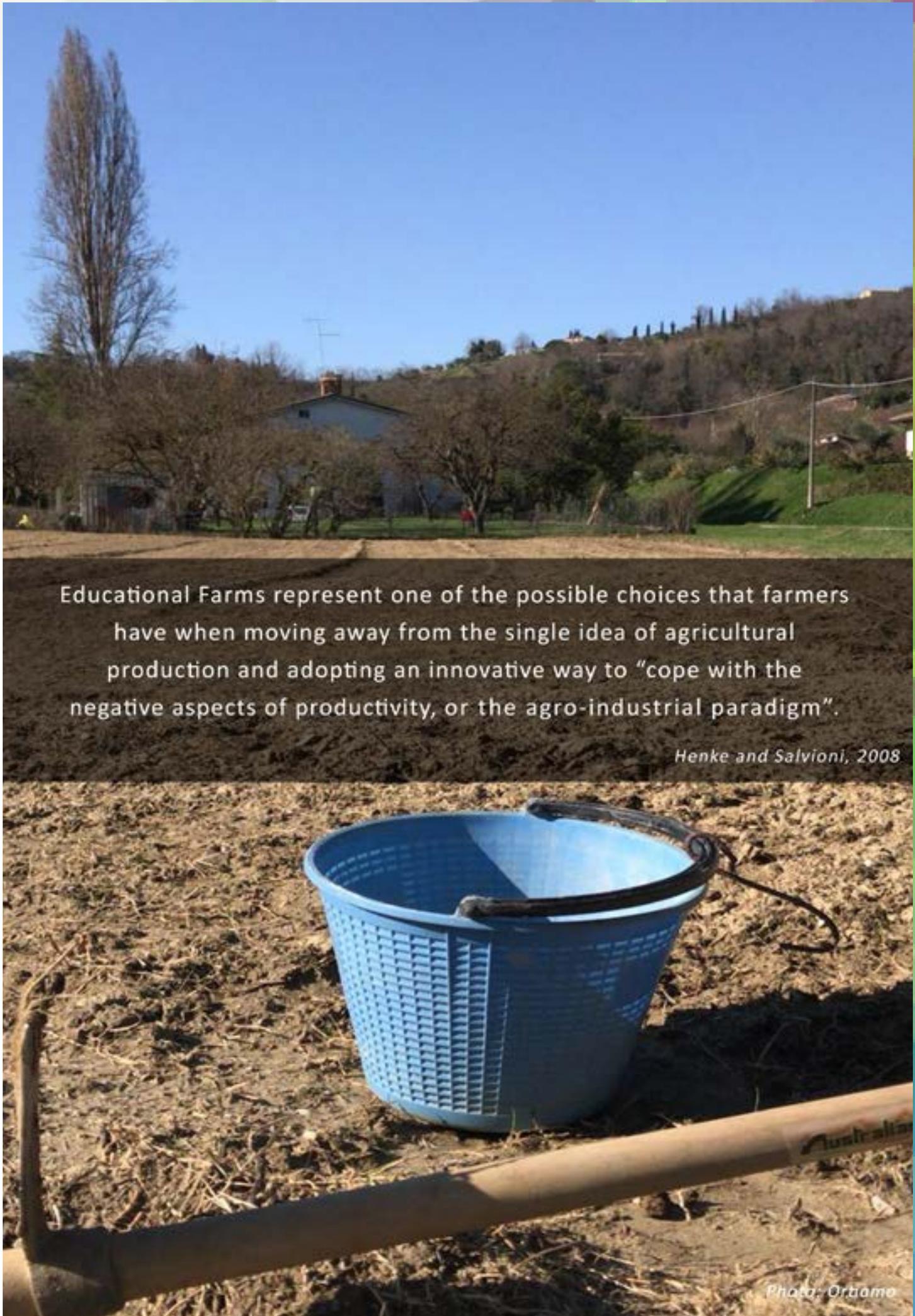
The case study documents the Educational Farms as a good example of an enterprise with multi-functionality, that represent an opportunity for increasing business autonomy and profitability while combining income from agricultural production with environmental and social functions.

The Educational Farm is a system that promotes sustainable development giving central stage to the environment of which the farm business is part.

The Cesena AGRI-URBAN project team would like to extend its thanks to everyone involved in Educational Farms for their cooperation, support and feedback throughout the writing process. In particular, would like to thank Alimos, a cooperative leader of Educational Farms Network in Cesena that implements projects concerning agriculture, food, environment, sustainability, boosting short food value chain to bridge the gap between producers and consumers.

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Educational Farms represent one of the possible choices that farmers have when moving away from the single idea of agricultural production and adopting an innovative way to “cope with the negative aspects of productivity, or the agro-industrial paradigm”.

Henke and Salvioni, 2008

Photo: Ortiama

1. INTRODUCTION

1.1 THE EVOLUTION OF AGRI-FOOD SECTOR

One hundred years ago 98% of the Italian GDP came from agriculture: agriculture was the most important and productive economical sector in the country. All the citizens, adults and children, were able in this context to live or to be in direct contact with the rural world.

In the last 50 years the agroindustrial and food system experienced a really unique revolution: products moved from generic to brand-name ones; the supply, once more limited got richer and richer in differentiated food products and the distribution system evolved profoundly driving away consumers from food production places.

The agricultural land got more and more reduced in favor of the growth of urban center and connected infrastructures. Although a greater availability of food products, there has been a loss in terms of value of food, desire to cook, and also contact and knowledge of agriculture and rural world.

Television broadcasts about cooking multiply but prepared food occupy more space on the supermarket shelves.

From the industrial revolution on, people stepped away from agriculture world perceived as a world of effort, where one gets dirty, and feeding became more and more a moment disengaged from productive world and from our body's needs.

For years the only way to know the agricultural world was the recall to the old farm, the one stigmatized on the books for children or in the songs for the little ones.

Moreover, for a long time, food education has been synonym of nutritional education, focused on the food nutritional principles with the aim to give the scientific knowledge to find a perfect healthy and balanced diet, thanks to food pyramid, caloric counts and the number of meals during the day.

Nowadays it appears clearer and more evident to everybody that **food has not the unique function to feed us, but it affects the deeper part of our being, fulfilling needs of different nature**, like satisfying taste and correspond to ethical, cultural and emotional expectations that each one entrust with feeding.

All of those features are involved in the Educational Farm, a specific kind of farm, that welcomes groups from schools, families and adults, where they have the opportunity to learn about farming, food cycle, animal and vegetable life, rural crafts and the social role played by farmers while learning sustainable consumption principles and protection of the environment.

In fact, in addition to supplying products, Educational Farms ensure a number of other benefits and environmental services such as management of the landscape, biodiversity, as well as social benefits such as the maintenance of rural societies, traditions and the offering of safety and wholesomeness of healthy and fresh food (Gaudio and Trunzo, 2009). Indeed, educational farming performs activities linked both to the third sector, delivering services to individuals and society at large, while remaining anchored to the agricultural sector.

Therefore, **Educational Farms are a good example of enterprises with multi-functionality**, as defined by the *Organisation for Economic Co-Operation And Development*.

This kind of multi-functionality may represent a strategy for increasing the autonomy and profitability of businesses, **a way to combine income from agricultural production with that from environmental and social functions** and a system leading to the involvement of the environment of which the farm business is part, as well as promoting sustainable development (Marsden and Sonnino, 2008).



The Educational Farm involves both aware and not-aware consumers, satisfying the requirements of the first ones and the knowledge needs of the second ones.

Photo: SeasonEat

2. EDUCATIONAL FARMS

We could define an Educational Farm as an **active pedagogy place, where people can have a firsthand experience of the richness and diversity of agriculture**, its products, its landscapes, its acquaintances and its love for the land.

Educational Farms are really agricultural farms, where the work of farmers and the food production occur. However together with the normal productive activities the farmers make available part of their time to welcome young people and adults, giving them the chance to have a direct experience of all the aspects linked with rural activities: from the productive part to the social and cultural role of the farm.

Moreover, Educational Farms:

1. satisfy the criteria of environmental compatibility, characterized by systems of biological or integrated production or local quality production;
2. are cozy location, providing a covered and heated welcome place for the realization of didactic activities in every period of the year;
3. are equipped with the essential furnishing to carry out different activities, such as sanitary facilities for the hosts;
4. develop an adequate training program, prearranging active didactic paths focused on environment, food, taste and rurality oriented education workshops, according to the age of users;
5. calibrate the educational project on the potential of the farm, with a balance between socio-cultural promotion and necessity of income support;
6. ensure safety features with respect for actual sanitary and safety regulations, indicating access limitations or warnings where mandatory and a civil liability insurance which includes the risks of food intoxication;



EDUCATIONAL FARMS

p. 8.

7. owns a proper promotion and marketing plan, highlighting the features of the farm, the proposed programs and the skills of the operators engaged in the activities.

All the proposed initiatives are designed for people of every age and they are specially programmed with the intention to make visible and comprehensible the synergies among all the aspects that characterize the agricultural work.

During a visit to the Educational Farm, becomes clear how every action has strength and interacts with farm activities putting the accent on the systemic view that characterize the rural world. Visits and courses are performed primarily with a clear didactic objectives.

The whole learning process is tailored and centered to the host that is flanked by two figures with different roles: the teacher has the role of methodological guide inside the didactic process and the farmer that stands as a friendly guide

who knows the secrets of the country and teaches kids practical activities.

The farm becomes then an astounding ground of active learning. Kids, but also adults, participate directly to the agricultural activities and can realize their knowledge on the field. Kids learn more about the natural and cultural context where the farm is set, while adults improve their ability of agricultural work. The first ones acquire awareness of how the farmer is part of the environment, the second ones discover local production and breeding systems, with a particular regard to environmental friendly agriculture. Both of them experience a deep understanding of the nature cycles and the relations among different environmental components.



The educational paths transfer in a more efficient way “sensations”, “emotions” and concepts that generally are the basis of hospitality and of our cultural intangible heritage.



Photo: Alimos

3. GENESIS AND DEVELOPMENT OF EDUCATIONAL FARMS IN CESENA

The agricultural farms in the Municipality of Cesena are 1.682 (Agricultural notebook of the Chamber of commerce of Forlì-Cesena, year 2016), with 4.455 persons working on them. In that context **Alimos** developed several supporting services for the agri-food farms through the implementation of projects concerning agriculture, food, environment, sustainability and the sustain for the short circuits that strictly link producers and consumers. Since 1996, they organized the **first permanent group of Educational Farms** thanks to the collaboration of farmers who organized themselves into a specific local network in the Emilia-Romagna Region throughout the project "At school in the ecological farm".

The object of the project has been to create a direct contact between the agricultural sector and schools and to disseminate the job of farmer as a guardian of the environmental and cultural wealth of the territory and producer of quality foodstuffs. Understanding farm dynamics during an entire day in the countryside becomes an important moment to get acquainted with the environment close to the school and comprehend the existing relations among productive systems, food consumption and environmental safeguard.

To join this network the farmers have to subscribe the paper of quality requirements of Educational Farms of the Emilia-Romagna Region that collects the features that have to be respected regarding safety, hygiene and training in order to offer a high-quality service to the schools.

Thanks to the strict cooperation with the local farms, the knowledge of farmers's needs and the sharing of the objectives with the farms and the Municipality of Cesena, several projects and activities have been implemented. Nowadays there are more than 2.600 accredited Educational Farms in Italy, spread all over the territory.

The Educational Farms in Emilia Romagna are 429. Of them, 287 regularly propose activities. (Source: Emilia Romagna Region, March 2018).

The Educational Farms network of the province of Forlì-Cesena is composed by **28 Educational Farms, with an average of 13.400 visitors per year. Six of them are located in the Municipality of Cesena.**

These farms are located in a homogenous way all over the municipal territory from the plane to the hills. The majority of them can be reached on foot, by bus or by cycle thanks to the rich networks of cycle paths on the territory. They address particularly the target of nursery and primary school, but many of them offer specific courses for school of higher levels and adults. Five out of six farms act biological production. Note: On a range of 1.682 farms, actually **in the Municipality of Cesena there are 152 farms who lead the production by biological agriculture method** (source: *Regional list of biological operators in the ER-Agricoltura site*).

The hosts of Educational Farms are asked to book the visit directly with the chosen farm, arranging data, timetables and activities.

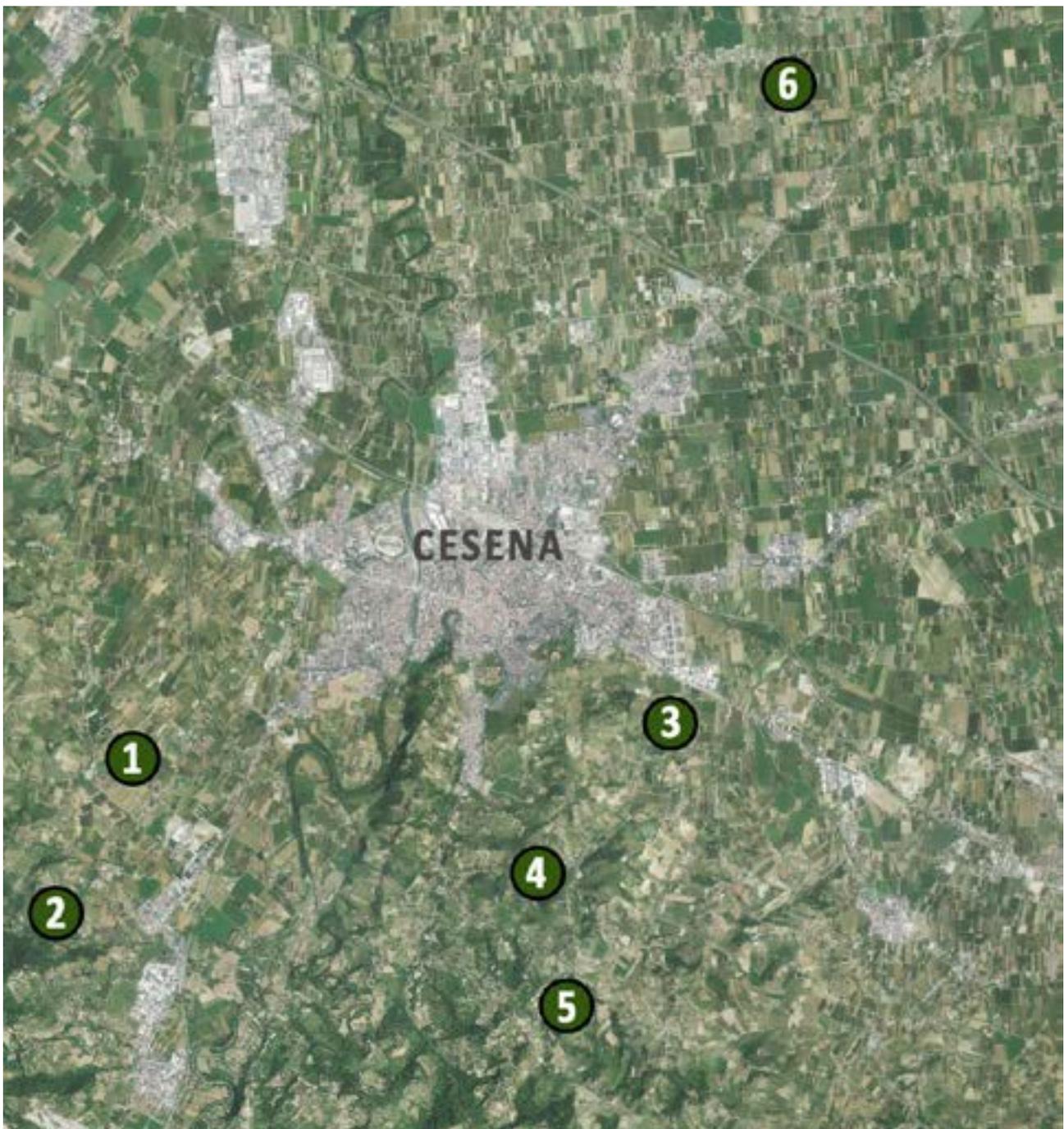
The cost of the activity is fixed and it is the same for all the Educational Farms of the network.

Visiting and staying can be done in every period of the year, while the type of educational courses vary depending on the season and, in case of bad weather, the activities will be held indoor. Some farms provide, by reservation, lunches, dinners and snacks with their products.

When it is time to leave, hosts are invited to fill in the control form of the experience spent in the farm.

The educational farms of Cesena are regulated by *Regional Law 31 March 2009 n. 4 "Framework of rural tourism and multi-functionality of agricultural farms"* that defines the educational farm, its didactic offer, its requirements, controls and penalties.

EDUCATIONAL FARM IN THE MUNICIPALITY OF CESENA



Legend

1. Educational Farm Il campo dei fiori - San Vittore, Cesena
2. Educational Farm La collina del sole - San Vittore, Cesena
3. Educational Farm Terre Giunchi - Rio Marano, Cesena
4. Educational Farm La quiete del rio - Rio Marano, Cesena
5. Educational Farm Castrum Sagliani - Saiano, Cesena
6. Educational Farm Centuria del Rio - San Giorgio, Cesena

3.1 SAME DATA: THE PRESENCE OF VISITORS IN EDUCATIONAL FARMS

From 1996 to today it was recorded a huge increase of visits in the farms of Forlì-Cesena (from 43 to 756 classes/groups per farm). Through the processing of the registration cards of the visiting classes provided by farms, it is possible to outline the main features of educational hospitality in farm.

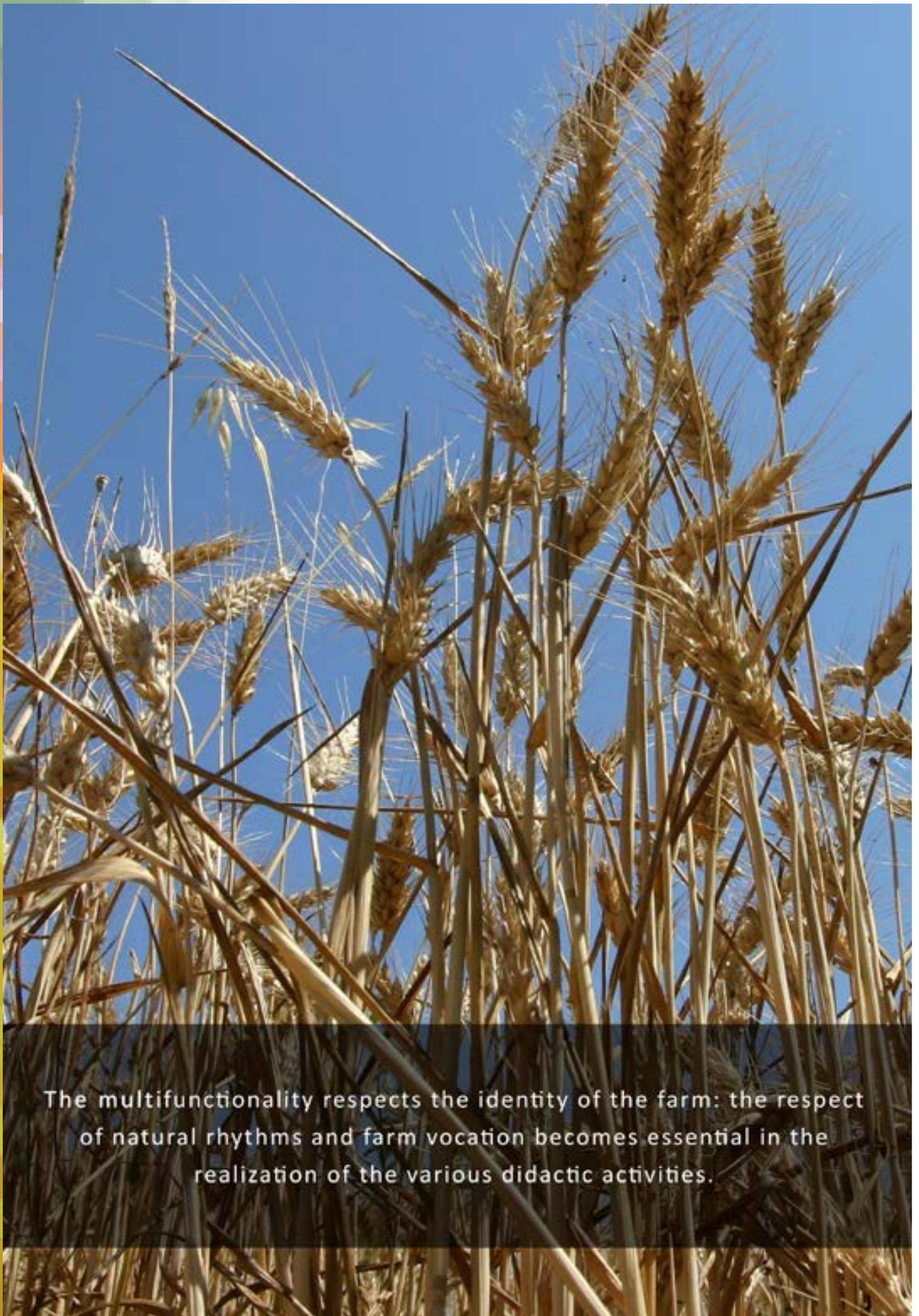
Last academic year **about 16.000 people**, including the participants into summer camps, **were involved**. The most meaningful fact of latest years is the rise of summer schools, which stand at fourth place after primary and nursery schools and groups of adults. Most of the classes and groups chose the half day, followed by the full day and attend the courses during the months of April, May, June and July.

The classes come mostly from the Province of Forlì-Cesena, but significant is the catchment from other provinces of Emilia-Romagna and close regions.

The class visit in farm, although limited in time to a half day or full day, it comes out to be related for 90% to an educational project that results to be in the field of environmental, food education and/or related to other issues such as historical-traditional ambit, sciences and cooking. The courses realized in farm have got the chance, thus, to be resumed and developed at school. From the processing of control forms it merges a judgment clearly positive on the days in farm (from good to excellent), both from the hospitality point of view and the educational point of view (contents, expertise and professionalism), stating the will to replicate the experience of the day in farm also in the next years. Only a minority stated to not replicate the experience because the class has already gone to the farms several times during the years.

Educational Farms evaluate the activity positively, judging it compliant with the agricultural activity. Almost all are engaged in improvement projects, some for the hospitality structures, some for the safety and several declare that the income has been proportional to the sustained commitment. They are involved from 1 to 5 operators, related to the number of present kids/people (they can be hosted from 15 to 100 kids); on the average 3 operators are employed for the courses/labs.

These data indicate that the work done for a greater qualification and diversification of didactic proposals and the widening of farm catchment continues to give good results, but it is mandatory to foresee every year a massive direct promotion work both in the schools and towards organized users of adults, made by the public entity and from Educational Farms.



The multifunctionality respects the identity of the farm: the respect of natural rhythms and farm vocation becomes essential in the realization of the various didactic activities.

4. DISCOVER THE COUNTRYSIDE WITH THE EDUCATIONAL FARMS

The Educational Farms represent an important asset in Cesena territory responding to the view of **developing and strengthening the agri-food sector, giving to school and families the chance to bring children near to agriculture**, to let them experience territory, tastes, traditions, ancient jobs, rhythm of nature and to acquire concepts of responsibility and taking care other living being, such as a goat or a calf. We are dealing with real agricultural farms, each one with its peculiarity and specialisation.

The project was born revealing from the beginning the social value of these farms, able to talk about feeding and consumption awareness. The agricultural operators of Educational Farms are expert of the agricultural sector that, through a serious training work, acquire the capabilities and the expertise also in educational field, with the objective to widen their profession beyond the boundaries of productive sector, providing a great informational and social support to the community. As already mentioned the Educational Farms have to own essential quality requirements to satisfy the user and ensure successful results of the visits. For this reason the Educational Farms are eco-friendly, cozy, fully equipped, educative and safe.

The Educational Farm plays a fundamental role in the development and reinforcement of agri-food sector thanks to the direct contact between producer and consumer, considering that the farmers themselves welcome, form and educate the consumers about the life cycle of a product (from the field to the table), the seasonality of products, the care of bred animals, the rural territory, the culture and the local tradition.

An economical development in touch with environment requires a solid alliance among agricultural producers, citizens and consumers. Regarding this the Educational Farms help those consumers who set social target into appropriating the capacity – free and not conditioned – to

choose the products that must be actuated on the basis of criteria related not only to commodity quality and price, but also to the evaluation of the politics accomplished by the farms in terms of social environmental impact.

Several farms give the chance to direct buying into their points of sale. The short supply chain is warranty of quality, of hygienic-sanitary healthiness for the consumer, it is occasion of saving, consuming seasonal products, fruit of history, keeping in contact with passion and professionalism of the farmers.

Buying products coming from small local producers gives the chance to know them directly, understand production methods and last but not least reduce pollution and the waste of energy deriving from transportation. In various Educational Farms are also proposed botanic and olfactory courses to discover different natural essences and spontaneous herbs, guided tastings of healthy products, labs to the discovery of old races and autochthonous varieties, biodance, sensory education, etc...

In the Educational Farms is usual to organize sensory labs for the taste education and realize cooking courses. This represent a tool to learn and save during the years the extraordinary gastronomical heritage of peasantry. Moreover the Educational Farm is a place of rediscovery of rural and enogastronomical traditions, of country mastery and memory.

Finally, Educational Farms are places of carry out real experiences of life and work in the countryside. They represent an opportunity for those seeking healthy and quiet settings, a chance to know the local gastronomy, to taste and buy typical agri-food products, and to and experiment the work of the farmer, the social and economical value of this job, often underestimated and little appreciated.

In the Educational Farm concept, the economic prosperity is complementary to environmental sustainability.



5. CONCLUSIONS

Educational Farms express a variety of aims mainly focusing on the following dimensions:

1. Ecologic dimension. In order to improve the life quality of local communities, it is important to implement within the territory sustainable practices such as organic production, water management, regenerative farming, conservative practices etc. Recovering, protecting and using agro-biodiversity is essential for the well-being of all: it is good for the planet, good to improve people's diet and good for the local economy.

2. Economic dimension. Small and midsize family farms—historically the backbone of rural economies in Italy—have been disappearing for almost two decades, replaced by large, industrialized farms. When they disappear, many jobs evaporate with them. The rural communities are at continued risk as the loss of jobs and business opportunities represented by midsize farms continues. Therefore, create a “new food economy” of small farmers and food producers ensure and

strengthen the local economic development.

3. Social dimension. It is important to train peasant communities on social benefits such as the maintenance of rural societies, traditions, the safety and wholesomeness of food but also to strengthen the sense of local community, involving isolated and disadvantaged groups. In this matter, sustainable living networks and movements can make a significant contribution.

4. Worldview dimension. Deep respect for the peasant communities, their beliefs, ethos and worldview is essential in order to develop valuable and successful community work with them, supporting peoples' celebrations, festivals and traditions is a way to encourage high self-esteem, and foster leadership qualities in general.

In conclusion, the experience of educational farms, being mainly prized for their work as providers of educational services, must be analyzed as a system which is more complex than it



might have been originally. Since the growth of Educational Farms could provide many benefits to communities, it's in the public interest to help farmers get over all the barriers. To do this, it is recommended that future food and agriculture policies incorporate and emphasize the following actions:

- a) Financial incentives** to help beginning and transitioning farm to a more multi-functional one;
- b) Research and technical assistance** to help farmers adopt diversified farming systems;
- c) Investments** in infrastructure and coordination to get healthy food from farm to fork.
- d) A comprehensive national food and farm policy** that incorporates the above recommendations.

Educational Farms allow citizens to discover rural lifestyle in a conscious and participated way.

Participate to home-made pasta lessons, learn how to dig in the orchard or take care of a small

puppies are all different kind of activities that can be experienced during a visit in the Educational Farm. They offer valuable and remarkable rural experiences allowing consumers to understand how food is processed, improving their consciousness of healthy lifestyle and impact of their consumption habits.

Through a learning by doing approach children will learn and experiment new activities in a fun and adventurous way.

The outdoor educational experience has an extreme powerful effect not only on children's intellectual development but also on social and physical aspects. The Educational Farms learning activity is crucial to boost attention and sensitivity to the environment, promote healthy life style and correct use of natural resources. Educational Farms represents a bottom up example of return to land and savour the slow down of rhythm, characteristic of the country side, through a hands-on and interactive approach where farmers tell their stories and nature discloses its secrets.

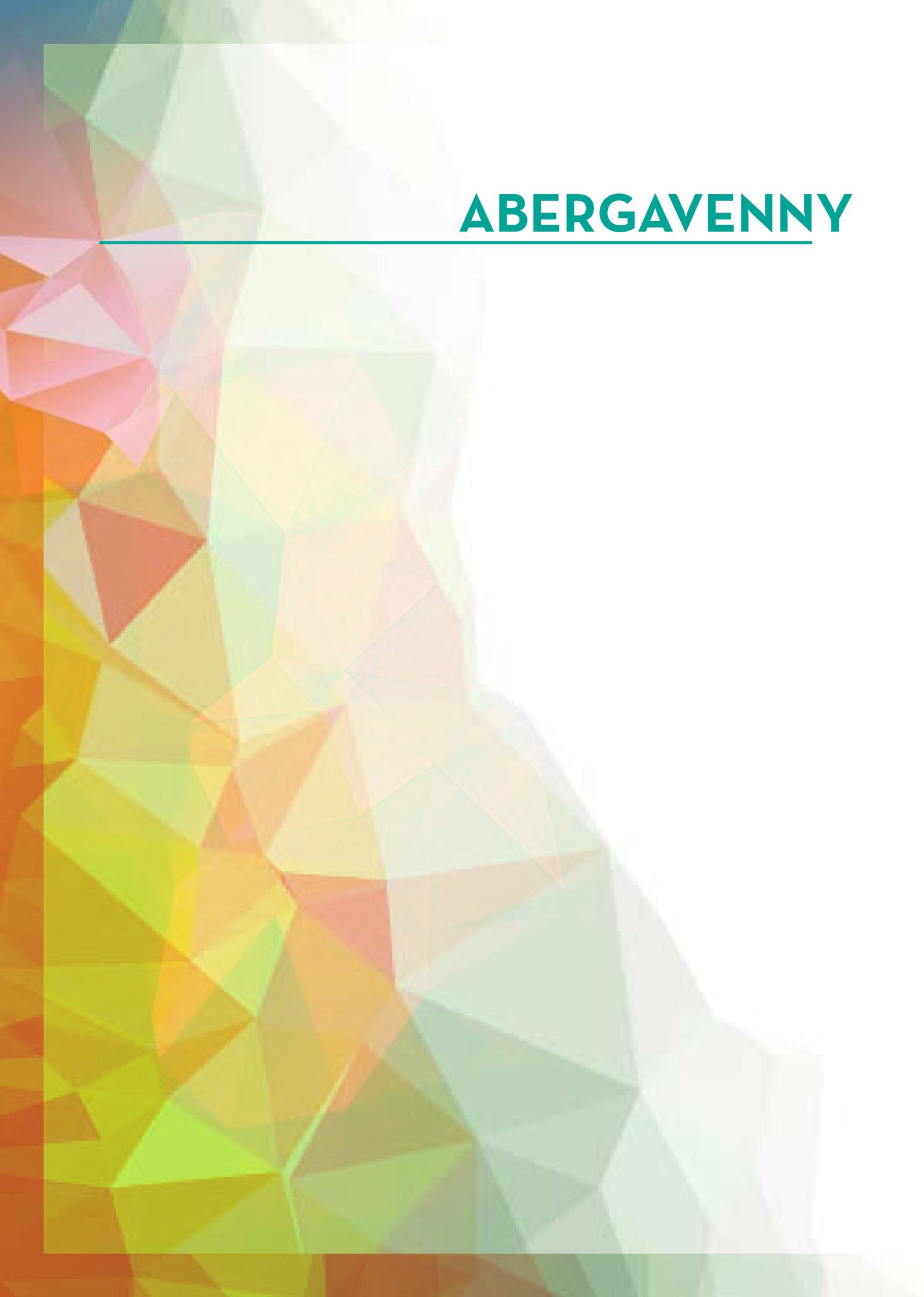








AGRI-URBAN
 **COMMUNITY
FOOD
INITIATIVES**



ABERGAVENNY



AGRI-URBAN

The local food in urban forks

<http://urbact.eu/agri-urban>

Case Study

Community Food Initiatives in Abergavenny (South Wales, UK)



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AGRI-URBAN is about rethinking Agri-food production in small and medium-sized cities that have a relative specialization in Agri-food production. Agri-food production is a mature industry that continues to play an important role in terms of GDP, employment and environmental sustainability. That is why new growth potentials must be activated by means of innovation, new business models and strategies.

Our vision, as network, is to place small and medium-sized European cities at the core of a growing global movement that recognizes the

current complexity of food systems based on economies of scale is causing economical, societal and environmental challenges to cities and rural areas. Closer links between medium-sized rural cities and nearby cities are not only societally and environmentally beneficial, but also ensure regional economic development.

AGRI-URBAN is an action planning network within the URBACT programme. The partnership consists of 11 European cities working towards sustainable food systems.

- Municipality of Baena (Lead Partner) – Spain
- Municipality of Pyli – Greece
- Jelgava Local Municipality – Latvia
- Municipality of Fundao – Portugal
- Municipality of Petrinja - Croatia
- Municipality of Cesena - Italy
- Municipality of Sodertälje – Sweden
- LAG Payw De Condruces – Belgium
- Municipality of Mouans- Sartoux – France
- Municipality of Mollet-del-Valles- Spain
- Monmouthshire county Council - Wales



1. Introduction

This case study concerns two community food initiatives in the market town of Abergavenny in south Wales. It looks at the way one was born out of the other and how both connect with the objectives and policies of the AGRI URBAN project. Both initiatives are less than ten years old and offer new ways to experience and think about food.

2. Abergavenny Community Canteen

Abergavenny Community Canteen held its first meal as a one-off experiment at a church hall in the town centre in February 2012. Six years and sixty-seven meals later, hundreds of local people and their visitors from further afield have cooked and eaten together, enjoying fresh, nutritious, tasty and affordable food whilst respecting the environment.

The meals are vegetarian or vegan and where possible the ingredients are sourced locally. A local organic grower provides fresh fruit and vegetables, whilst other items are bought from the local market. Supermarkets are turned to as a last resort. Fairtrade goods, such as Zaytoun Palestinian olive oil, are used where appropriate. Meals often reflect the cooking of a particular region or country and may introduce people to unfamiliar foods or flavours.

By no means are all of the diners vegan or vegetarian, but nobody has ever suggested they are not getting a ‘proper’ meal.

Minimising waste is a priority. There is little left over food, but if there is any it is taken away in return for a small donation at the end of the meal. All vegetable peelings are composted as a matter of course and packaging is recycled.

The success of the Canteen relies upon co-operation. Each of the monthly meals is prepared and cooked by a different group of volunteers. Those who haven’t taken part in cooking are encouraged to help with putting away the tables and chairs or washing up at the end of the evening. Occasional meetings, to which everyone who has been to a meal is invited, are held to decide on when the meals will be held and who will take the lead in planning the menu. This is the time when decisions are made about entertainment (provided freely by talented local musicians, singers, poets & storytellers) and a good cause to support for each evening.

4 Community Food Initiatives in Abergavenny, South Wales, UK

Up to seventy people eat together and everyone is asked to pay a minimum amount to cover the costs of the ingredients and room hire charge. This usually amounts to about £3 per person for a two course meal and the entertainment. At this price meals are affordable for people on a range of incomes. Any additional donations people wish to make go towards the chosen good cause which may be a local community group or a global humanitarian or environmental NGO. Between the first and second courses a representative or advocate of the cause speaks on its behalf explaining how the money raised will be used.



Through the shared experience of cooking and eating together, not only do people create community but also become active producers of each event rather than being simply consumers disengaged from the origins of food.



5 Community Food Initiatives in Abergavenny, South Wales, UK



More information :

<http://abergavennytransition.org/community-canteen/>

<http://abergavennytransition.org/food/>

3. Just Food and the Community Canteen

The second initiative, Abergavenny Just Food, grew out of the Community Canteen when a group of people who met regularly at the Community Canteen during its first year began meeting together to discuss the need for a space to debate food issues in the town. The well-known Abergavenny Food Festival had, during its early years, provided that space but in recent years, it seemed to this group, this had become less of a priority for the Festival which appeared to have become more of a site for consumption in an unquestioning way.

Just Food set out to provide a platform to debate the political issues around food and hunger, from social justice and sustainability perspectives, with the first of a series of public fringe events at the Food Festival in 2013. A day-long programme of films, talks & discussion addressed the global food system, land use, poverty & hunger worldwide and challenges for farmers locally. Every year since then the group has arranged fringe meetings covering such issues at both the summer and winter Food Festivals always attracting good audiences that demonstrate a healthy appetite for critical thinking and an opportunity to take part in lively debate. In 2017 the group was delighted to be able to collaborate with the newly appointed head of the Food Festival with whom there is much common ground.



Over the past year Just Food has drafted proposals for a manifesto for Food Justice in Wales as well as a series of proposals for a Vision for Food in Monmouthshire through the AGRI URBAN project. These proposals address issues such as food poverty, public procurement, local production of fruit and vegetables and the creation of bee friendly environments.

Another topical concern has been Brexit and its consequences for food policy in Wales. A well-attended public meeting was held which attracted some food producers as well as consumers and provided an opportunity to explore the challenges and opportunities that Brexit may provide. This community group plans to continue to raise awareness around Food Justice and to campaign for a fair, affordable and sustainable food system for Wales.



4. AGRI-URBAN connection

Both of these community food initiatives connect with AGRI URBAN's objectives, in particular with the Socio-Cultural objective of promoting quality of life and wellness and the Environmental objective of promoting organic farming.

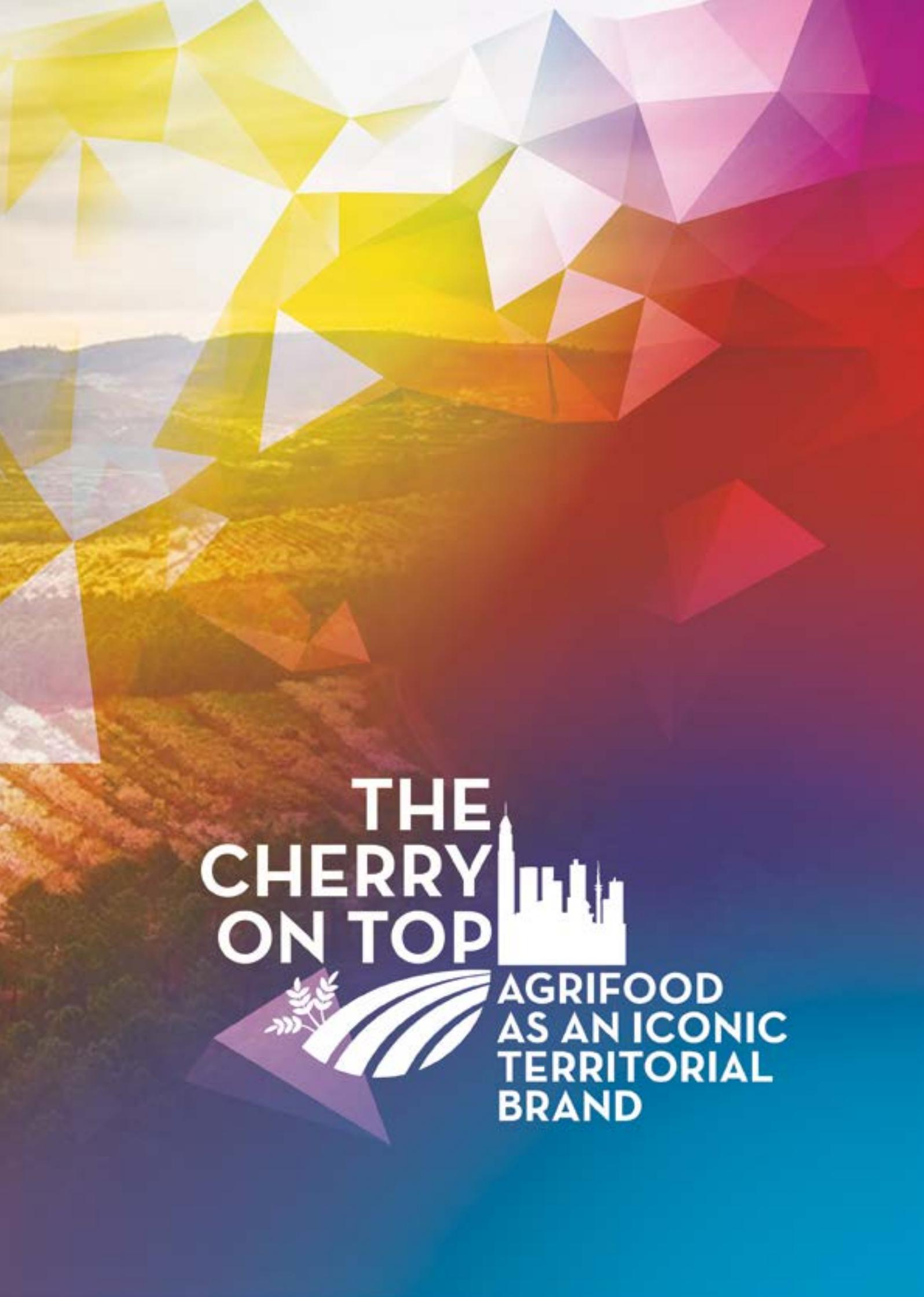
Both are in line with the stated policies of AGRI URBAN. For example in relation to 'Policies to support short circuits of production and consumption', Just Food proposes an increase in the production of fruit and vegetables locally and the Community Canteen buys its fruit and vegetables directly from a local organic grower. This results in local people having access to good quality products at affordable prices through buying large quantities for communal meals.

In relation to 'Social and cultural policies', both initiatives have provided opportunities for empowerment and participation. The Community Canteen offers opportunities for informal education about food as well as a chance to learn new recipes and gain skills in preparing meals. Just Food has created more formal learning opportunities and created platforms for nationally known speakers & NGOs that local people would not otherwise have the opportunity to meet.

The aspirations of the 'Policy for environmental sustainability' are at the heart of what the Community Canteen and Just Food stand for. Both promote organic and local food seeking to reduce carbon and minimise waste and 'food miles'.







**THE
CHERRY
ON TOP**



**AGRIFOOD
AS AN ICONIC
TERRITORIAL
BRAND**



FUNDAÇÃO

AGRI-URBAN

The local food in urban forks

<http://urbact.eu/agri-urban>

Case Study

THE CHERRY ON TOP: AGRIFOOD AS AN ICONIC TERRITORIAL BRAND

MUNICIPALITY OF FUNDÃO



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AGRI-URBAN

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- LAG Pays des Condruses (Belgium)
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- Municipality of Cesena (Italy)
- Municipality of Mouans-Sartoux (France)
- Municipality of Mollet Del Vallès (Spain)



1. INTRODUCTION

Situated in the Centre of Portugal, in the region of Cova da Beira, **the County of Fundão was founded in 1747** by order of D. João V, saving him from the greed of the King of Spain d. Philip II. According to traces found, the human presence in these lands dates back to **prehistory**, although their intensive settlement is due to the influence of the **Knights Templar** in the 12th century. With the reception of the **Jews expelled from Spain** in the late 15th century, **the commerce, industry and importance of Fundão won strong impetus**, having those contributed to the Foundation of important neighbourhoods and own street of Cale, today Centre of Commerce.

In the 16th century, the Inquisition came to put an end to this prosperity with the persecution of Jews and new Christians, whose names still linger in inhabitants of today. In the late 18th century, with the assimilation of new Christians and Christians-old, Marquês de Pombal tried to regain relevance in the region with the Foundation of the Royal Factory of Wool, today **Town Hall**, and the implementation of other looms and factories that made famous the tissues of Portugal. However, the 19th century was synonymous with regression to the County, due to the French invasions.

These days, Fundão is an important centre of Commerce, industry and services. For this will have contributed **the fertility of the region, which produces cherry and sour cherry, peach, olive oil and wine**, as well as the timber industry, glass and textiles. To point out the existence of tungsten mines, lead and Tin, and there is also the presence of silver and gold.

Parishes

Administratively, the municipality is divided into 23 civil parishes, an area of 700km²:

Alcaide, Alcaria, Alcongosta, Alpedrinha, Barroca, Bogas de Cima, Capinha, Castelejo, Castelo Novo, Enxames, Fatela, Fundão, Valverde, Donas, Aldeia de Joanes e Aldeia Nova do Cabo, Janeiro de Cima e Bogas de Baixo, Lavacolhos, Orca, Pêro Viseu, Póvoa de Atalaia e Atalaia do Campo, Silvares, Soalheira, Souto da Casa, Telhado, Três Povos, Vale de Prazeres e Mata da Rainha.



1.1 KEY INDICATORS

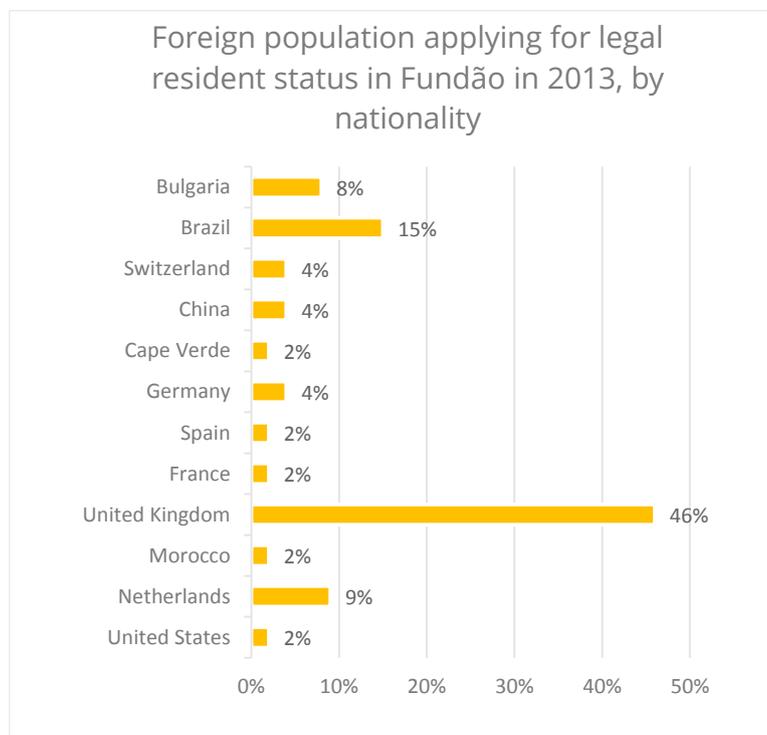
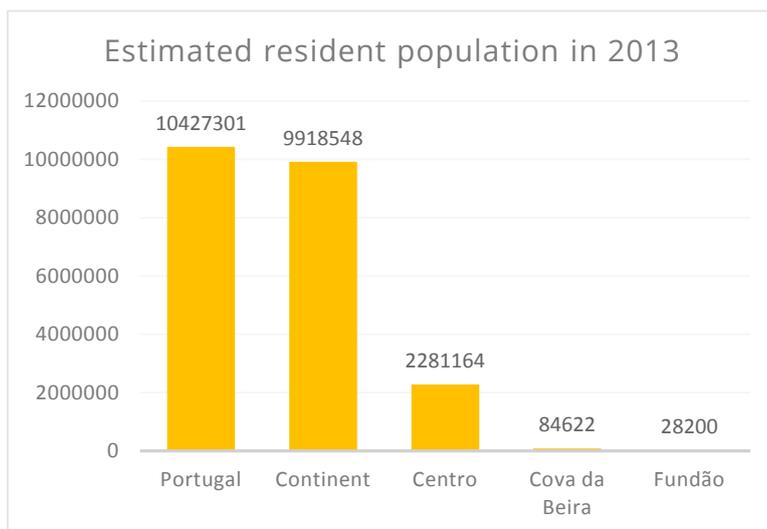


Fundão corresponds to 12.4% of the population of Beiras and Serra da Estrela and 1% of the Centro Region

DEMOGRAPHIC

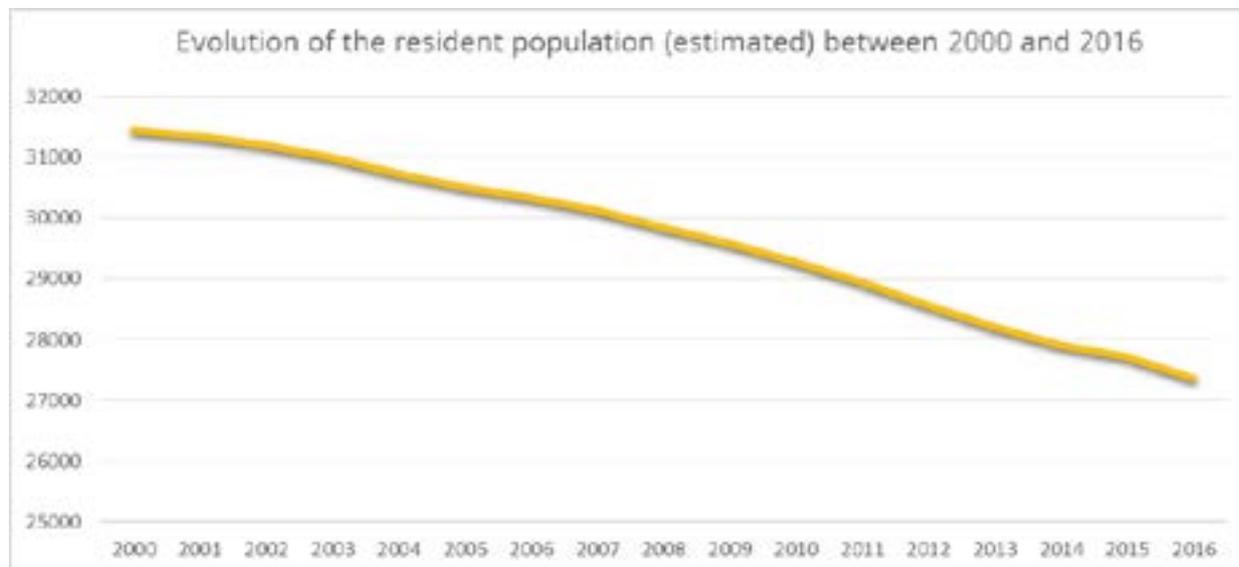
In 2013, the estimated resident population in Fundão is 28.200 inhabitants, equivalent to:

- **12.4%** of the population of Beiras and Serra da Estrela (NUT III) with 226.747 inhabitants;
- **1%** of the population of Centro Region (NUT II), with 2.281.164 inhabitants

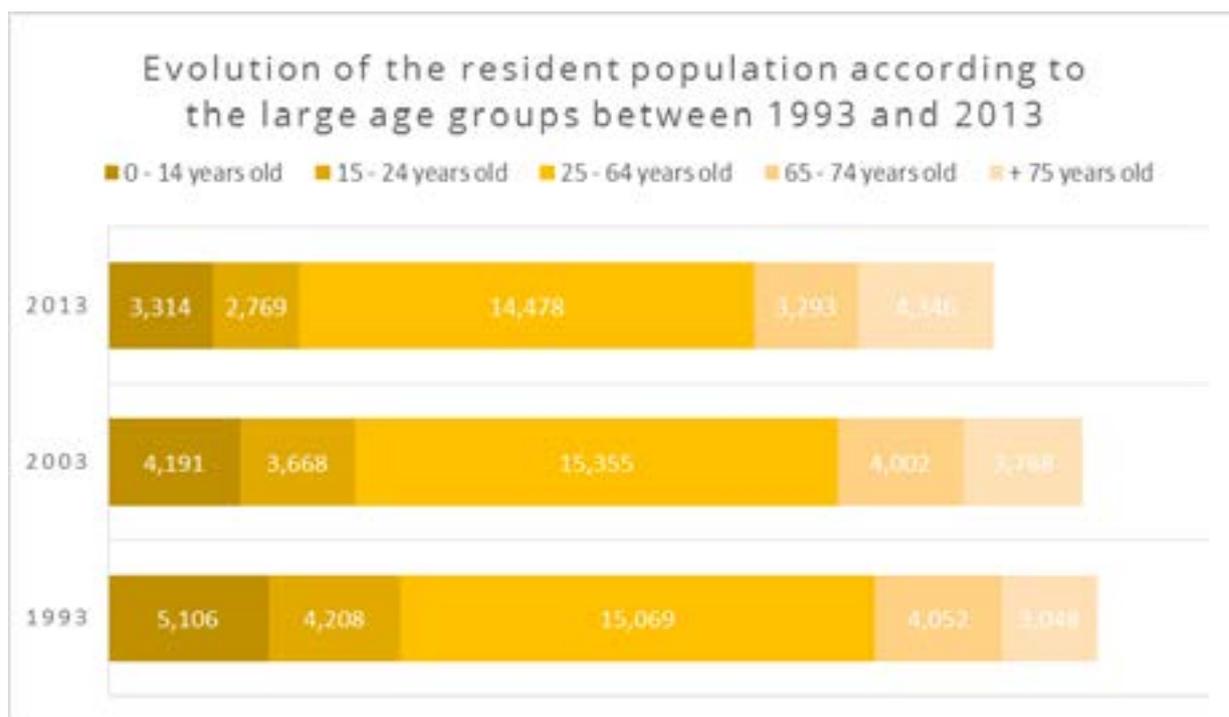


- In Fundão, 0.2% of the total resident population (28.200 people) is a foreign population that requested legal status of resident (49 people).

- Between census periods (2001 and 2011), Fundão showed a decrease population of 7.21%, a tendency that is line with that of the Centro Region.



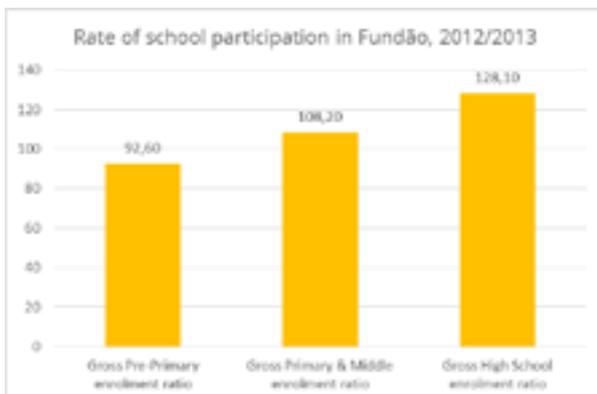
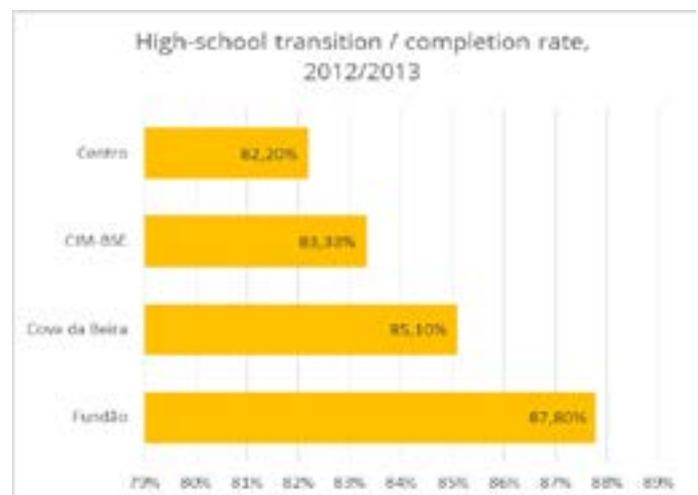
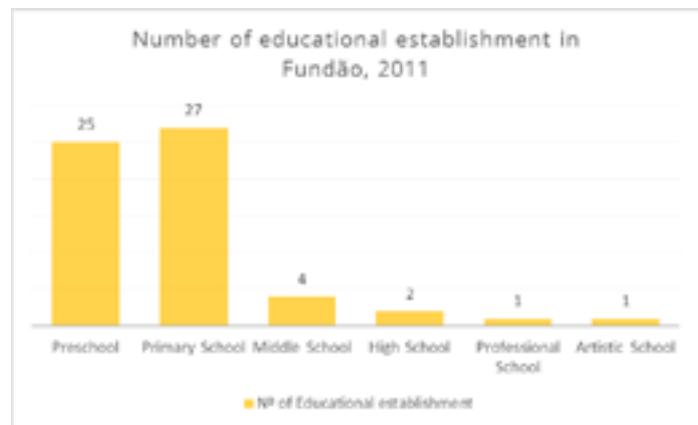
- In 2012, 45% of the population of Fundão was concentrated in the age bracket of the 25-64 years, followed by the age group 65 or more years with 23%.
- In the last decades, there has been a decrease in the younger classes, which reflects a very clear and growing trend towards an aging population. It is important to note that the number over 65 years old (7.639) exceeds twice as many children and young people aged 15 or less (3.314). **Characteristics of a rural area in which the young population immigrates to greater cities or foreign country in search of better job opportunities.**





Fundão has an educational institutions network, and the participation rate in professional courses in high-school education is higher than the regional average.

- Fundão has a network of educational establishments, most of which are in basic education (27) and pre-school (25).
- Note that for the 2012/2013 school year, **Fundão high-school education rate reaches 88%**, being above the average of 80.3% of the 308 municipalities, as well as Cova da Beira (85%), of the Centro region (82%), and Portugal (80%).
- The majority of the population of the municipality of Fundão has Basic Education (56.9%), where 15.9% correspond to the Middle Education cycle.
- In 2011, the proportion of the population residing in Fundão with completed Higher Education is 10.1%, which is slightly below the average of the "Beiras and Serra da Estrela" sub-region of 10.9%.



- Fundão also stands out with regard to the gross enrollment rate in High School Education (128%), compared to the average of Portuguese municipalities (105.2%)



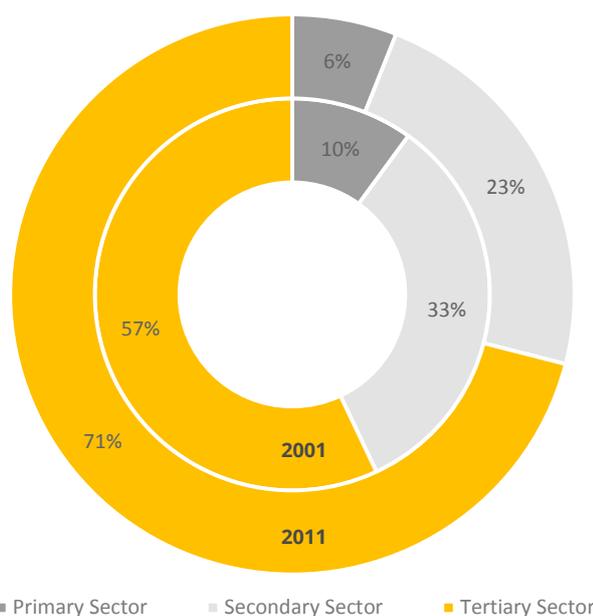
BUSINESS AND LABOUR MARKET

- In 2011, the population employed in Fundão involved 10.528 inhabitants, which represents 3% of the employed population in Cova da Beira.

- The majority of the population is employed in the **tertiary sector (71%)**, followed by the secondary sector with 23% in 2011. This trend is also observed in the other municipalities of Cova da Beira (67%) and in the Central Region (66%).

Fundão employs mainly in the Tertiary sector, in line with Cova da Beira, Centro Region and Portugal.

Activity Sectors (%) in 2001 and 2011



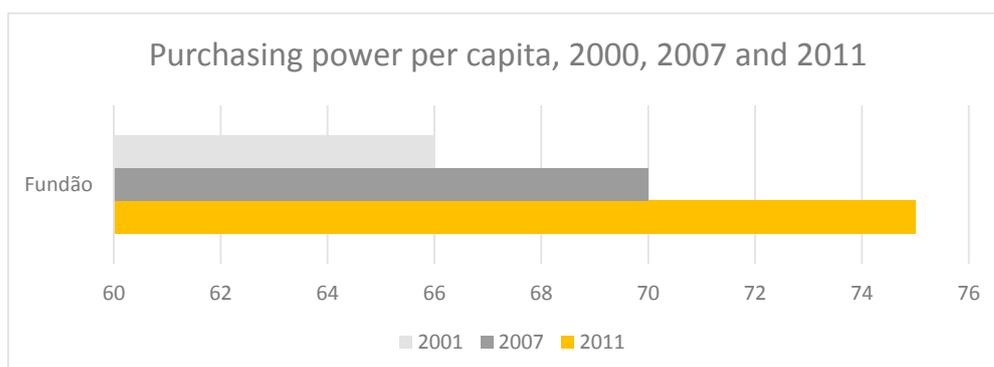
- The city of Fundão is an important local center of **industry and services**, mainly micro and SMEs.



STANDARD OF LIVING

Fundão recorded a growth trend in purchasing power per capita, with an increase of 9 percentage points between 2000 and 2011

Purchasing power per capita, 2000, 2007 and 2011



1.2 LOCALISATION



Close to the coast, close to Europe

PRIVILEGED LOCATION

- **Distance:**

Fundão is crossed by the motorway A23 that puts it at approximately two hours and a quarter by car from the capital, Lisbon, about two and a half hours from Porto and about three and a half hours from the Spanish capital, Madrid.

Lisbon: 262 KM

Porto: 260 KM

Salamanca: 214 KM

Faro: 499 KM

Madrid: 424 KM

- **Railway framework:**

The county of Fundão has a cargo terminal in its industrial park in the city of Fundão and has connections for passengers of interregional and fast trains, namely intercity.

The line has been modernized and is currently fully electrified.

The line allows connections to the main ports of the country, such as Sines and Leixões.

- **Airports:**

Lisbon airport is about two hours and a quarter of a car from Fundão. Porto airport is two and a half hours by car.

The region is served by an aerodrome in Castelo Branco with a track of approximately 1800 meters.



1.3 RANKING OF FUNDÃO IN REGIONAL DEVELOPMENT CONTEXT

Among the 25 NUTS III, the 'Beiras and Serra da Estrela', Fundão occupies the 3rd place in environmental quality and 10th place in cohesion and the 22nd place in competitiveness, which puts this NUT III in 9th place in the global index.

NUTS III



Fundão is integrated in the NUT III of Beiras and Serra da Estrela, composed by other 14 Municipalities

- **Synthetic Regional Development Index**

This index consists of three pillars - competitiveness, cohesion and environmental quality - and built on 65 indicators statistics, for the following 25 NUTS III.

- **Ranking of NUTS III**

Among the 25 NUTS III, Beiras and Serra da Estrela, Fundão occupy the:

- 3rd place in environmental quality
- 10th place in the field of cohesion
- 22nd place in competitiveness



2. THE PRODUCT –THE RED GOLD

2.1 HISTORY

Long before the arrival of the first cherry tree, the food base and the main agricultural production of Fundão was the chestnut tree. The whole zone of Fundão was conquered by the Knights Templar to the Moors and consequently donated to Dom Sancho I (second king of Portugal). Dom Sancho was known as the “Povoador” (settler), the order during his reign was to populate the streak, with the chestnut and the orchards used to finance the economy and feed the local population.

Part of the gifts of the Templars to the king were formed by the royal “coutadas” (private forest concessions) of the **Serra da Gardunha**, where the Portuguese royalty spent frequent hunting seasons. It is this real connection to this part of the country that is responsible for introducing the cherry tree.

In 1543, **three Portuguese travelers** aboard a Chinese ship drifted ashore on Tanegashima, a small island near Kyushu. **They were the first Europeans to visit Japan.** In 1548, Francis Xavier, a Jesuit, arrived from Goa to introduce Christianity to the Japanese. Thereafter a stream of Portuguese **traders and Jesuit missionaries came to Japan.** The Japanese called them *nanban* (southern barbarians) because they sailed to Japan from the south. Portuguese merchants brought tin, lead, gold, silk, and wool and cotton textiles, among other goods, to Japan, which exported swords, lacquer ware, silk, and silver. Portuguese trade with Japan prospered until 1641, when Christianity was banned by the Japanese government.



Arrival of a Portuguese ship, one of a pair (Nanban screens), Six panel folding screen, 1620–1640. Japan, in Asian Art Museum.

During this period - Portuguese Jesuits become part of the Japanese court - **a cherry-tree plant made its way to Portugal and was planted in one of these “coutadas”**. Records of the first orchard date back 200 years to the present date.

There is nothing in the ancient cherry recipe in this region, since the base of the food was the chestnut. Only the chestnut was removed from the feeding base of Cova da Beira, when the potato was introduced, at the time of the Discoveries.

In Fundão there are strains of cherry trees that do better there than in other parts of the country, because the soils have specific characteristics, as well as solar exposure and the climate, which are unique. **The plantation of cherry trees began at the end of the XIX century, but its economic development only occurred after 1950.** It is a fruit originating from several varieties of cherry trees traditionally grown between the Gardunha, Estrela and Malcata mountains. It is represented, mainly, by the regional varieties Saco da Cova da Beira, Roxa, Napoleão Pé Comprido, Spanish, B. Burlat, Bing, Van and Hedelfingen.

Today, the cherry of Cova da Beira is the ex-libris of the region, being assigned the designation of **“RED GOLD”**.



2.2 CHERRY CHARACTERIZATION

MAIN VARIETIES

The range of cherry varieties is huge. Within the varieties with a tradition of growing in Portugal, the most important are the following: **Saco da Cova da Beira, Saco do Douro, Lisboeta, São Julião, Big Burlat**, Maring, Napoleão Pé Comprido, and Big Windsor (Purple), being **the first four of national origin**.

Recently new varieties, which are more attractive from the commercial point of view, because the fruit caliber and have better conservation power such as: Brooks, Hedelfingen, Summit, Sunburst, Arcina, Sweetheart, Van, Bing and Earlise.

In terms of the maturation schedule, in early or medium early varieties are the Earlise, Big Burlat and Brooks and in the intermediate to late varieties at Summit, Sunburst, Hedelfingen, Maring, Early Van Compact, Van, Arcina and the Saco Cova da Beira.

The first production of cherry, at national level, appears in the zone of Resende, occurring from mid-April, with harvests of the regional varieties / ecotypes or **simultaneously in Beira Interior, in the southern part of the Serra da Gardunha (Alpedrinha and Soalheira), in the first week of May, with the earliest varieties (Burlat and Earlise)**. One to two weeks later the collection is done at Alfândega da Fé. The campaign ends, simultaneously in all production areas, in mid-July, with the latest varieties.



Figure 1 - Cherry Production and Marketing Calendar (source: GPPAA/SIMA)

	J	F	M	A	M	J	J	A	S	O	N	D
Trás-os-Montes												
Resende												
Cova da Beira												
Portalegre												

DIFFERENTIATED PRODUCTIONS

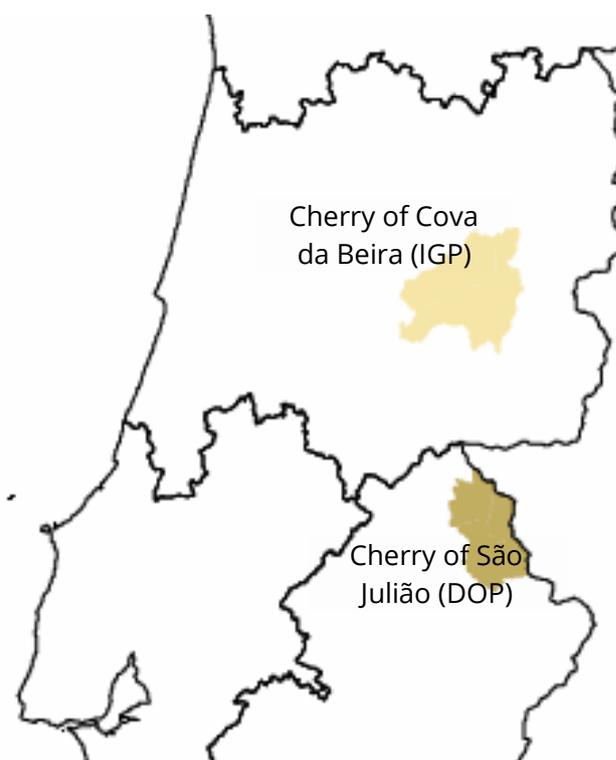
The cherry of Cova da Beira IGP is a product of Portuguese origin with Geographical Indication Protected by the European Union (EU) since June 21, 1996.

There are differentiated productions of cherry, Protected Designation of Origin (PDO) and Protected Geographical Indication (PGI), in the regions of **Beira Interior** and Alentejo.

The cherry of Cova da Beira has IGP1. This cherry is produced in the designated area of Beira, whose geographical area covers the counties of Fundão, Covilhã and Belmonte, being coming from regional varieties of cherry trees such as "De Saco", "Napoleão Pé Comprido", "Morangão", "Spanish" and the varieties "B. Burlat ", " B. Windsor "and" Hedelfingen ". The Group of producers who are legally responsible for managing this IGP is the Cooperativa Agrícola de Cova da Beira fruit growers, CRL (Covilhã) and the Private Control and Certification Body is CERCOBE (Fundão).

In Alentejo, the cherry has PDO2 -" Cherry of São Julião - Portalegre ", covering the counties of Marvão, Castelo de Vide and Portalegre. The Management Group of the PDO is APAFNA - Group of Agricultural Producers and Foresters of North Alentejo and the Private Control and Certification is the AADP (both in Portalegre).

Cherry Production Zones with quality references



Is in the organization and articulation of agents / group of producers involved in the production and marketing of cherries, find the key issue of row appreciation.

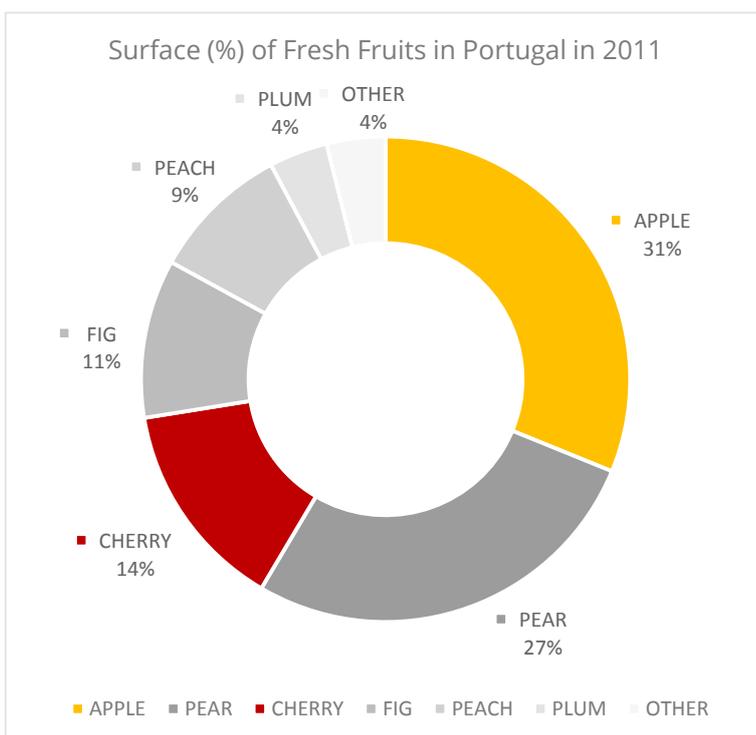
2.3 PRODUCTION AND COMERCIALIZATION

EU is responsible for about half of world production. The production for consumption in fresh is particularly important in the countries of Southern Europe, producers of "sweet cherries"

According to the statistical information provided by INE (2012) for Portugal, fresh fruits occupy an area of 40,201 ha in 2011, of which apple (31.19%), pear (27.29%), **cherry (13.97%)**, fig (10.56%), peach (9.23%) and plum (3.88%).

97.12% of the production and 97.49% of the area of cherry trees are concentrated in the North and Center in 2011 but, while the surface is mostly occupied by the North (55.94%), the **Centro region (71.21%) is the main producing region.**

The data on cherry production between 2007 and 2011, show that the average value is 3,934 t / year in the North region and 6,849 t / year in the Centro region, since it benefits from an average (2.94 t / ha) compared to the North (1.28 t / ha).



According to FAO data, world cherry production for 2004 was estimated at 1.8 million tonnes, covering an area of about 380 thousand hectares. **Europe is responsible for almost half of the world's production, standing out as major producers in the European Union, Germany and Italy and outside the EU, Ukraine and the Russian Federation.** In Asia, 35% of the cherry is produced worldwide, with Turkey and Iran being the largest producers. The United States has a weight of 14%, being practically the only producing country of North and Central America.

In fact, although there is not much data available, great part of these productions (mainly in Germany, Poland and Hungary) refer to "bitter Cherry", whose main destination is **the industry**. It is a very specific market segment, of great importance economic, but for the purpose of this study case, should be clearly separated from the general context of the Portuguese and UE cherry market **for fresh consumption, fresh fruit.**

The most representative areas of culture in Portugal are **Cova da Beira**, Resende, Alfândega da Fé and Portalegre, occupying a total area of 6.244 hectares.

The national production is around 9 tons (2011), with Beira Interior being the region with the highest cherry production, with a superior representation of 50%, followed by Trás-os-Montes and Douro and Minho regions (North). In the face of a national production volume, in the Centro region some 8.500 t (2012) are produced and more than **90% in Cova da Beira**.

The average productivity of national cherry orchards (2.6 t / ha) falls short of the values achieved in other European countries, such as Italy (3.4 t / ha), Germany (4.1 t / ha) and France (4.2 t / ha).

The cherry has little weight in the total production of fresh fruits, in Portugal, not reaching 2%, but it is a species that usually generates a good yield to the producers, since it is well valued in the market.

A significant proportion of national cherry production is heavily fragmented, with a large number of small holdings. In the main production regions, **the weight of farms with cherry orchards of less than 2 hectares exceeds 87% of the total**. On the other hand, holdings with plantations totaling an area of more than 10 hectares have very little expression.

The marketing of the cherry has evolved, especially in regions where the creation of Protected Designation of Origin and Protected Geographical Indications in the regions of Beira Interior and Alentejo have led the Producers' Organizations and their Associations to make an effort in sense of concentrating supply, standardizing, diversifying the packaging and even certifying the best quality product.

In several areas of production, the cardboard box of 2 Kg and cuvettes of 1 Kg and 0,5 Kg was introduced, of greater accessibility to the small retailer, particularly at the beginning of the campaign, when the cherry reaches higher prices.

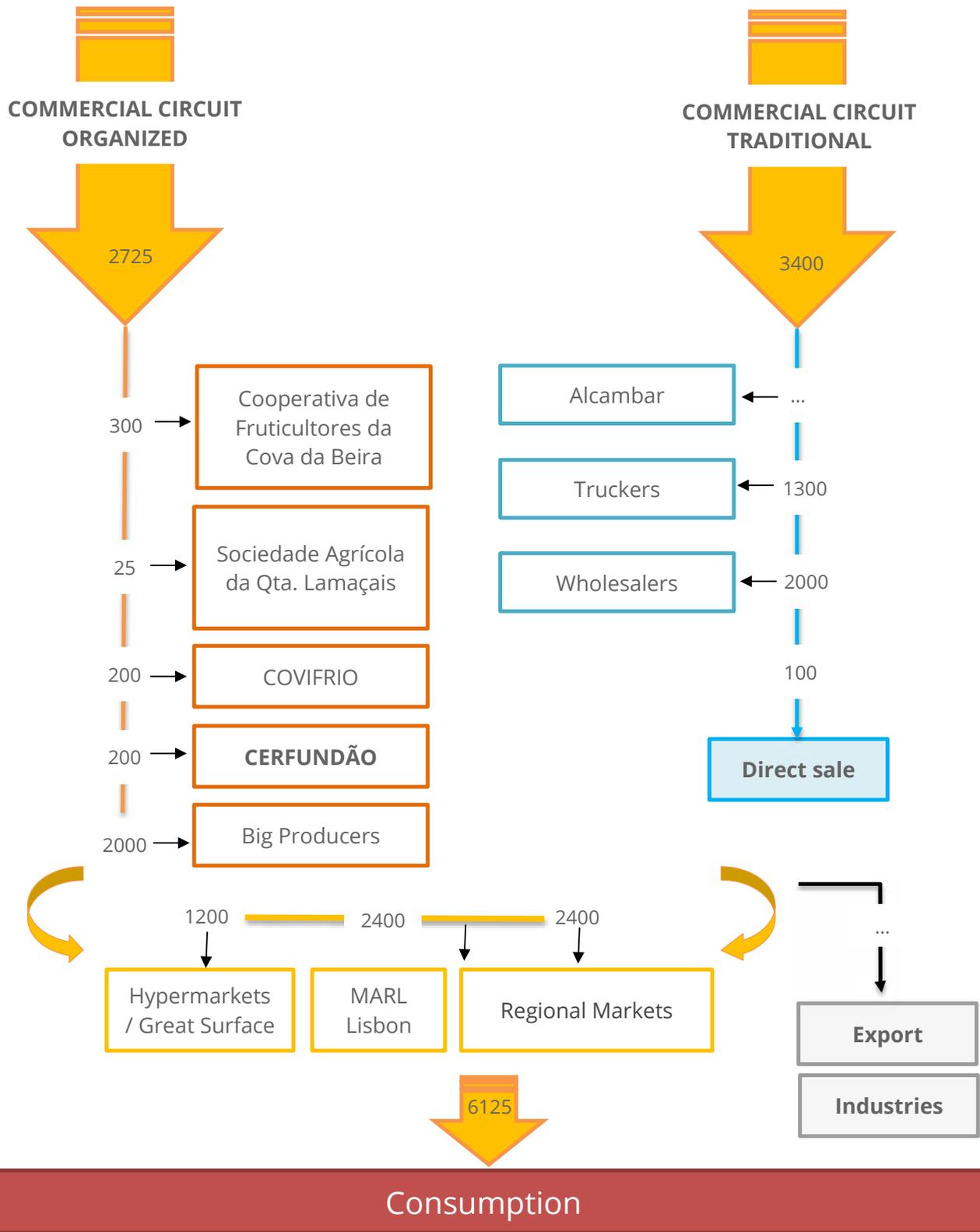
The marketing channels have also undergone changes, as regards the operators involved, as well as the places of production. Thus, the Large Sales Area and the Supply Markets of the large urban centers have been widening their intervention, acquiring, respectively, about 40% and 45% of the national production. The other destinations are manufacturing and direct brokerage markets.

As we have said, we believe that it is in the organization and articulation of Agents involved in the production and marketing of cherry, it finds the key issue of the valorization of the row, so we try to identify the essential elements that involved in it.

For ease of exposure and, above all, for intending to highlight different market presence strategies that simultaneously translate different stages of evolution of the agents of the row, we consider that the commercialization of cherry of COVA DA BEIRA is organized in two large trade flows that we shall designate as **"COMMERCIAL CIRCUIT ORGANIZED"** and by **"COMMERCIAL CIRCUIT TRADITIONAL"**.

The differences between these two "types" of marketing are visible especially in the first stages of the marketing circuit, still in the production area, but also in the extension of the commercial circuit and in the number of players: the first is essentially **"SHORT CIRCUIT"**, while the second is a **"LONG CIRCUIT"**.

PRODUCTION in COVA DA BEIRA (in tonnes)



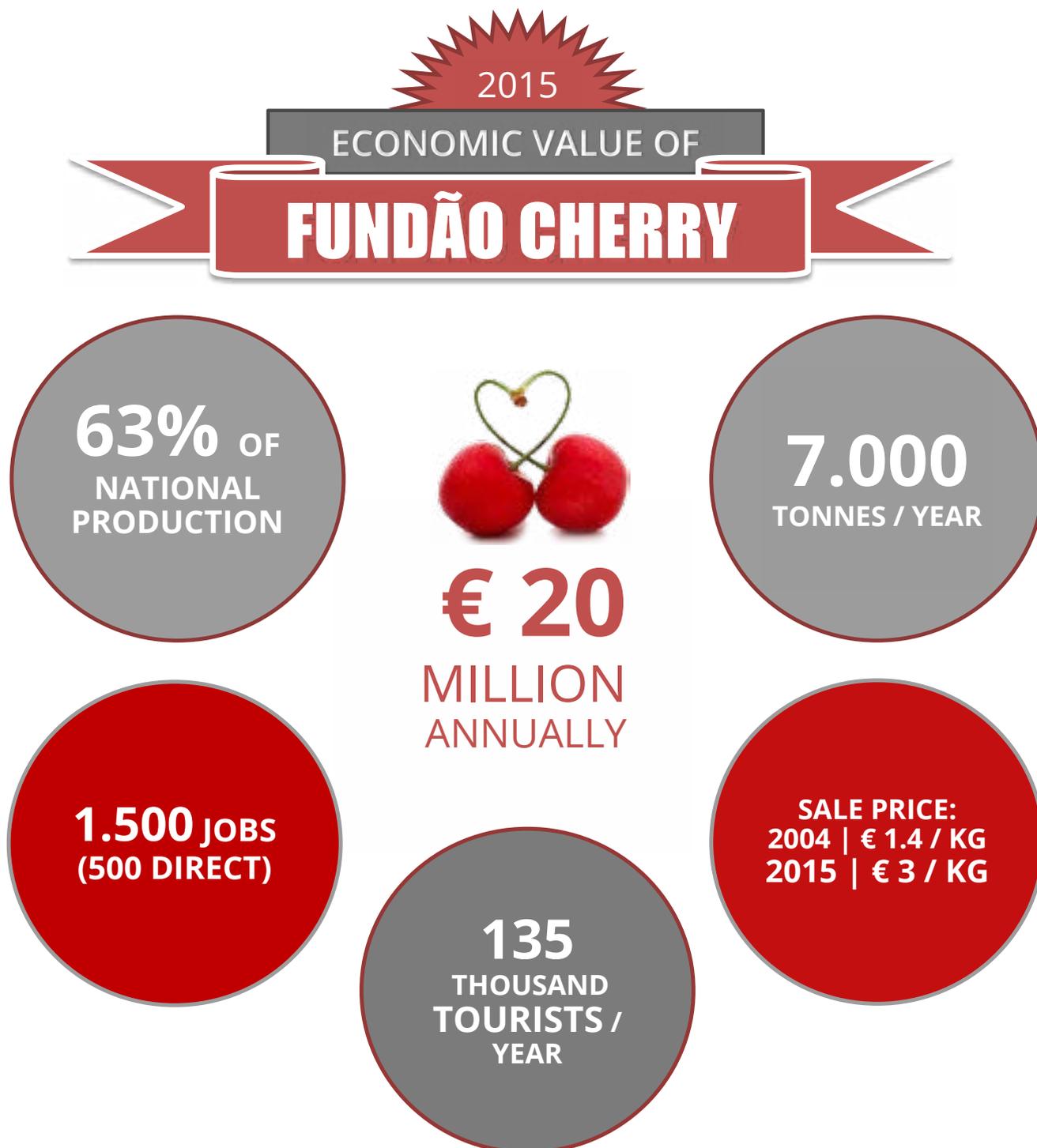
In fact, in the "**COMMERCIAL CIRCUIT ORGANIZED**", mainly intervene big producers or the more specialized producers associated with structures packaging and transport, with a significant capacity of supply and price negotiation, whereas in the "**COMMERCIAL CIRCUIT TRADITIONAL**" are essentially present small producers, highly dependent on discontinued demand, strongly influenced by the market environment and without effective capacity of price negotiation.



« Fundão has been working a long time in its branding strategy therefore it was interesting to share their views. Visiting Cerfundao we learned how important is a branding strategy as well as a good communication between farmers. »
Creative Minute AGRI-URBAN – Transnational meeting in Fundão.

2.4 ECONOMIC IMPORTANCE OF ROW

The cherry of Fundão is a strong pillar in the economic sustainability of the region, moving around 20 million euros.



3. CONTEXT

3.1 THE PROBLEM

This case study deals with the application of place marketing strategies in a small Portuguese township called Fundão. According to the official statistics (INE 2011) it has a population of 29.213 inhabitant and an area of 700km² subdivided into 23 civil parishes.

In terms of population, Fundão represents 0,27% of the total Portuguese population and 1% of the population in the Centre Region. In the last two decades, the population has decreased, and then the area showed a relatively low population density when compared either to the rest of the country as a whole or to the Centre Region.

The local population, Fundão is of advantaged age span, a characteristic of a rural area in which the young population immigrates to greater cities in search of better job opportunities. Economically speaking, there are a greater number of primary sector companies and secondary sectors if compared to national and regional figures, and the affordability per person is lower than the national average. In the same way, the percentages on active and employed population are lower than the national and regional averages as proper of a highly rural area.

However, it is important to point out that Fundão retains part of the most fertile soils in the region where great productions of cherries, gingers peaches, olive oil and wine carried out.

Although in the 16th and 17th centuries, the region experienced a great commercial movement due to the settling of Jews that had been expelled from Spain in the time, this land today deals with economic and social problems. In this sense it became important to look into strategies that could improve local development and diversity local activities.



3.2 WHAT WAS DONE - THE IDEA

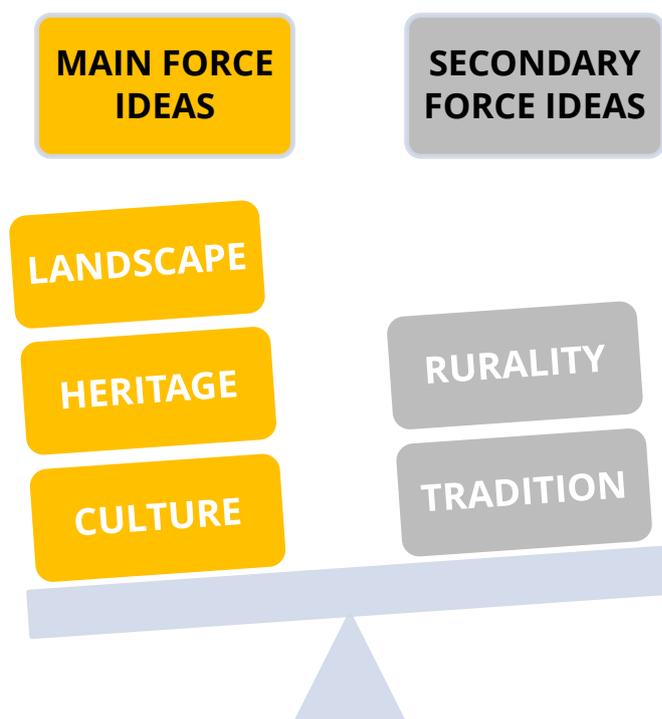
The municipality of Fundão was the entity coordinating **all actions starting in 2004**. As an integrated view was required to achieve the development goals, this entity carried out a **STRATEGIC PLAN** including **different events to develop the tourism in the area**, like:

- Support the creation of new and more qualified housing units that would identify with the characteristics of the region;
- Intervention in areas of tourist interest in our territory - Requalifying villages in county of Fundão and buildings of interest to the region, enabling them with new cultural and touristic functionalities;
- Designing of cultural and **touristic events with the potential to attract national audiences all year**;
- **Branding and Promotion**;
- Facilitate training actions for the various players in the tourism sector in our region in order to qualify and improve service levels in our region;
- **Development of distinctive and innovative tourism programs.**

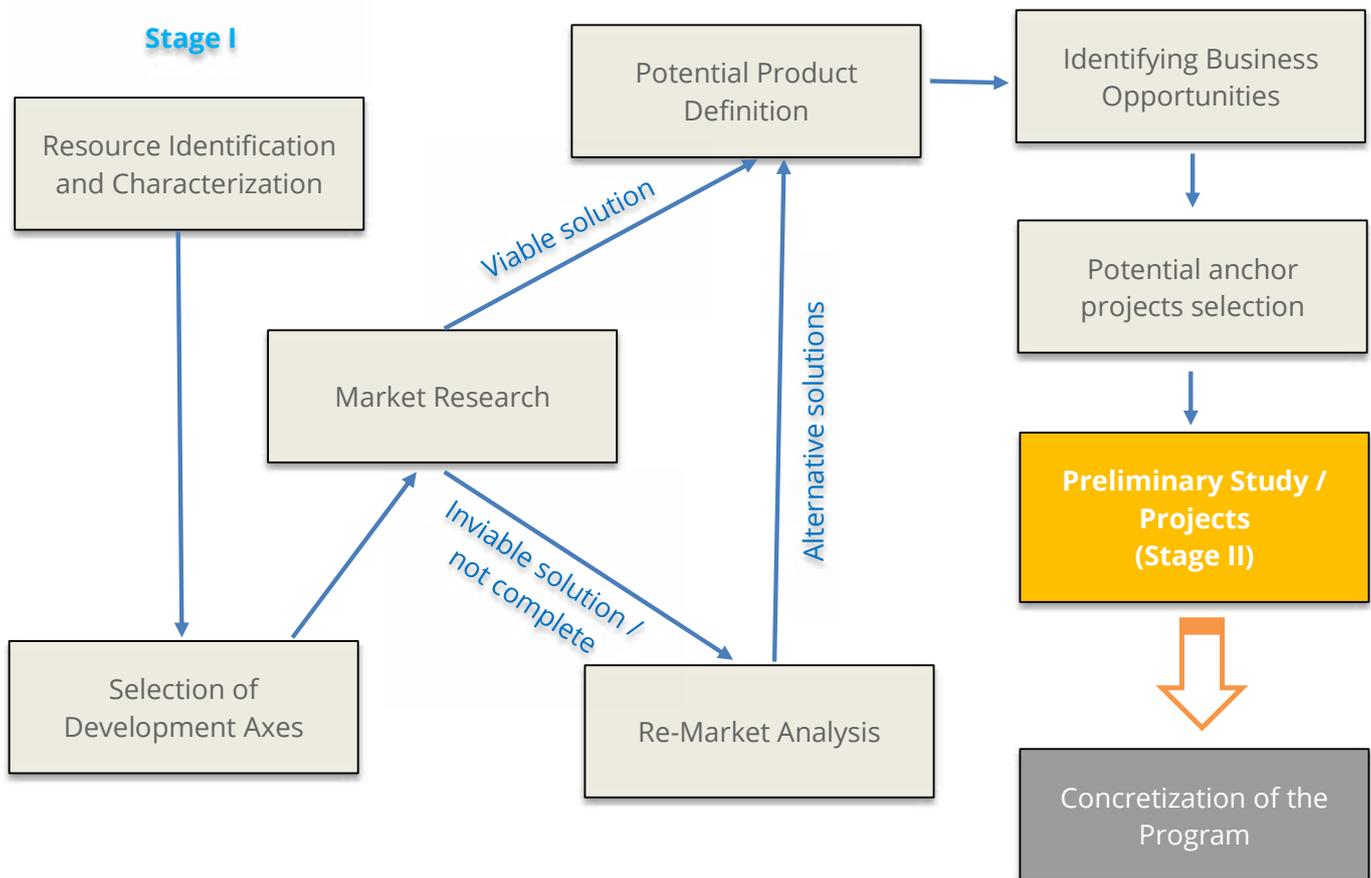
At this purpose, the strategic plan was oriented towards the definition of the concept that would become part of the whole region and identity initial pilot projects. During the process, a Municipal Tourism Company was established and was responsible for promoting pilot projects that due to their essence and nature would call upon promoters' interests.

Based on the results from a previous SWOT analysis in 2003, **LANDSCAPE, HERITAGE** and **CULTURAL RICHNESS**, were identify as **priceless resources in Fundão**.

These could be put into value within the development of traditional activities worth of great tourist potential, as it was also a perceived trend in tourism market. However, some handicaps were also pointed up in this same analysis, as scarce level of notoriety, the reduced land notoriety, a reduced capability to attract visitors and an insufficient tourist animation.



This initial process was developed and carried out according to the following scheme.



Using the potentialities of the territories in this way, the target tourist products to be developed were found. Market trends, barriers to development and the attractiveness and sustainability of the actions to be carried out were also taken in mind.

According to the opportunities in the place, **the main issues to be promoted were identified in cultural and nature tourism.**

Different events were designed for each of the determined tourism areas, in a way that they could be spread throughout the whole year. However, as the lack of a strong image or even a positive one had been identified as weak point in the SWOT analysis, this was the first issue to be solved.

3.3 THE CREATION OF A BRAND

As globalization and regionalization lead to increased competition among territories, differentiation becomes necessary, even for smaller geo-political entities such as regions or cities.

At the same time, options to select preferential places for consumers and investors have increased due to enhanced mobility and new information systems. The need to attract tourists, companies and skilled people and to find markets for exports, requires that places adopt marketing and branding practices (Kotler & Gertner 2002). This is why **more and more territorial governments tend to use place brands as strategic tools for differentiation and local sustainable development.**

So, to be able to carry out all pilot projects successfully, the municipality of Fundão needed to create a local image that would position the region nationwide and worldwide.

The image that was developed was based on a unique and different product in the Fundão area: the cherry fruit. Although it was not always like in the past, in recent times Fundão has become the greatest cherry producer in Portugal. Thanks to a set of great climate characteristics due to its geographical position, Fundão's cherry is a very sweet and enjoyable to taste. They're packed with antioxidants and offer many health benefits, including help with insomnia, joint pain and belly fat. **Perceived quality is the key dimension from consumers' perspective.** It measures their perception of the value added by the brand to a place and its products and can point to attributes such as quality, taste, health and wellbeing.

Cherry of Fundão - the original:



Since 2004, the Municipality bets on the fruit as an icon of the county and created the cherry brand of Fundão with the slogan "Cherry of Fundão, the fruit of our Selection". **The Municipality is the owner of the brand** - which authorized producers can use - has had a huge investment that designed a national and international strategy to promote it.

In fact, this brand suffers from some problems that make it difficult to obtain the desired results. The claim to position the product as an icon, at the same level of "other traditional products of Portugal, such as wines or cheese".

Instead of functioning as a brand, it works only as a product identification and region of origin. Presumably, few consumers will reach a hypermarket and ask for "Cherry of the Fundão". Just as you will not ask Kiwis from New Zealand. They are asked for cherries, kiwis or bananas (in the latter case, it is more plausible to hear ask for Madeira banana, since this one has completely different characteristics of the *Chiquita - this yes, a brand) but they are not marks.

If for the Portuguese market it seems clear what is meant when it says "Cherry of the Fundão", already for markets like Spanish, German or English does not seem so obvious. If a German brand intends to internationalize, it should be careful, for example, not to call itself Greeßer. In Latin countries the 'ß' character (Eszett or Scharfes, has the value of 'ss' and not 'beta', as we might be led to think due to its form) does not exist. So the name was unpronounceable.

The same goes for 'Fundão'. The 'õ' does not exist in the German or English language, which creates a problem at communication level: the linguistic component of the mark is impossible to reproduce in the markets where it intends to penetrate. In addition, it is still necessary to translate the brand into English or German. Few brands will differ by name depending on the country where they are implemented. And this is usually the result of a communication strategy that has very high costs with market presence for consumers to recognize.

The brand "Cherry of Fundão" was distinguished at national level, on 2 June 2016, by winning **the prizes Marketeer 2016**, in the category large food consumption – not beverages.

The prizes awarded by Marketeer Magazine **distinguish the projects considered to be the best works and professionals in Marketing**, advertising and communication



*Chiquita is a brand of Chiquita Brands International, Inc and is an international leader in the distribution of fresh produce and one of the largest banana producers in the world. According to the website of the organization <http://www.chiquita.com/> consultation carried out on 6 December 2006) 90% of consumers in makes the countries where their product is sold recognize the Chiquita, arriving in the USA reaching 98%, which the brand one of the most recognized in the world.

3.4 THE ACTION

The first big direct marketing action came in 2004. In the same year Portugal received the European Football Championship, the cherry was distributed alongside the stadiums with slogan **"Cherry of Fundão, the fruit of our selection"**

2004

In 2004 we selected our best cherries, wrapped them in attractive packages, chose our target and headed to Euro 2004.

Under the slogan **"Cereja do Fundão, o fruto da nossa seleção"** (* *"Cherry of Fundão, the fruit of our selection"* - in Portuguese the word that designates the national soccer team is "selecção", that in English means selection, like "the best ones"), the municipality distributed, free of charge, more than 200 thousand cherry packs in the vicinity of the "Rock in Rio" Music Festival and in the football stadiums that hosted the football matches of Portugal, Spain, England, Germany and France.





 <p>Nas encostas naturais da Serra da Gardunha cresce a maior produção nacional de cereja.</p> <p>Venha prová-la e conhecer as outras delícias do Fundão!</p> <p>Oferta exclusiva Câmara Municipal do Fundão 2004</p> <p>125grs</p>	 <p>The spectacular hills of Serra da Gardunha are home for the largest Portuguese cherry production.</p> <p>Come taste them along with all the other delicious experiences of Fundão.</p> <p>Exclusive offer by Câmara Municipal do Fundão 2004</p> <p>125grs</p> 
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Home Stadium in Lisbon "Estádio da Luz" – June 2004 - Euro 2004

In this year Municipality decided to create our first touristic event - the Cherry Festival. This festival is organized by Fundão's Town Council through its Tourism Public Company named Fundão Tourism.

Under the coordination of Fundão Tourism, during the festival (three days), some residents (mainly cherry producers) open the ground floors of their houses to visitors in what is called "small taverns".

In these taverns, visitors can buy and experience cherries and their derivatives (jams, compotes, liqueurs, etc.) along with other regional products such as wines, cheeses, and handicrafts, especially rattan baskets. During the festival visitors and tourists also experience exhibitions, concerts, street fairs, and professional performances



27

FUNDÃO : The cherry on top: agrifood as an iconic territorial brand

After this marketing campaign, media start talking about Fundão and about “Cherry of Fundão”, so we decided to continue, a new brand was born.

2006

This campaign continued its high point in 2006, in Germany, with the distribution of 35.000 more packages with information in Portuguese, English and German and was aimed at "positioning the brand" Cherry of the Fundão "as a" **love brand** "associating the **Cherry to values like the union, the passion, the seduction and the good taste!**



In 2006 the **Cherry Festival** through local tourism operators also enables tourists to experience a taste of the natural and cultural environment of the region, including **cherry harvesting, mountain biking, walking, and orchard tours.**

With this touristic offer, the municipality of Fundão attracts more tourists that helps to boost the region's economy and also promote the image of the cherry both nationally and internationally. This touristic actions are available since 2006 until today.





The strategy was not only based on promotional marketing and also involved the creation of an organizational structure of producers - **Cerfundão**, created in 2006, which could value and respond to everything that was being done.



A Producer Organization composed of 32 members divided into:

- Private Producers and Farmer Associations - 74,38%
- Institutional Partners - 25,62%



2011

NEW products derived from the Fundão cherries was created. Cherry Whole Year / Innovation and new product development.

Cherry from Fundão, it's not just a summer fruit! The Municipality of Fundão has been developing a program to support other food products using cherry, **an important source of cherry runoff.**

The first one was the **Custard Tart with Fundão Cherry** and then the **Chocolate Bonbom with Fundão Cherry**, creation of António Melgão from Capri de Montemor. Then the **Fundão Cherry Ice Cream** was launched by the Santini house. Also available is **Yonest's old-fashioned Greek Yogurt from Fundão Cherry**, **Fundão Cherry Bars** from FrutaFormas, **Fundão Cherry Berlin Ball** from Sacolinha, Lisbon Tea CO **Tea Infusion with Fundão Cherry** and **São Tomé e Príncipe Chocolate**, **BlackTea with Fundão Cherry**, **Handmade Fundão Cherry Soap** from DA'KI. There are also many jams and spirits like **Wild Snow Dog Fundão Cherry Gin**, **Fundão Cherry Brandy** and **Fundão Cherry Liqueur.**



The Custard Tart with Fundão Cherry and its packaging:

- Product in process of certification;
- More than 260.000 units sold in 2016;
- International markets: France, United Kingdom, Luxembourg;
- National market: Eurest network, gourmet shops and restaurants

Recipe created by:



This pastry is inspired by traditional recipes, using a careful selection of all the ingredients, and ensuring the essence of an extremely rich flavor to the palate.

Crispy and creamy, it's absolutely groundbreaking to the traditional and regional sweets.



The Chocolate Bombom with Fundão Cherries:

Creation and Production by:

This is a sweet and recent creation. The famous cherry of Fundão enriched with the taste of chocolate.

A crunchy candy, made with macerated cherry on cherry brandy, served with a white chocolate ganache and wrapped in dark chocolate.



Tea Infusion with Fundão Cherry and São Tomé e Príncipe Chocolate | Black Tea with Fundão Cherry:

Creation and Production by:

Intense, refreshing and delicious, this is a tea for happy moments. A unique combination of tea and dried cherry pieces.

The flavors and aroma of the cherry with the purity of tea.



Wild Snow Dog Fundão Cherry Gin | Fundão Cherry Brandy | Fundão Cherry Liqueur

The company Zimbro launches this new edition of fruity lines and flavors, using some authentic resources from Beira Baixa region (Estrela and Gardunha mountains).

Being Cherry from Fundão the main ingredient and the main reference on the palate. By joining the two highlands - Estrela and Gardunha - we provide a tribute to this region, containing in itself the best juniper and the best cherry of Portugal.

Creation and Production by:



Compal Cherry Classic from Fundão (cherry juice)

In 2016, the Portuguese brand Compal in partnership with the Municipality of Fundão launched a limited edition in the national market, the new Compal Classic Cherry of Fundão.

Creation and Production by:



Santini Fundão Cherry Ice Cream

Creation and Production by:

The most famous ice cream parlour in Portugal. The Cherry-flavored ice cream from Fundão is the big news in the stores of Santini, Chiado (Lisbon), Cascais and S. João (Estoril)



Old-fashioned Greek Cherry Yogurt from Fundão

Creation and Production by:

Yonest accepted the challenge of the Fundão Town Hall and created the 'Yonest Cherry of the Fundão', the first Greek yogurt made from the real Cherries of the Fundão, using a creamy and smooth pulp removed from the fruit.



FrutaFormas's cherry bars

Creation and Production by:

FRUTAFORMAS® is synonymous of Premium Dried Fruit - 100 % Natural. Based in the West of Portugal, since 2012, transform Portuguese Fruit in different and traditional products, removed from the fruit. . FrutaFormas's cherry bars, made with dehydrated Fundão cherries, is surprising and can find space alongside the cereal bars or dehydrated fruits, now indispensable in a healthy diet



FRUTAFORMAS



Fundão Cherry Berlin Ball

Creation and Production by:

Sacolinha, in partnership with the Fundão Town Hall, developed the Berlin Ball with Fundão cherries.



Handmade Fundão Cherry Soap

Creation and Production by:

This is a true oil soap, 100% natural and handmade. There are no detergents, parabens, or other chemicals derived from the petrochemical industry that are common in ordinary soaps. To this millennial recipe, DA'KI have added only Fundão cherries, which not only make the soap even smoother for the skin as guarantee an extra dose of anti-oxidants which are a natural anti-aging agent.

[de'ki]
PRODUÇÕES CASEIRAS

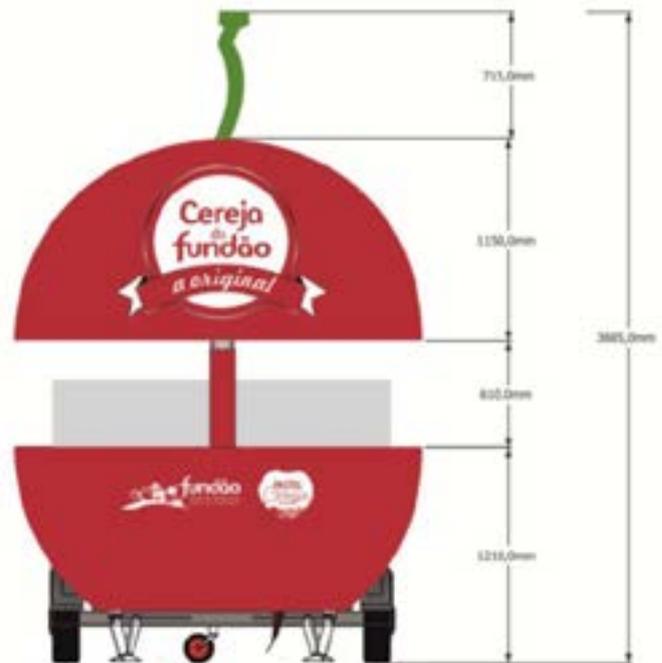


2013

From promotion to commercialization - creation of pop-up store cherry Fundão

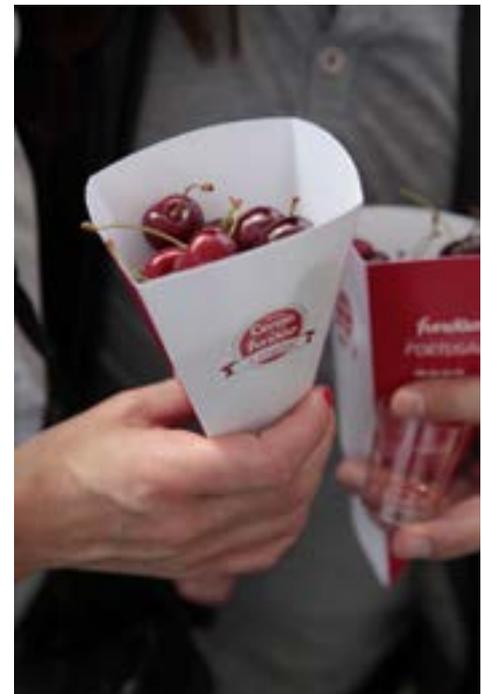
Fundão Cherry Mobile

Throughout the year, 2 type of mobile structure allows to promote and sell cherries and derived products in various cities and events nationwide.



From promotion to commercialization NEW packaging - cherry cone

Created for fresh cherry consumption at the moment like popcorn, street food... ideal for festivals, events...



Replica of gastronomic events outside Fundão (Lisbon, Porto and Algarve)

We replicate what is done in Fundão, in the annual program of gastronomic events with local restaurants, based on the cherry of Fundão. We challenged chefs from prestigious restaurants in Lisbon, Porto and Algarve (some with Michelin stars), to create menus with Fundão cherries. During the month of June, customers were given opportunity to taste these menus. The Fundão cherry is valued and another way of consuming the cherries of Fundão is promoted.





2014

Fundão cherry internationalization

Since 2014, during cherry season, cherries from Fundão are served to all passengers on some TAP (Portuguese Aviation Company) flights.



3.5 THE IMPACT

The bet on cherry as a brand image of Fundão marked the last years in the county and contributed to the territorial promotion, to the valorization of the fruit and to give rise to new products and investments. Today, Fundão cherries worth 20 million euros and attract 135,000 tourists per year.

ECONOMIC

In terms of the dissemination of endogenous products, an enormous campaign of promotion and sedimentation of the brand Cherry of the Fundão, has affirmed this product of a peremptory form in Portugal and in the international markets, doing a substantial increase in sales and exports. Also cherry products such as pastries, sweets or juices have conquered the markets, increasing the production and the financial nesting of the producers.

The area of cherry in Fundão, a county where one of the country's largest cherry production areas is concentrated, is growing at a rate of 10% per year.



From an economic view, the brand can also lead to benefits in the long run such as induced development, additional trade and business development, to increase sales volumes and prices, to facilitate the export of products, to create local employment and investment attraction.

TOURISTIC

Patronizing a cherry tree, taking a balloon or train ride and participating in **cherry picking** are some of the activities promoted by the municipality of Fundão to stimulate tourism in the county, always around the cherry tree in its various phases. The beauty of the **Cherry blossoms**, which fill the landscapes with a unique white color, then gives place to the various red rubies of the cherry blossoms in fruit.

Patronizing of a cherry tree, besides having an educational role and valuing agriculture and the environment, **is a way to connect people to this land.**

The balloon and train rides are available on weekends, with reservation with Fundão tourism post office.

"It's time for cherries" is a tourist program developed by the municipality that offers, in addition to the experience of the harvest of cherries in the orchard, the possibility of discovering the story about this fruit and its cultivation in the region.

A trip through the ethnography and local flavours, which also includes a visit to the city of Fundão and its historic centre.

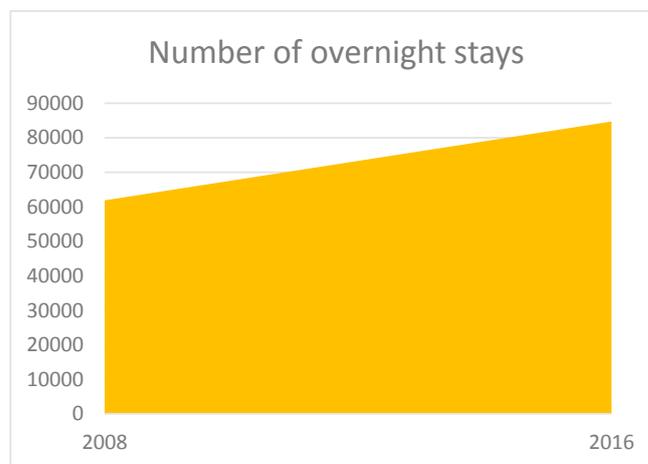
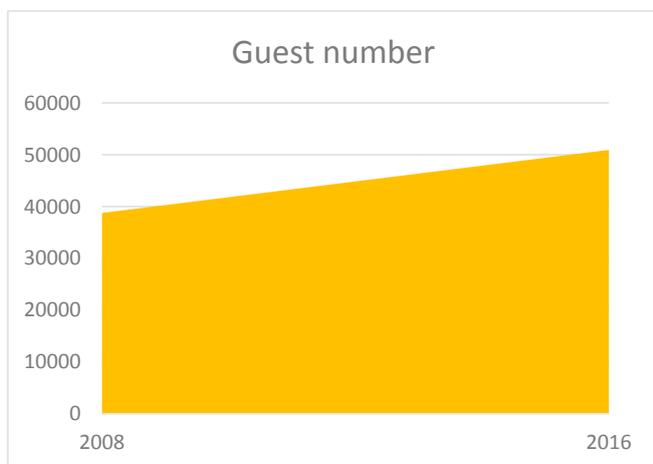
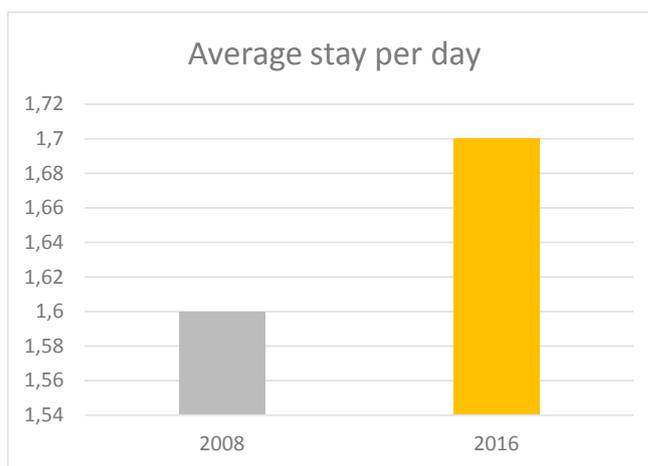
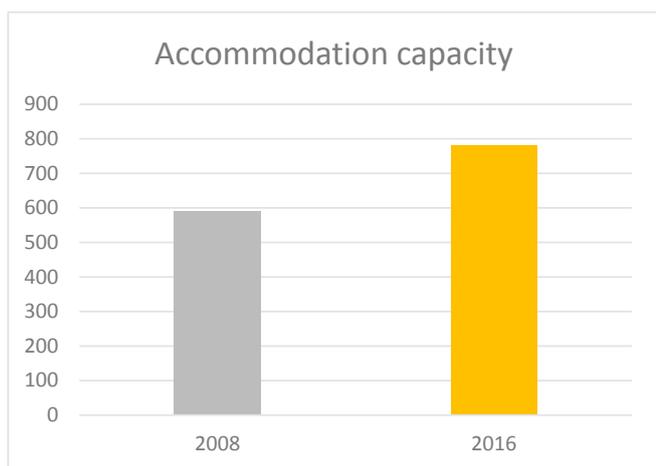
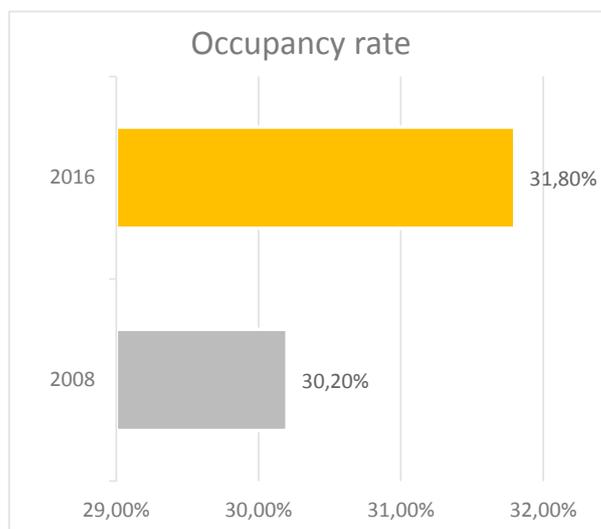
The **cherry festival**, which takes place every year in June, is the most touristic event in our region.





In addition to the cherry festival and its tourist packages around the cherry, the Municipality organizes several annual events in order to reduce tourist seasonality under the slogan **"Fundão 365 days to discovery"**.

The data obtained by the tourism office of Municipality of Fundão in 2008 and 2016 are presented, allowing the analysis of the tourist impact of all these actions / initiatives in the county of Fundão.



QUALITY OF LIFE

This case study deals with the application of place marketing strategies in a small Portuguese township called Fundão. Through this case study, it is shown how small tourism events, organized by the municipality of Fundão, can improve local residents' quality of life. It was effectively possible to verify that place marketing actions have a greater probability of success when there is a global vision of the marketing action, that the definition of certain events and effort concentration was fundamental for the success of these events and that the creation of a brand image was essential to keep together all other projects.

Quality of life is a concept increasingly considered in place marketing, knowing the effect that the above events may have on the quality of life of the local inhabitants becomes more and more an urgent requirement.

The positive impacts, we can refer to better community cohesion improved community identity and self-confidence, community development, community pride, opportunities or entertainment free local activities and interactions with visitors.

In terms of negative impacts, these could include the interruption of residents' lifestyles, traffic congestion, noise, vandalism, crowds, property damage and conflicts between residents and visitors, among others.



AGRI-URBAN

The brand is a new kind of political tool for local development in a rural area.

If place brands are applied to rural regions, generally aim at local (endogenous) development and target key sectors, such as agriculture and/or tourism, by adding value to typical food products, particular landscapes or cultural heritage.

It would be interesting to replicate this approach in other AGRI-URBAN partners (for example, some developed by this municipality in other months or others in other areas, like agro festivals) and verify if the economic and the qualitative impacts are similar.

The role of local governance is important in the evolution of a place brand, either being driven by a public or private entity. Our case have shown that the emergence and governance of local brands is more often related to the Fundão Municipality, which may allow a wider brand usage due to a stronger financial investment.



4. LESSON LEARNED

The county of Fundão, a rural area, challenged by the globalization and an increased worldwide competitive economy, are obliged to find new strategies to stimulate economic growth, to support local farmers and SMEs and to ensure welfare of the population.

Place branding strategies are increasingly used in Europe to boost regional and rural development, by valorizing territorial assets and creating distinctive place identities. These strategies aim at attractiveness and long-term competitiveness of places. The role of typical local food products herein can play an important role as identity markers, expressing a specific culture and way of life. The brand can be considered as a useful strategic tool to increase the competitiveness of local actors and to contribute to the quality of life in rural areas.

It was effectively possible to verify that place marketing actions have a greater probability of success when there is a global vision of the marketing action. In fact, that view was present of political actors in the Fundão Town Hall from the beginning. Accordingly to this global views, the Municipality took the position an Actions and Ideas Integration Entity knowing what to make happen, knowing what important for the town as a whole and being able to identify the initial pilot project.

The way of showing itself was the bet on the concept of 'innovation', transforming it into a fundamental value and development axis, became visible with the introduction on the market of NEW products derived from the Fundão cherries, such as cherries pastry, cherry bonbons, etc. This commitment to innovation, with an emphasis on well-identified products, associated with promotional campaigns strongly linked to the identity and values of the cherry, have made Cherries of Fundão a brand of success and high recognition in the markets where it operates, through the virtues of the brand, to the country that gives it.

The other way is the Brand certification: Given the need to promote and increase the competitiveness, the certification of "Cherry of Fundão" brand has recently begun, in order to highlight products of excellence for can be positioned in markets increasingly competitive.

In the same way, **the creation of a brand image was essential to keep together all other projects.** From an anonymous image, Fundão was able to establish itself as far as the cherry is concerned and also moving on to olive oil, cheese, wine and eating well tradition.

TO BE CONTINUED with **FUNDÃO PRODUCERS CLUB!**

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- MY OWN PORTUGAL, <http://www.myownportugal.com/en/>



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Câmara Municipal

**BEM-HAJAM
THANKS**



SMART USE OF RESOURCES



IN JELGAVA
LOCAL
MUNICIPALITY

JELGAVA



AGRI-URBAN

Local food on urban forks

<http://urbact.eu/agri-urban>

Case Study

Smart use of resources in Jelgava Local Municipality



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Date: 30th January 2017



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About AGRI-URBAN

AGRI-URBAN is about rethinking agri-food production in small and medium-sized cities that are relatively specialized in agri-food production.

Agri-food production is a mature industry that still continues to play an important role in terms of GDP, employment and environmental sustainability. That is why new growth potential has to be activated by means of innovation, new business models and strategies.

The proposal of candidates for the selection of new four/five partners included the following cities in a final list:

- SPAIN: City of Baena (Lead Partner);
- LATVIA: Jelgava Local Municipality
- PORTUGAL: City of Fundão
- CROATIA: City of Petrinja
- WALES: Monmouthshire county Council
- SPAIN: City of Mollet del Vallès
- FRANCE: City of Mouans-Sartoux
- BELGIUM: LAG Pays De Condruces
- ITALY: City of Cesena
- SWEDEN: City of Södertälje
- GREECE: City of Pyli





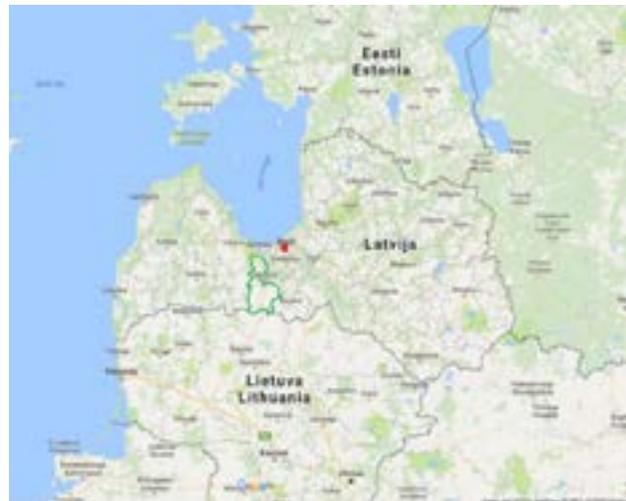
1. About JELGAVA LOCAL MUNICIPALITY

Total Area – 1317km²
Agricultural land – 62%
Forests – 26%
Distance to the capital city
Rīga – 45 km
Number of residents – 24 808
Unemployment rate – 5.8%

Jelgava Local Municipality is in the centre of Latvia and the Baltic region, right next to the City of Jelgava.

The drive from the most distant spot in the municipality to Rīga takes about an hour and a half. Jelgava Local Municipality has a fine

network of roads, ensuring prompt arrival at any selected destination. Two important national highways cross Jelgava Local Municipality, providing quick and convenient delivery of cargo to ports at Rīga and Liepāja and connecting Latvia with Lithuania and Europe. The municipality also has strategically important railway lines crossing through it.



Source: Wikipedia

Jelgava Local Municipality is rich in natural resources, with the southern part of the municipality having Latvia's most fertile land, limited forestry resources and sand and gravel quarries. The northern part has extensive high-value forests, dolomite and clay deposits, peat resources and the municipality's untapped resource – Lielupe.

The economic profile consists of: industries, which utilize the natural resources from the municipality as raw materials to create products, food production (crop farming, livestock breeding and horticulture), wood-processing, mining of valuable minerals, production of building materials and construction; industries, for which a base has developed – infrastructure suitable for development, a geographical location with intellectual potential and human resources – traditional crafts and domestic crafts, a textile industry and production of energy from renewable resources; industries which encourage interest in



Latvia's and Zemgale's traditions, stimulating visits and the purchase of produced goods and services offered, for example – tourism, recreation, culture and sport.

There are 57 economically active companies per 1,000 inhabitants in Jelgava Local Municipality. Of the total, 22% of the companies are registered as growers, producers and processors of agricultural products. The largest companies in Jelgava Local Municipality in 2015, in relation to turnover, were companies involved in the production of agricultural products, industrial production and construction.

The number of inhabitants decreased by 8.8% from 1st January 2010 (27,165) to 1st January 2016 (24,775). 67% of the total number of inhabitants are of working age. Bearing in mind that the economic focus of Jelgava Local Municipality is on agriculture, only a small proportion of inhabitants registered in the municipality are employed in this sphere. A review of the internal migration of the workforce in Latvia reveals that, on average, 49 % of rural residents head to Rīga or the Rīga region for work each day. A similar trend can also be observed in Jelgava Local Municipality. A large proportion of resident's head to work in Rīga and Jelgava, and some to nearby municipalities. A large number of residents have joined the workforce outside of Latvia in the search for a better life.

There is a professional educational institution located in Jelgava Local Municipality – Zaļenieku Commercial and Crafts Secondary School [CCSS], which offers secondary professional education in construction, the power industry, crop farming and restoration (the only educational programme of this kind in Latvia). The development of the educational programme has taken place in close collaboration with Sectoral Expert Councils (SEC), the educational institution's cooperation partners – companies within the industries and Jelgava Local Municipality.

The further education, re-qualification and upgrading of qualifications through professional development training for residents of Jelgava Local Municipality is provided by cooperation partners: Zemgale Region Human Resource and Competences Development Centre, the State Employment Agency of Latvia, Latvia University of Agriculture's [LUA]



Centre for Lifelong Education, the Latvian Rural Advisory and Training Centre and Zaļenieki CCSS.

The LUA, which is located in the City of Jelgava, and its research centres, are of great benefit for the municipality's businesses. Through this cooperation, local businesses can develop technology for product innovation in the manufacturing, processing, packaging and storage of food and other goods.

Jelgava Local Municipality, in cooperation with various organizations, supports the growth of existing businesses and attracts new businesses to its territory by providing land, buildings, advice and co-financing for development.

2. Urban – Rural interaction

The reduction in the number of residents is one of the greatest threats, impacting in a direct way, on the development opportunities of the municipality and affects every industry and sphere. Stabilization of resident numbers may possible be achieved by implementing specific measures that strengthen the identity and feeling of belonging of residents, but the greatest impact would be through available employment within the municipality. Even though Jelgava Local Municipality is one of the largest rural municipalities in Latvia, “one can't go into battle alone”. Therefore, evaluating previous cooperation with the adjacent City of Jelgava (a development centre of national significance) and Ozolnieki Municipality, and by successfully combining and integrating urban-rural differences, it would be possible to provide new opportunities for territorial development. In this way, both rural territories and the city have an opportunity to compete on a national and international level, through a larger regional framework, which would otherwise be complicated on an individual basis.

Considering previous socio-economic factors, traditions and each one's individual and joint importance and influence on the country, and by developing the interaction between the City of Jelgava and the adjacent rural territories (Jelgava and Ozolnieki Local municipalities) in a focused way, in the long term this could become an important region at the Baltic nations' level.



2.1 Marketing of rural products in the city

Since ancient times, people have produced food for themselves and their families, requiring just a small plot of land and some farming skills. If they produced more products than they could consume themselves, they were taken to market and exchanged for other needed goods.

Latvia's market traditions extend from well-organized marketplaces in villages and town territories to the Central Market in Rīga, the nation's capital. In recent years, creative markets have also developed where marketing and products distinctive from the traditional, are more important than the goods themselves.

Jelgava Local Municipality, a distinct rural municipality, encloses the City of Jelgava, a development centre of national significance. A tradition, where every household in large towns had a small plot of farming land in the agricultural territory next to the town, commenced during the Soviet years. Horticultural cooperatives developed in this way around the City of Jelgava in the 1950s to the 1970s. There are villages within the territory of Jelgava Local Municipality, former horticultural cooperative territories where residents of the City of Jelgava still toil and grow vegetables, fruits and berries. Some of the cultivated products are then processed to preserve them for use in the winter, while others are sold by the same people at market spots in the streets of the City of Jelgava – the city has provided canopies for this purpose. City residents can purchase fruit, berries, vegetables, mushrooms, honey, preserves, flowers, as well as crafts and handicrafts here.

JELGAVA CITY MARKET

People operating gardens in the Jelgava Local Municipality look for opportunities to sell their products in the towns city markets.



Source: <http://www.jelgavasvestnesis.lv/>

THE CRAFTSMEN'S SHOP

In November 2014, the first permanent trading venue for home produced goods of the Jelgava Local Municipality was opened – a shop for the *Pārtikas amatnieki* Association. This is the first project of this type in Latvia and confirms the Jelgava Local Municipality's focussed support for small business. Over the two years of operation, it has become clear that a larger space is required, as the range of products is increasing regularly and there is a need to offer an ever-increasing range of goods. On 6th December, 2016, the *Pārtikas amatnieki* Association's shop, the *Amatnieku sēta*, moved to larger accommodation through the support of the Jelgava Local Municipality, with the goal being to provide an opportunity for even more local producers to be able to sell their goods here. The *Amatnieku sēta* is planned as not just a venue for producers to offer and sell their goods. Work will also be done on promoting the producers themselves, while groups of tourists and visitors will be hosted and offering tastings and a virtual tour through the Jelgava Local Municipality and our farms.



SUPERMARKETS' AND RESTAURANTS

Local product stands as special offer in the supermarkets' food-stuffs departments and on local restaurants.

Source: <https://www.rimi.lv>

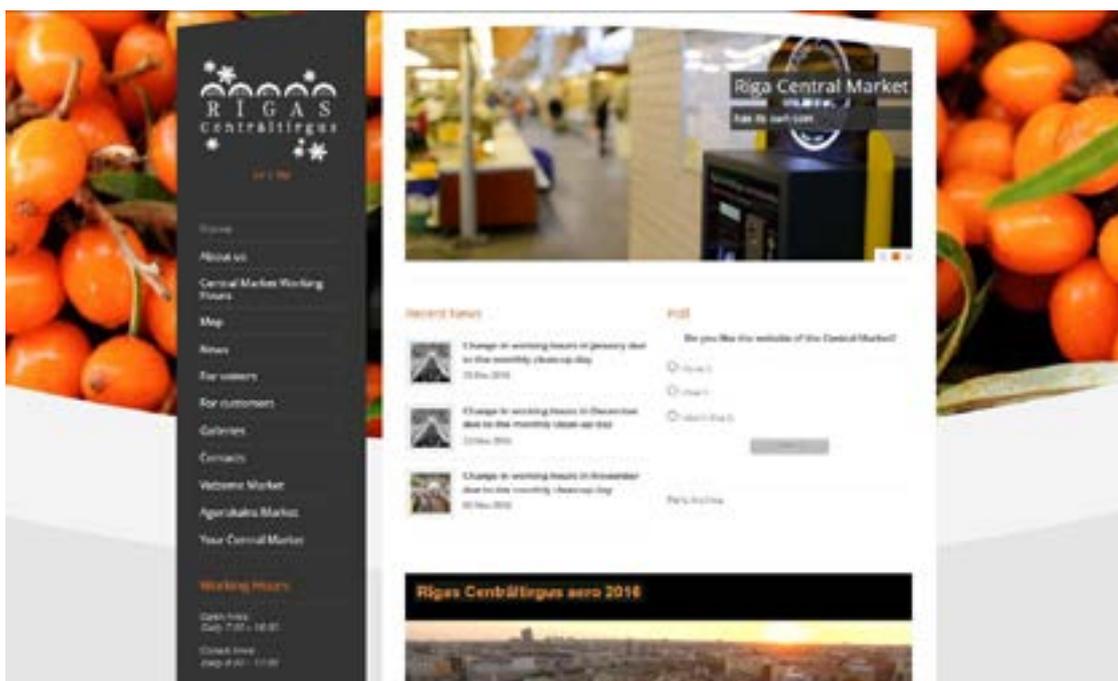
<http://www.hercogsj.lv/>



RĪGA CENTRAL MARKET

At Rīga Central Market, where products from farmers from all municipalities in Latvia arrives together in one place. A great challenge here is to compete with horticultural products from Poland, the price of which is lower than the cost-price of local producers' goods, due to the influence of EU subsidies.

Source: <https://www.rct.lv/en/>



RĪGA'S KALNCIEMA QUARTER

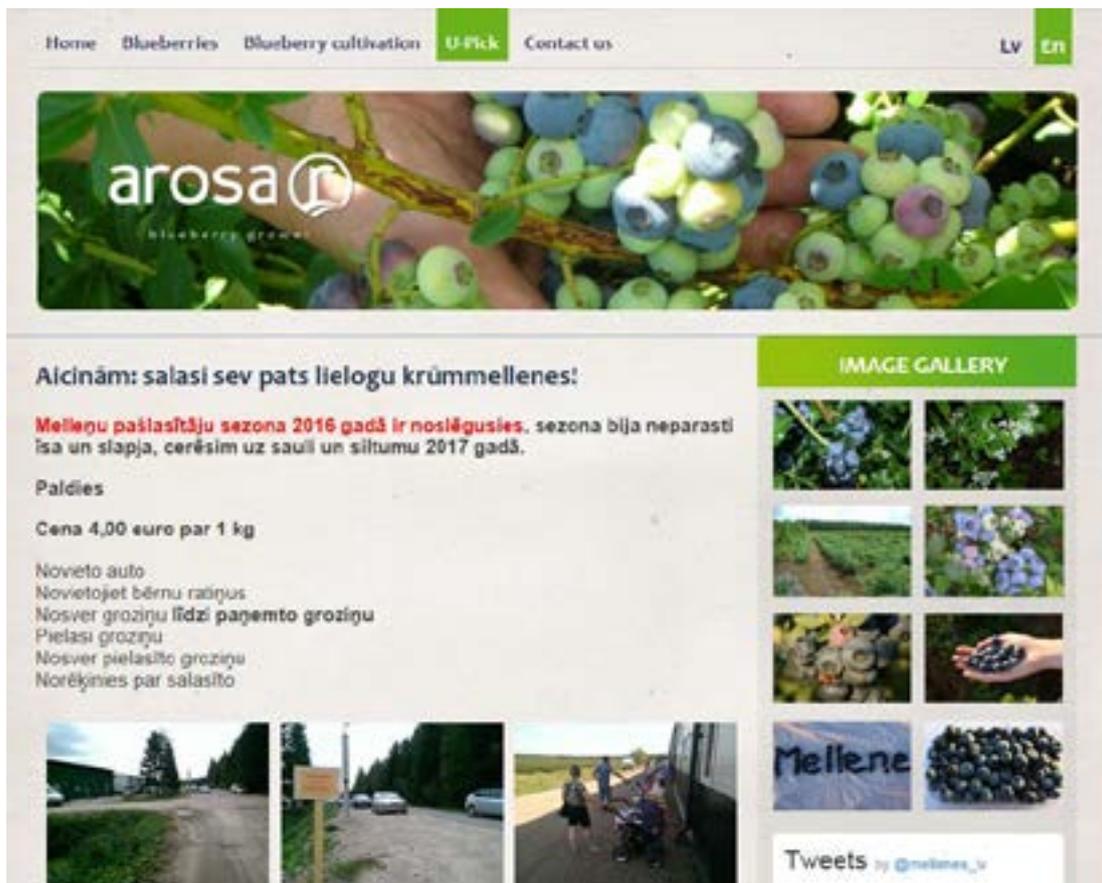
In 2008, a market for local products was unveiled at Rīga's Kalnciema Quarter, noted for its historical wooden buildings, part of Europe's unique heritage of wooden architecture. The quarter now hosts a series of cultural and business events. Residents of Rīga and tourists enjoy the trading process here – local producers offer their goods in an attractive way (the story, the packaging, the unique nature etc.), while customers are inspired by the broad range of traditional and innovative goods on offer.

 <p>Kalnciema Quarter</p>	 <p>Market</p>	 <p>Irču</p>
<p>Highlights</p> <ul style="list-style-type: none"> + Kalnciema Quarter + Market Contact for cooperation Market application form + Culture events + Wooden Architecture Centre Real estate + Wine shop & cafe Kalnciema residence Contacts 	<p>Market</p> <p>FARMER AND ARTISAN MARKET</p> <p>The traditional farmer and artisan market takes place throughout the year – every Saturday, noon – 4:00. In the Autumn period, the market is also open on Sundays.</p> <p>VENDORS</p> <p>The farm produce, arts and crafts market is a long-standing tradition in Kalnciema Quarter, offering the citizens and visitors of Rīga exquisite local products made by farmers, artisans and designers. The trademark of the market is the quality of its wares – foods of biological and Latvian origin, unique and attractive creations of local artists, designers and artisans – the goods not to be found on the shelves of supermarkets. The locals particularly enjoy the friendly, intimate atmosphere of the market.</p> <p>As the diversity of creative enterprises in Latvia grows, the market becomes a meeting point for those, who wish to present their fresh business ideas to a wider public for appreciation. Hence, it is the place where one can seek new ideas and unique solutions every Saturday.</p>	

ON FARM SHOPS

Fruit and berry working bees are held each year at the end of summer–start of autumn in Latvia, including in Jelgava Local Municipality. Large and small farms invite people to visit, pick fruit, eat and pay just for what's picked (a symbolic amount). In this way, everyone, except the lazy, who want to eat fresh berries and fruit etc., to their heart's content and take some home (to preserve or freeze), have an opportunity to visit the countryside and find out about farming life. Once a year, the farms also organize *open door* days, so that city dwellers can find out about traditional farming and to show their children that “milk isn't made at the shop, but instead, comes from cows and that chickens lay eggs”.

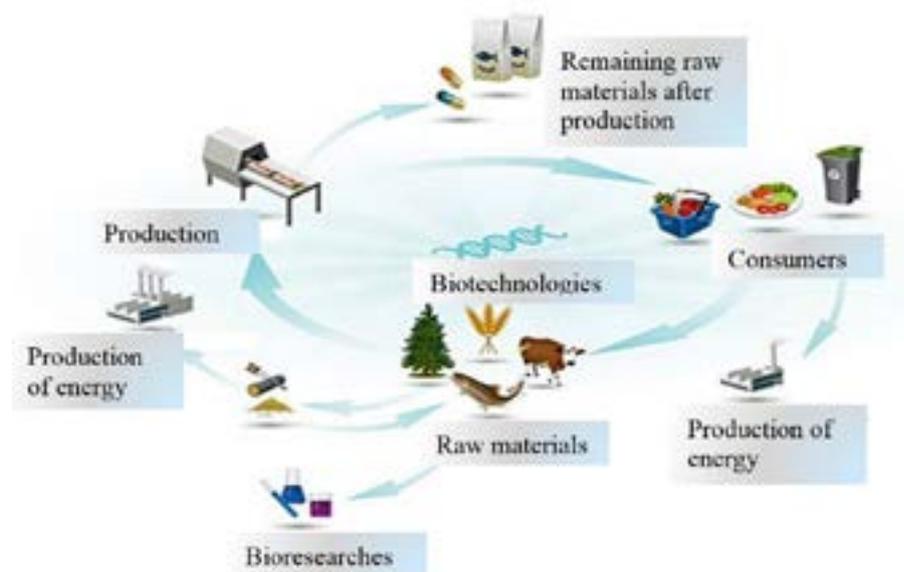
Source: <http://www.mellenes.lv/en/u-pick>



2.2 Bio-economic development in Jelgava Local Municipality

Jelgava Local Municipality is markedly an agricultural municipality and the major part of its territory is used for growing cereal crops and fodder. In the period from the 1990s until now, the size and specialization of rural farms changed due to various economic processes. During this period, the majority of small and medium sized farms which once had 4 – 12 dairy cows or raised about 20 pigs, and small hatcheries too, were done away with. These farms worked no more than 25ha of land each, and employed 2-4 people. Currently, there are a smaller number of farms in this same territory, farming from 50 to 1,000 ha of land and raising an average of 300 cows. The number of farm employees has decreased along with the intensification of farming, with increasing migration of people to big cities or other EU countries. Diversification of business activity is required in rural territories to reduce the emigration of rural residents.

One possibility is the establishment of new businesses with varying profiles, another – creating added value to products from existing businesses. By introducing environmentally friendly thinking to farming, there are gains for the economy, the environment and society. One could speak here about bio-economic development in Jelgava Local Municipality as an opportunity to broaden business activities, create additional employment and reduce negative effects on the environment.



Source: <http://archive.org/web/web.php>

Several farms in Jelgava Local Municipality are currently operating according to the bio-economic principle:

1. *Mežacīruļi* Farm is a successful example in Jelgava Local Municipality. It supplements its traditional farming of crops and livestock-breeding with new types of business activities, creating additional employment and reducing the negative effect on the environment. *Mežacīruļi* Farm employs 30 people and farms 700ha of agricultural land where high quality stock feed is grown for the 300 dairy cows which provide milk for *Latvijas Piens* Processing Factory in the City of Jelgava. The farm also breeds the next generation of cattle for milk production and bulls for meat purposes. All the waste products generated by the animals ends up in the bio-gas plant, where the manure is converted into energy. The energy obtained is utilized to heat the farm's greenhouses, whereas the by-product from the bio-gas – dung water – is used in the greenhouses and for fertilizing the fields. The food (it should be noted that the plants are grown in real soil) grown in the greenhouses ends up on the shelves at local shopping centres, or directly with the consumer in the City of Jelgava. In addition to this process, environmentally friendly drainage and rain water processing systems are being built. Jelgava-based scientists from the LUA are involved throughout the management process.



2. Like *Mežacīruļi* Farm, *Līgo* Farm also uses the energy produced to provide constant temperatures for its greenhouses. There is no meat production on this farm, but instead, vegetable seeds are selected and grown in cooperation with foreign scientific institutions. It should be noted that after the seeds for export have been obtained, electrical energy is created from the left over cucumber leaves at the farm's bio-gas facility. Up to 2016, 23 employees were permanently employed at the farm, but with the expansion of the greenhouse, the number of employees has increased to 50.



3. Domestic producer *K.Ozoliņa* produces healthy chips from broad beans. The raw material – the beans, are purchased from a farm where the broad beans are selected and grown in collaboration with the scientists from the LUA's Institute of Agricultural Resources and Economics at Stende. The residue from the bean collection process is worked into the soil, in this way, enriching it with tuber bacteria (beans are an outstanding plant product). The domestic producer, collaborating with LUA scientists, processes the collected beans into healthy snacks – broad bean chips. The waste materials from the processing are used as additives for stock feed for an adjacent small farm. The meat from the pigs raised there is sold at the Jelgava Market. *K.Ozoliņa* has currently involved the LUA's scientists in research on the processing and utilization of waste water with the goal of obtaining energy.



<https://www.facebook.com/pupuchi.cukupupas/photos/>

4. *Latraps* Cooperative Association, which has a membership of 948 farms (from 10 to 6,000ha in size) in Latvia, processes cereal grains into beer malt extract and bio-fuel. Currently, several businesses in Jelgava Local Municipality have begun to diversify their business activities, looking for ever new ways to add value to their farm produce.

3. Municipal Support for business activities

The support of the local council is important for successfully implementing any business idea, beginning with the location of the company, consistent with the municipality's development plans, and the provision of infrastructure within the territory. To reduce the



emigration of residents, the council at Jelgava Local Municipality has developed support instruments for enterprising individuals. One of the instruments is training – traditional craft and business skills training. Another important support instrument is a municipal grant – s tart-up capital for the implementation of a business idea.

Jelgava Local Municipality has set up and is funding a sales and promotional venue in the centre of the City of Jelgava to facilitate the sale of local goods in the city – *Pārtikas amatnieki* Association's shop the *Amatnieku sēta*.

The rural municipality, by utilizing its location, natural and human resources, and including the potential and resources of scientific institutions, will become a progressive territory for the development of business activities, where traditional farming businesses, assorted types of manufacturing and processing companies, and a clean natural environment can all exist side by side.

One of the branches to be developed is the production, processing and sale of agricultural products. The challenge for the future is to successfully consolidate the available resources, integrating them into the production process and creating competitive local products with significant added value.



4. The learning for Agri-Urban

The examples presented in this case study by Jelgava Local Municipality are evidence of successful initiatives that links the urban and the rural environment. Short circuits of production and consumption can increase profit margins, generate greater autonomy for farmers and foster customer loyalty by linking products to a local area shared by producers and consumers.

Agri-Urban cities have in common the fact of being small and medium-sized cities, showing strong links between the urban and the rural environment. For this reason, Jelgava Local Municipality examples can be exploited by the other cities to create jobs in the agri-food sector and improve the overall sustainability of their local food ecosystem.

The same connection shown by Jelgava Local Municipality with neighbouring municipalities of their territory shows the potential to connect with other nearby municipalities that engage in similar dynamics, creating inter-regional poles for agri-ecological production and consumption in the form of intercity or interregional agri-belts.

Finally, urban transition towards a model of sustainability requires at the same time a cultural change in the demand of food by the population.





**FOOD
HUBS**



**THE NEXT
STEP IN THE RE-
TERRITORIALISATION
OF FOOD SYSTEMS**

PAYS DE CONDRUSES

LOCAL FOOD HUB

FOOD HUBS

The next step in the re-territorialisation of food systems

Study Case in Pays de Condruses (Belgium)
December 2017

Authors:

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*"Sometimes
the best way to fix the system
is to start a new one..."*

Open Food Networks (UK)

I) PREFACE

Food Hubs are defined by the United States Department of Agriculture (USDA) as "a business or organization that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand". Their development has been more notable in the United States thanks to public support as well as the drive of the private and social initiative, but it is part of trends that are taking place internationally in contexts as diverse as Australia

([http://www.foodhubs.org .au/](http://www.foodhubs.org.au/)), and many other countries and regions in Europe, numbering some of them:

- United Kingdom

(<https://www.gov.uk/government/news/food-hubs-to-drive-rural-food-revolution>),

- Holland ([http :](http://www.northsearegion.eu/reframe/news/setting-up-a-foodhub/)

[//www.northsearegion.eu/reframe/news/setting-up-a-foodhub/](http://www.northsearegion.eu/reframe/news/setting-up-a-foodhub/))

- Sweden

(<http://www.northsearegion.eu/reframe/innovation/foodhubs-in-west-sweden/>)

- Belgium, as we can discover in this document.

Food Hubs are one more link in the model of the agricultural value chain that share common values related to conservation, sustainability, healthy access to food and support for local farmers.

The rapid expansion of the Food Hubs have to do with two trends that run in parallel nowadays in the context of food production and consumption. On the one hand, consumer concerns about the quality and provenance of food have not stopped growing. On the other hand, globalization has endangered the survival of small agrifood farms, those that have generally supplied short distribution channels, where small retail shops have practically disappeared from the marketing chain. In a context where the environmental problems linked to the production and consumption of food must also occupy a prominent place in public policies as well as in consumer decisions at all levels, Food Hubs are, among other instruments, innovation initiatives that can contribute to renew partnerships between agri-food producers that reinvent the role of cooperatives while reconnecting the local and regional territory with consumers.

This new strategy contributes to identify the sources, to improve food safety and commercialization, by allowing consumers to know the origin of the products they buy. Food distribution centers offer to small and medium farmers the opportunity to access larger or additional markets. Finally, the existence of these food agglomerate

and distribution models also covers the existing

gaps in infrastructure, transport, storage and product processing.

Although in many cases the companies and organizations that currently operate within the framework of Food Distribution Centers or Food Hubs have been in existence for decades, the implementation of this type of structure and the use of this term has become more common and widespread in the last decade.

There are several main roles that this type of centers try to fulfill:

- **Logistics and services:** reception of products from different producers for direct distribution; elaboration of new products transformed from raw materials received; distribution of the products received after storage and transport;
- **Marketing:** seeking markets, recruiting producers and consumers, marketing and sales of products, and promotion of the brand identity of farms and production farms
- **Producers Consultancy Services:** production planning, wastage and recycling management services, training and workshops ...
- **Community engagement:** volunteers programmes, social events, farm visits, etc.
- **Web of Practices:** Communication networks, expertise sharing, events ...

Food Hubs operate in different ways:

- **Retail trade or from producer to consumer**, being the case of a direct distribution model with high added value, either at the place of production, in a commercial establishment or through a subscription by consumers to a regular supply of products from a certain producer (Community Supported Agriculture)
- **Wholesaler or from producer to company/institution.** This system allows producers to access higher volume markets such as schools, supermarkets, hospitals and restaurants, guaranteeing greater efficiency in the service and supply to buyers throughout the year.
- **Hybrid.** In this case, retail and wholesale operations coexist.

Food Hubs are promoted and managed under different organizational forms, whether through non-profit organizations, companies or cooperatives.

II) CASE STUDY

II.1. Introduction

In 2007, the mayor of Ouffet, Head of the Walloon Agency for the Promotion of Quality Agriculture, made the following statement: "Condroz has a deficit in terms of short supply chain". The Pays des Condruzes LAG¹ saw in this negative outlook on the state of resilience of his food system an opportunity to establish a new development approach.

Indeed, towards the end of the first decade of the 21st century, in light of the various food crises, consumers' attention turned once again to local products. Initiatives such as farm shops, garden sharing, CSA² and newly established farmers started to gain momentum.

While we sensed a growing demand from consumers, we still needed to address the challenge of making the market accessible to local producers.

This is when we created the Point FERME³ cooperative (www.pointferme.be) with the support of around fifteen farmers. The concept is very simple, i.e. for producers do their job: produce quality food. The cooperative is in charge of sales and logistics. Initially, the cooperative mainly sold vegetables baskets and the offer was gradually expanded to meet growing consumer demand for diversified local products.

A virtual hub was created via an e-commerce website and subsequently a physical hub was hosted at a farm belonging to one of the co-operators. The latter having become too small, the LAG will invest 500 000 € in a modern FOOD HUB that will allow Point FERME to host a powerful logistics platform to store its members products and prepare orders for its customers.

To implement this, we have received financial support from the Walloon Region (see below).

II. 2. A policy supported by the Walloon Region

In Wallonia, the Regional Government has decided to support the creation of Food Hubs through an economic revitalization programme called the Marshall Plan. Two calls were launched in 2011 and 2015. Nine projects were selected in 2011 and in 2015, 18 new projects received funding. The budget for this second call was €8,169,000.

These calls are intended to support actions put forward by producer groups, cooperatives, promotional bodies and public authorities to

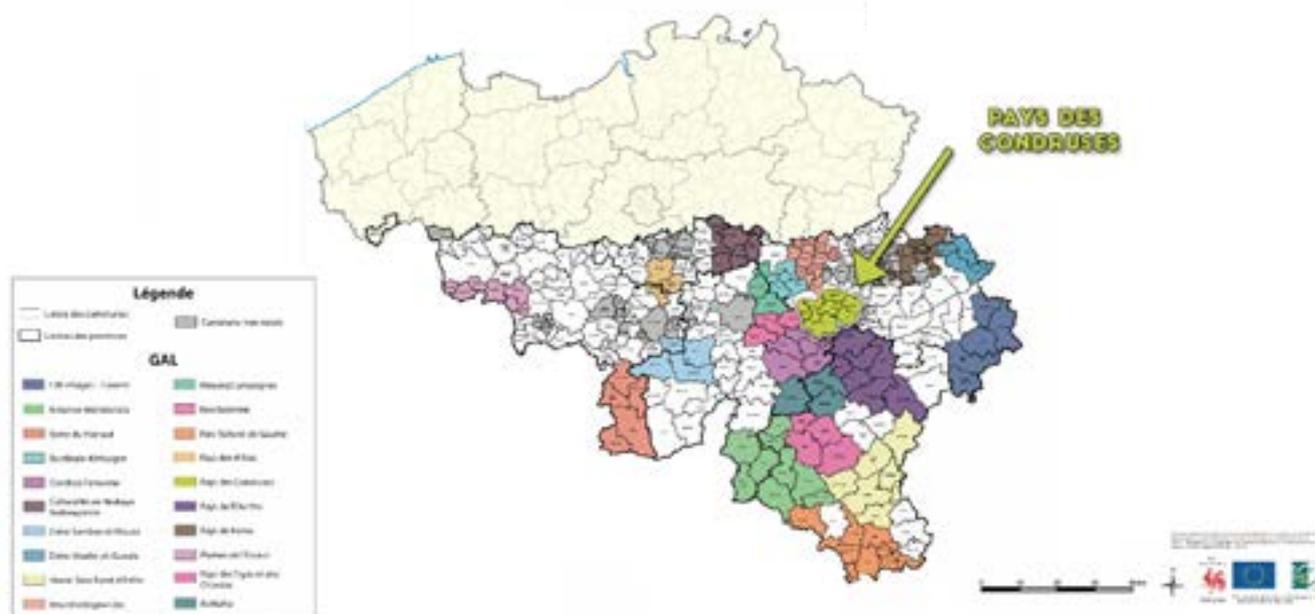
promote, transform, store, condition and/or market agricultural products with the aim to foster the supply and demand chain for local products.

The Walloon Government sees Food hubs as an important leverage for the development of agriculture. The Hub structures are intended to host farmers or cooperatives who wish to develop a business in processing or marketing agricultural products. Their goal is to enable farmers to start a new business without having to make substantial real estate investments. The Hubs address the logistical constraints faced by many farmers who wish to promote and sell part of their production themselves.

Overall, Food Hubs empower producer organizations and support cooperative structures by reducing production costs and enhancing the value of their products.

¹ Local Action Groups (LAGs) are the mainstay of the implementation of the LEADER-CLLD approach (European Agricultural Fund for Rural Development - EAFRD).

² Community supported agriculture





The Paysans et Artisans Food Hub - View of the Food hub extension

II. 3. A variety of projects

This section provides an overview of a few projects supported by the Walloon Government. The projects offer a range of activities, from storage to processing of dairy or meat produce. This shows the extent to which the concept of Food HUBs is versatile.

Moreover, within each territory the concept of FOOD Hub strengthens local initiatives and promotes cooperation between different stakeholders in the food chain.

Finally, some examples presented below also illustrate cases of rehabilitation of industrial heritage in decay. In addition to boosting sales in short distribution circuits and creating jobs upstream of primary production, the installation of a Food Hub within a city or a village provides a solution in terms of the urban and/or architectural redevelopment of a neighbourhood or building. This is the case of the Paysans et Artisans (farmers and craftsmen) project and the Point FERME project.

II.3.1 Paysans et Artisans: a cooperative offering a wide range of activities

(www.paysans-artisans.be)

The Paysans et Artisans cooperative was created to promote and facilitate access to the products of

local agricultural producers and craftsmen. Sixty-five of them have now joined the cooperative. At the end of November 2016, Paysans et Artisans inaugurated its Food Hub in the former freight shed at Floreffe station. This first building provides several functions

- Storage, sorting and distribution of orders (online shopping);
- Multipurpose room;
- Professional kitchen shared between different caterers using local food for cooking ;
- Small wholesaler supplying on-farm stores run by cooperative member, local grocery stores and local food restaurants.

Given the extent of its success, the cooperative will soon enlarge its Food Hub with the addition of a white extension covered with translucent polycarbonate panels, which respects the existing architecture. The two levels of the new building, totalling 425m², will house the following functions: a space between the two buildings containing an elevator and staircase, offices, a large storage area including a large cold storage, two or three processing plants that will be occupied by craftsmen from the cooperative. processing plants that will be occupied by craftsmen from the cooperative.

II.3.2 Agrinew - The processing plants "Famenne & Terroir": Producers' shared plants (opening June 2018)

Two processing and packaging plants will be made available to producers:

- A meat-cutting plant (with European certification) for cattle, pork, mutton and goat meat processing. From cutting to labelling, this plant will offer a complete service with guaranteed product traceability;
- A fruit and vegetables plant where goods can be cut and packaged as well as cooked or sterilized; This hub will complement the local products distribution network LogisticTerroirLux.

II.3.3 The cheese centre in Ciney: diversifying dairy products

This centre is composed of two dairy processing plants, one of which is mainly rented to producers and the other is used for training activities, the development of new products and manufacturing of dairy products. It also includes offices, a meeting room, other technical premises and a marketing support unit.

In terms of equipment, the Ciney Food Hub has vats holding 200l and 800l respectively as well as a third automated 600l cheese vat championing a

novel design, as well as several mechanical and pneumatic presses, pasteurizers, an ice cream maker, automated yoghurt makers and a maturing cellar.

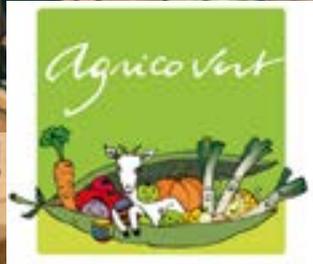


II.3.4 Fruit processing plant

The WALLOPRESSE Food Hub hosts processing and marketing activities for fruits and vegetables. Apple, pear, cherry, carrot and even beet juices are produced here. The "Wallopresse" Food hub belonging to the Les Bocages organisation in Culdes-Sarts, produces a whole range of healthy and quality juices, made from local produce. This hub houses a complete production line of juice, with a potential output of 1,500 l per hour.

The press and the vat room





The Agricovert shop in Gembloux

III.3.5 Agricovert Scrifs: shop and processing plant
(www.agricouvert.be)

Agricovert Scrifs is a social cooperative that brings together more than 30 producers. This cooperative sells local products online. The Food hub based in Gembloux includes a store, a kitchen, a meat processing plant and storage.



III.3.6 Le poulet de Gibecq (Gibecq chicken): a poultry cutting and processing plant

Le poulet de Gibecq has developed a farm poultry cutting and processing plant and store. More than 10 farmers benefit from this project which also provides for 5 direct jobs.





II.4. Detailed analysis of the Food Hub of the Point FERME cooperative

II.4.1. The Cooperative

After gathering 15 producers, the LAG Pays des Condruses created The Point FERME cooperative in September 2011. As of 30 June 2015, it counted 32 A-shareholders, 22 of which were producers/suppliers.

The statutes of the cooperative specify that: "A-shares are so-called 'active' shares accessible to any natural or legal persons actively involved in the cooperative's social purpose⁴. Farmers, employees and founders of the company subscribe to A-shares and are considered Active Partners".

II.4.2. The concept

Point FERME offers products from around 50 producers in the Province of Liège, including seasonal fruits and vegetables, bread, cheese, yoghurt, chicken, duck, beef and sheep meat, cereals, flour, etc.

The producers bring their produce to a platform and Point FERME prepares the baskets, which are then delivered to the pickup points. These are places where consumers usually meet, such as a workplace, association, local shop, school, private house, etc.

To order, consumers simply have to go online at www.pointferme.be, charge their account with their credit card and then place an order.

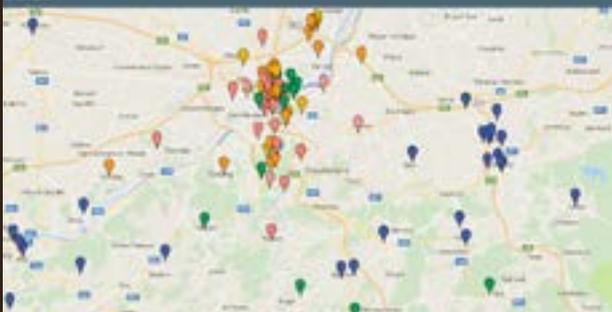
To create a collection point, one simply has to gather five interested people and fill out an online form (<https://www.pointferme.be/creerpoint.php>). The cooperative then gets in touch with the contact person to arrange a weekly delivery.

II.4.3. The producers

Point FERME is a cooperative open to all farmers in the Province of Liège. Currently, 50 producers work with Point FERME. New co-operators regularly join, increasing and enhancing the diversity of products offered by the cooperative.

Point FERME offers visibility to its co-operators-producers/farmers. Video clips are produced by Point FERME on each associate farmer/producer.

⁴"The purpose of the company, on own account, on behalf of third parties or in partnership with third parties, in Belgium or abroad is:
o marketing of farm produce. Farm produce is any organic or non-organic produce of animal or vegetable origin produced locally by agricultural holdings respecting their environment;
o support to producers, in particular through the organization and technical monitoring of production, the pooling of tangible or intangible resources and the provision of services".





Video clip 1: The Schalenbourg sisters' Farm
 Click to see the video on youtube

II.4.4. Turnover trends

Each year, the cooperative's sales increase, despite a context of significant competition at the level of the Province of Liège. The selling growth is significant, the income was around 150 000€ in 2013 and are more than half a million in 2017.

For the cooperative, the Food hub is therefore a necessary tool to promote its development and thus create jobs for the producers and within the cooperative.

II. 4.5. FOOD HUB: renovation of an industrial building into a logistics platform for short distribution circuits

II.4.5.1. Location

The future agricultural relay hub will be located in Nandrin (25 km from the city of Liège and its metropolitan area of 600 000 inhabitants) in a building owned by the municipality. This building dating from the early 1970s is in a state of decay and requires renovation.

II.4.5.2. Transformation of the building

Works on the building include the transformation of an industrial-type building with a surface area of 200 m² into a high-performance logistics platform dedicated to short supply chain. . An additional floor will be created within the building, which will double the work surface.

The works will consist of:

- Renovation of the roof
- Fire-resistance compliance of the structure
- Renovation of the roof windows
- Creation of window openings in the facades and placement of partitioning doors
- Installation of new window frames in front façade
- Building an external access road including manoeuvring area for suppliers and trucks of Point FERME
- Realization of 2 isolated interior offices and community premises;
- Construction of a mezzanine for storage
- Construction of 4 cold rooms of an area of 50m²
- Installation of compliant electrical installation
- Light installation in the workshop / office / cold room
- Installation of toilets and water treatment system (wastewater treatment plant)
- Fire alarm and burglar alarm
- Purchase of a stacker for cold room storage
- Installing a Farm Point signpost

The end of the transformation is planned for May 2018.



Image 1: Exterior view of the relay hub

II. 4.5.3. Financing, procurement contract, de minimis rule

The total amount of the works is €505,000 (excluding VAT and including architect fees):

- € 375,000 for the interior renovation of the building;
- € 80,000 for the outer renovation of the building;
- € 50,000 for architect fees.

The regional hub subsidy is subject to compliance with the European legislation on the de Minimis rule. This means that the release of the subsidy of € 356,000 is made by a maximum of € 200,000 every 3 years and leads to a complex financial arrangement with banks that generates relatively high interest costs.

An additional subsidy of € 100,000 from the Province of Liège has been granted to the municipality of Nandrin to carry out the external development: access road, parking and treatment plant.

Given that the total costs were below € 600,000, it was not necessary to conduct a European public procurement, so we opted for a negotiated direct procedure with advertising. In order to allow local businesses to submit a quote, we divided the public procurement into 5 lots:

- Demolition and structural works;
- Carpentry
- Electricity
- Heating and sanitary
- Cold room

This approach allowed us to appoint local companies whose prices were competitive.

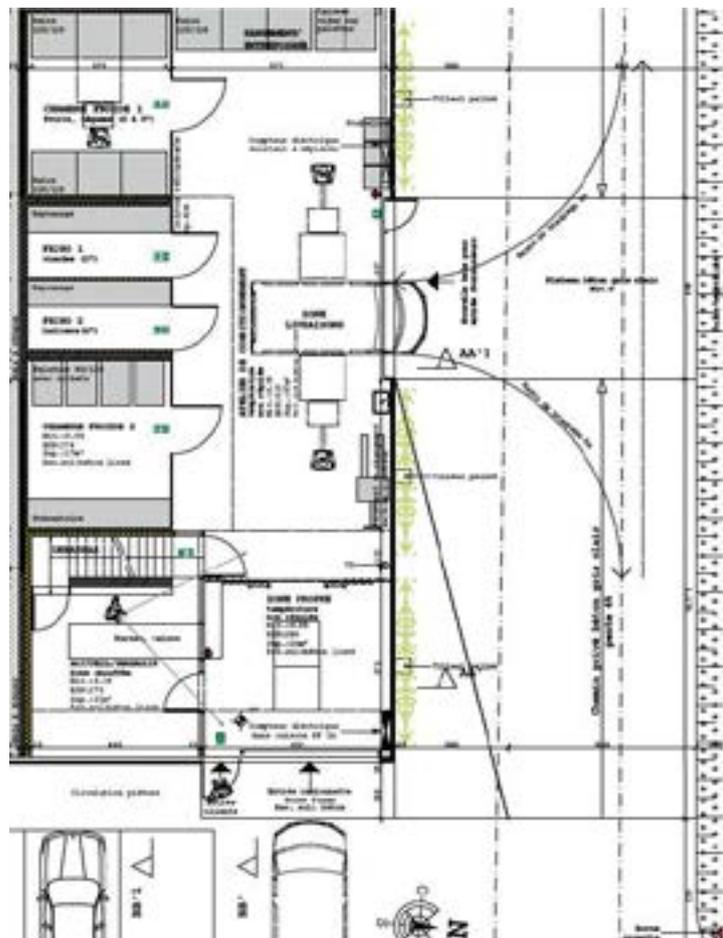
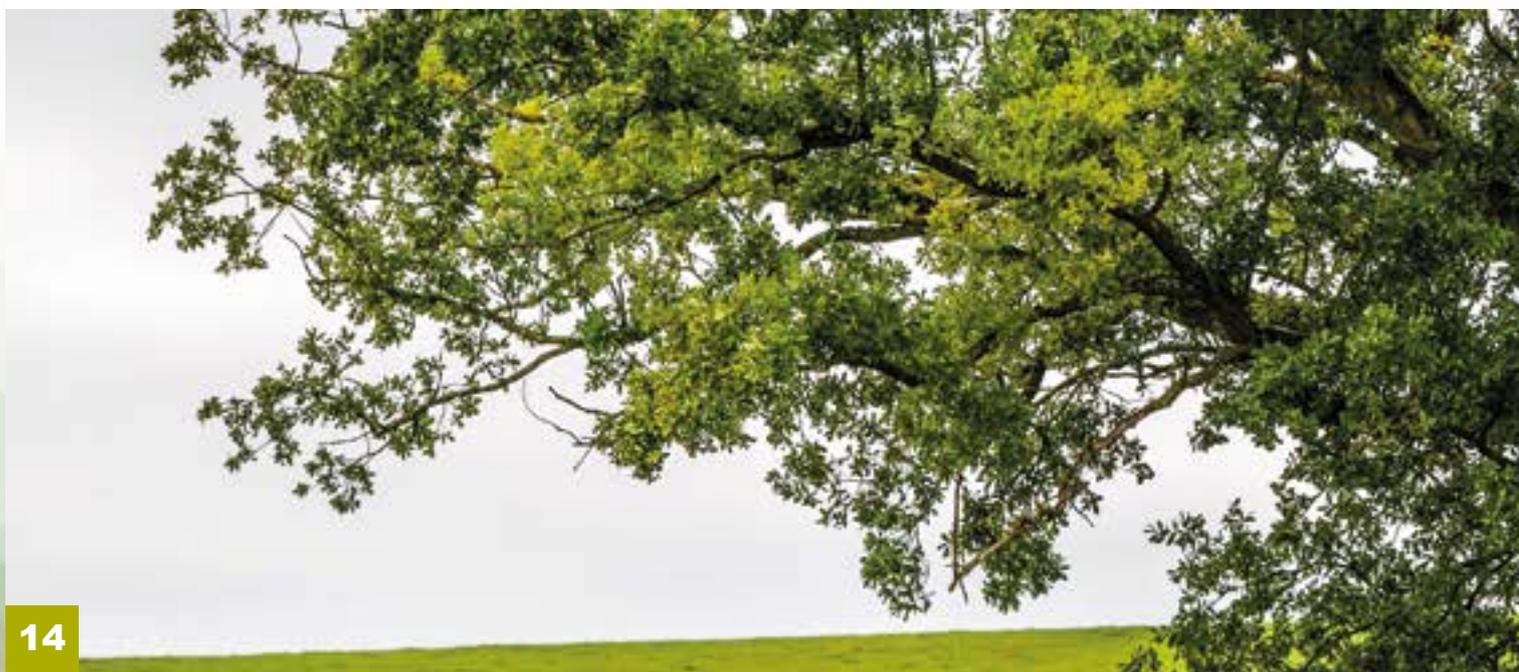


Image 2: Ground floor of the food hub: reception, storage and cold rooms





III) EUROPEAN & SECTORAL CONTEXT. Food Hubs as an innovative and cooperative instrument.

The initiative described in this document is one more of those initiatives that try to rebalance the declining role of producers and consumers in relation to other actors involved in the food chain, promoting a positive repositioning for both.

Considering the existing imbalance, exemplified by the unfair and abusive commercial framework in existing contractual practices that clearly harm consumers and small producers, as well as the general unsustainability of the market system from a perspective that focuses on promoting food security and sovereignty, this type of initiative is aimed to foster a new relationship framework.

For this purpose, it is intended to promote an economic organization of producers with support from the regulatory framework and some other regulations that can help to obtain an environment of innovation and territorial base that connects the rural and urban space from a production flow and an ecologically and socially fair consumption. Food Hubs are becoming an alternative instrument to the conventional agri-food system as a way that ensures the survival of small producers and initiate the local and regional reconstruction of agri-food systems.

In this general context, some authors (Berti & Mulligan, 2016) recommend a redefinition of the concept of Food Hubs, taking into account changes in the environment and the most recent experience

with this type of structure. In the era of e-business, the Food Hubs can also act as "strategic networks" between producers and consumers, generating "shared value" that can be fairly distributed and positively impact the territory. The Food Hub is thus involved in a process of re-territorialization based on a double strategy that includes both the 'creation of value' and 'the organizational strategy of the supply chain'. In the particular case of Digital Food Hubs they represent a promising alternative, which can be considered as a new disruptive business model, thanks to the use of digital technologies.

This specific analysis of Food Hubs is undoubtedly framed in a global context on sustainable food systems, where some researchers (Blay-Palmer, 2016) place a threefold strategic direction to understand the evolution towards these types of systems:

- The integration between different models of food systems and community visions
- The increase in the numbers and reach of sustainable food scaling systems by scaling out and up
- The appropriate governance of structures and institutions

Three transversal topics affecting the immediate future to which Food Hubs will be driven.

TO READ MORE:

- Berti, G. & Mulligan, C. (2016). *Competitiveness of Small Farms and Innovative Food Supply Chains: The Role of Food Hubs in Creating Sustainable Regional and Local Food Systems*. *Sustainability* 2016, 8 <http://www.mdpi.com/2071-1050/8/7/616>

- Blay-Palmer, E. (2016). *Sustainable transformation through city-region food systems*. <http://www.fondazionecariplo.it/static/upload/bla/blay-palmer.pdf>

- Dimiero E. & Mayfield C. (2014). *A Guide for Scaling Up Food Hubs*. TUFTS University https://nesfp.org/sites/default/files/resources/worldpeas_sc_alingupguide.pdf

- EIP-AGRI Focus Group *Innovative Short Food Supply Chain management (2015)* https://ec.europa.eu/eip/agriculture/sites/agri-eip/files/eip-agri_fg_innovative_food_supply_chain_management_final_report_2015_en.pdf

- European Commission. Joint Research Centre (2013). *Short Food Supply Chains and Local Food Systems in the EU. A State of Play of their Socio-Economic Characteristics* http://agriflife.jrc.ec.europa.eu/documents/SFSCChainFinalditedreport_001.pdf

- United States Department of Agriculture (2012) *Regional Food Hub. Resource Guide*. <https://www.ams.usda.gov/sites/default/files/media/Regional%20Food%20Hub%20Resource%20Guide.pdf>

LOCAL
FOOD
HUB



European Union
European Regional
Development Fund



URBACT
Driving change for
better cities





URBAN

**OUR
NETWORK** 

 **“ES GALLECS”
AS AN AGRI-
URBAN MODEL
INITIATIVE**

MOLLET DEL VALLÉS

OUR NETWORK. “ES GALLECS” AS AN AGRI-URBAN MODEL INITIATIVE

The Agrarian Park of Gallecs, in Mollet del Vallés (Barcelona) is a rare example of agri-sustainability in the middle of an intensely urbanised area, showing a complex profile of activities that connect directly with the principal challenges addressed by the AGRI-URBAN project. The experience lived in Gallecs during the last decades is very useful to rethink the link between the rural and urban spaces, from which to claim the role of small and medium-sized cities as active promoters of employment and entrepreneurship in the agricultural sector.



There are many reasons to explain why the AGRI-URBAN network chose the city of Mollet del Vallés (Barcelona) to hold the project Phase II Kick off Meeting. Good accessibility from Barcelona city, strong commitment of local representatives to European projects, efficient staff with a huge experience organising transnational exchange meetings, availability of external experts and local stakeholders in order to cooperate in the activities to be developed. This alone could have



justified the decision, but the key reason to choose Mollet for this Kick of Meeting is called Es Gallecs. But, what is Es Gallecs?

Gallecs is an agricultural and forestry territory of 734 hectares integrated in seven municipalities on the outskirts of Barcelona. The municipality of Mollet del Vallès hosts 61.11% of this area, almost 450 hectares. It is a flat area located 15 km north of Barcelona and included in the Plan for Areas of Natural Interest in Catalonia. In this rural space the preservation of nature unites sustainable farming practices and educational, cultural and social activities take place. The Master Plan of the Metropolitan Area of Barcelona envisaged in 1968 the construction of an urban area of 130,000 inhabitants. The properties were expropriated, but a large mobilization by citizens and the arrival of democracy suspended the project. The municipality of Mollet del Vallès and the Generalitat of Catalonia signed an agreement in 1981 to cancel definitely the construction project.

Agriculture is the main activity in Gallecs. Since 2005, with the scientific and technical support of the university, organic farming has grown in Mollet as the centrepiece of a new management model. Diversification of crops and preservation of local biodiversity is further promoted. Space management decisions are taken by a public body, the Consortium of Gallecs, the Gallecs Agroecology Association plays an important role in farming development.

Thus, the activity in Gallecs connects to the four themes that articulate the central challenge of the AGRI-URBAN project, offering interesting experiences and know-how associated with each of them. Different stakeholders are involved in the activities that make up the social and ecological puzzle of Gallecs. The relationship with research centers such as the Agri-Food Campus of the University of Barcelona, or institutions such as the Barcelona Provincial Council, that supports the development of Agricultural Parks, can help put the project of Gallecs in a broader territorial context, besides facilitating access to networks of knowledge and promote common actions with experiences sharing the same goals.



1. Ensuring short circuits The Gallecs Agro-ecology Association promotes direct sale of fresh and processed products in Gallecs in an agro-shop located within the Agricultural Park. All organic products produced in Gallecs are marketed under the seal of quality "Ecological Product of Gallecs" and can be purchased in the agro-shop and via the website. Some young entrepreneurs also perform educational and school programmes around organic production activities and also sell their products in circuits of proximity to local consumers. A major challenge to achieve this goal is to provide personnel and agencies specializing in technical support to potential entrepreneurs as well as financial and material assistance to facilitate their incorporation into the activity.

2. Smart land use - The access to land for small and medium farmers has been a key element of the story Gallecs. There are dozens of families who work the land and often also live in houses located within the Agricultural Park. This represents an important challenge for the future of Gallecs because at present the Consortium tries to adjust the status of these land plots to a sustainable management model that guarantees environmental quality for the space, the way of life of Gallecs farmers and consumer health. - In Gallecs there are 198 gardens, occupying a total area of 39,600 m². Each garden has an area of approximately 200 m² and vegetables and herbaceous species are cultivated exclusively by families. Social gardens represent a basic form of promoting access to land, offering multiple economic, health and social benefits to families who enjoy producing in them.



3. Business development of SMEs The Consortium of Gallecs together with other stakeholders promotes an intense social activity and economic revitalization around food production. Along with agricultural production, in Gallecs there is a workroom for preserves and jams, as well as a mill where flour from different cereals grown in the fields is made. There are also young producers involved in the production of eggs or biscuits, or who collaborate with other external producers that create craft beers from local varieties of wheat grown in Gallecs. The Mollet Local Action Group within the AGRI-URBAN Project can also be a very suitable instrument to stimulate contact and participation of entrepreneurs, strengthening its capacity to act and guiding the design of the Integrated Local Action Plan.

4. Public procurement The City of Mollet del Vallés promotes an innovative public policy aimed to introduce organic and local food in nursery schools of the city as well as in a special education center. It is a complex process in which the municipality needs create an original catalogue of objective requirements to evaluate the quality of the proposals. After three years implementing this experience, the municipality is starting to develop another important tool: a protocol to evaluate the way that providers are implementing the service. The municipality had the opportunity to learn about this kind of innovative procurement systems linked with school diets, after their participation in the Project DIET FOR A GREEN PLANNET, lead by the city of Södertälje in the framework of the URBACT II Programme.

INFORMATION:

Consorci de Gallecs: www.espairuralgallecs.cat

Associació Agroecològica de Gallecs: www.aegallecs.cat

Municipality of Mollet: <http://www.molletvalles.cat>

TO READ MORE:

- [Barcelona Agrarian Parks. Moving towards agro-urban systems.](https://drive.google.com/file/d/0B9MAJxlrTxckNFRtQ21Cc2xCVnM/view) (I<https://drive.google.com/file/d/0B9MAJxlrTxckNFRtQ21Cc2xCVnM/view>). Sonia Callau & Josep Montasell

- [El projecte agroecològic de Gallecs.](https://drive.google.com/file/d/0B9MAJxlrTxckUkZNdmlUS2JNX00/view) (<https://drive.google.com/file/d/0B9MAJxlrTxckUkZNdmlUS2JNX00/view>). Gemma Safont

- [The Food Science and Nutrition Campus in Agro-Food Urban Ecosystems.](https://drive.google.com/file/d/0B9MAJxlrTxckQWpqU0VaeHVKdWs/view) (<https://drive.google.com/file/d/0B9MAJxlrTxckQWpqU0VaeHVKdWs/view>). Màrius Rubiralta







**MOUANS-
SARTOUX'S**



**TERRITORIAL
SUSTAINABLE
AGRI-FOOD
PROJECT**

MOUANS-SARTOUX

AGRI-URBAN

The local food in urban forks

<http://urbact.eu/agri-urban>

Case Study

Mouans-Sartoux's territorial sustainable agri-food project



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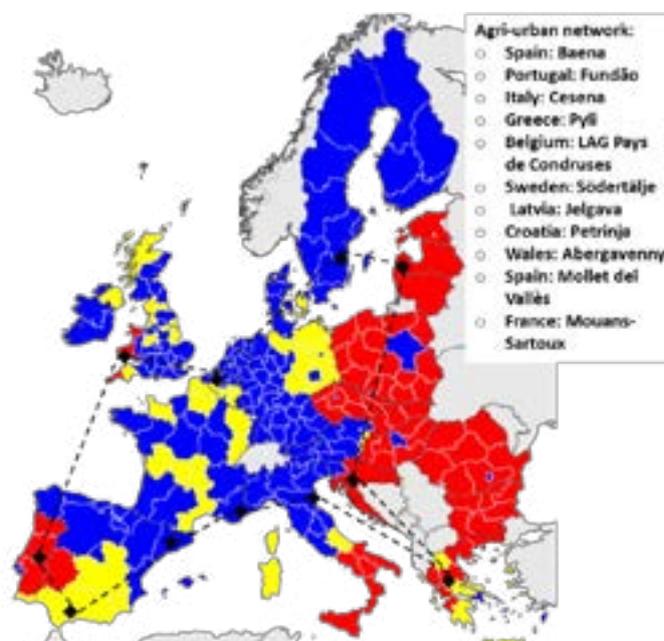
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AGRI-URBAN

AGRI-URBAN is about rethinking agri-food production in small and medium-sized cities that have a relative specialization in agri-food production.

Agri-food production is a mature industry that still continues to play an important role in terms of GDP, employment and environmental sustainability. That is why new growth potentials have to be activated by means of innovation, new business models and strategies.







1. About Mouans-Sartoux

1.1 City profile



Mouans-Sartoux is a city of 10,000 inhabitants. It is located at the centre of a tripled agglomeration (Cannes-Grasse-Antibes) of over 450 000 inhabitants. Due to intense geographical constraints (between sea and mountains), this agglomeration has the inability of growing and extending towards its periphery. Thus its development exerts strong pressure on municipalities located in the centre of this triangle: Mouans-Sartoux is therefore subject to this pressure, which becomes even more intense in terms of forest and agricultural land conservation within our territory.

In Mouans-Sartoux, there are 6500 jobs. The city counts 4324 people as labor force, including 3899 people employed. The unemployment rate is 9,8 %. The median income per consumption unit (INSEE 2014) is € 24,319/year and there are 4,156 tax households (INSEE 2014). For over 30 years, Mouans-Sartoux has placed education and culture, ecology and citizenship at the heart of its politics.

The city is well-known today:

- for the intense cultural life that has been put at the heart of the city project,
- for having put all its services in municipal boards: water, sanitation, funeral services (free funerals!), green spaces, school meals, maintenance...
- for its 100% organic canteens, without raising prices
- for its organic municipal farm, 6ha, three municipal agricultural workers
- for its battles won against the establishment of an Ikea, an incinerator and, against the doubling of a highway, for the reopening of a railway line, etc., to the benefit of small shops, environment and quality of life.

Since 1999, Mouans-Sartoux has developed an innovative collective school catering system, which embed the socioeconomic and environmental issues and aim at protecting the health of the planet and its inhabitants. The project stresses the importance of food quality, healthy diet, 100 % organic products, short and local supply chains, public procurement and fewer animal-based proteins in menus. In 2005, efforts were put in improving nutritional balance of the meals, and then, procurement turned gradually towards organic products, reaching 100 % in 2012.

In 2010, due to the lack of local organic producers that could supply the canteens with fresh and quality vegetables, the municipality created a municipal farm. Now employing 3 full time workers, the farm produces 24 tons of organic vegetables to provide the canteens exclusively. This represents 85 % of the vegetables eaten in the 3 canteens of the schools of Mouans-Sartoux.



1.2 Policy context



Local level

In Mouans-Sartoux, the development of a sustainable territorial agri-food sector is part of the city strategy (and the aim of the AGRI-URBAN ULG). The region around Mouans-Sartoux is characterized by high land pressure and urban sprawl. In 2012, the local urban planning strategy (PLU) was modified in order to triple the farming area of Mouans-Sartoux (from 42 to 112ha). This document is linked to the Agenda 21 of the city (2010), which defines 21 orientations and 70 actions in various fields connected to the Good Practice (such as management of the urbanization, sustainable transport and mobility, associative life, protection of natural resources...)

In addition, municipal support to local producers will help tackle the loss of farms and lack of offer. In 2014, an organic grower qualified for this funding (12000€) to install his farm in Mouans-Sartoux. This policy contributes to the local economy and job protection, through the whole agri-food chain value. Due to the enabling framework of Mouans-Sartoux (with high citizen involvement and support for sustainable actions), a grocery store that sells only unpacked organic and local goods was created in 2016 (with two new jobs).

The Center for Sustainable Food Education (or MEAD) is the municipal organ that structures the Territorial Agri-Food Project and policy of Mouans-Sartoux.

France

Mouans-Sartoux uses a sustainable integrated approach to urban policy, responding to a range of interrelated needs with a closely integrated response: school catering, health, employment, urban planning, agriculture, education, public procurement, environment, etc. It decided to use collective school catering as a lever to develop a global and coherent agri-food policy, that is in line with national requirements.

Indeed, since a few years in France, many policies and laws on sustainable food and agricultures have emerged. The participative approach employed very recently during the Etats Généraux de l'Alimentation showed how important is the need to implement a real policy on sustainable food at national and EU level. One of the results is a law that should fix the level of organic, local or quality products at 50% in collective catering by 2022. The 11 workshops conducted in cooperation with a large range of stakeholders led to the conclusion that the people ask for food systems and food quality that are safer, more secure and sustainable. A bill (law project) should also go further on the fair price paid to farmers.



Mouans-Sartoux is founding member of a network of 52 French cities who work on developing more sustainable, ethical and healthier collective catering (that represents 11 million inhabitants and 8 million meals/year), lead by the NGO Un Plus Bio. Starting from January 2018, this nationwide network has opened to EU cities from 7 different countries.

EU level

At the heart of the EU2020 Urban Agenda is the will for better knowledge, i.e. success stories such as Mouans-Sartoux, and other knowledge about how cities evolve need to be put to better use and shared more widely.

Such projects contribute to the objectives of the Urban Agenda, by establishing a more effective integrated and coordinated approach to EU policies and legislation with a potential impact on Urban Areas and also contributes to territorial cohesion by reducing the socioeconomic gaps observed in urban areas and regions.





Territorial agri-food policies notably address issues of procurement, focusing not only on cost but also on health and environment: at the interface between inhabitants and other levels of government, Mouans-Sartoux's project adopts a transversal approach and shared governance through the collaboration of many internal services such as youth and education (through animation, school catering, health, prevention and sustainable development sectors), environmental services (managing the municipal farm), the city urban planning office (especially for the agricultural land area project aiming to install new farmers), with crucial cooperation among all stakeholders.



The Urban agenda for the EU has developed 10 Thematic Objectives that strongly entail challenges that the agri-food sector can tackle. By its concrete actions, Mouans-Sartoux's agri-food policy fits in TO 6: Protecting the environment and promoting resource efficiency, TO 8 Promoting employment and supporting labour mobility, TO 9: promoting social inclusion and combating poverty and TO: 10 Investing in education, skills and lifelong learning by developing education and training infrastructure. Under the umbrella of some outstanding movements and international entities such as the RUAF (Resource centres on Urban Agriculture and Food) Foundation, the International Urban Food Network or the Milan Urban Food Policy Pact, cities of the world are claiming through initiatives like the one led by Mouans-Sartoux a re-empowerment of cities in the framework of food policy.

International level



At international level, the Food and Agriculture Organisation of the United Nations - FAO's work on sustainable food systems and on the right to food urges countries to develop local policies in that sense. The OFSP (Organic Food System Program) is a network inspired by the United Nation global objectives, in close relation with the UN Sustainable Food Systems (SFS) Programme (10-Year Framework for Programmes on Sustainable Consumption and Production Patterns – 10YFP). Since November 2017, Mouans-Sartoux has joined the Program, which will provide the FAO with

combined inputs from all the participant cities on sustainable agri-food systems.

However, the impenetrable barrier separating the UNFAO that regulated human rights (such as the right for food) and the WTO that deals with the international trade law, demonstrates even more that it is at local level that cities can implement agri-food policies toward more accessible, fair and sustainable food systems.



2. Good practice of the Municipality of Mouans-Sartoux

2.1 Background and highlights of Mouans-Sartoux's territorial agri-food project

The town of Mouans-Sartoux has historically been strongly connected to the perfumers of Grasse and had a large agricultural perfume plant farming. In recent decades, economic and land pressure have pushed agriculture away from the area.

Back in 1998, due to 'mad cow' disease the elected representatives became aware of the link between food, health and environmental issues. The city immediately decided to serve organic beef in the school canteen. It was the first time that we became really aware about the necessity of changing our practices. In the following months, the Mayor of the time, André Aschieri, was in charge of a parliamentary mission on the health-environment issue. He then met a number of scientists and experts that warned him about their studies, and that new health issues were appearing. These reports concerned electromagnetic waves, indoor and outdoor air quality, but also food aspects. The Mayor, sharing the information with his municipal councilors, led a reflection in order to be exemplary about the various actions implemented by the municipality to limit impacts on the environment and the health, starting from the respect of nature and environment. This is how projects such as active commuting, indoor air quality, preservation of biodiversity and natural spaces, etc. were born. Every first weekend of October, a well-known Book Festival (welcoming 60,000 visitors in a three day event, which represents 6 times Mouans-Sartoux's population), invites the population to debate with authors, scientists, philosophers, economists and politicians, in order to get informed, build their thinking and imagine how to build a better world for tomorrow. This is how, for instance, in Mouans-Sartoux Pierre Rahbi founded the Colibri Movement, and Vandana Shiva, Edgard Morin, Suzan Georges, José Bové, Peter Brook... come and give us their vision of the world. This popular approach of knowledge infuses within the population, who takes ownership of this sustainable approach for the future. It is therefore together, as elected representatives and citizens, that we set up local actions to respect the health and environment of the population in a positive synergy.

In 2010, the city created a municipal farm, and hired a municipal farmer who produces vegetables eaten every lunch by the students. In October 2012 the urban zoning plan has decided to triple the amount of agricultural land areas of the city. It remains a strong act on the French Riviera where the land is highly sought for real estate. Since then, the city has decided to help sustainable farming development within its territory by supporting new farms creation (subsidizing installation, protecting farming land within the territory, etc.).

Despite this strong political action, since then, only one organic

Year	Event
1999	4% of food served is organic ; ie : beef (Mad Cow crisis). The choice is made to have one kitchen per school, still keeping school canteens under municipal management.
2006	Mouans-Sartoux becomes a National Nutrition Health Program City.
2006	Fit well and exercise, too. It's good for you / French national program promoting a healthy diet and physical activity. Menus are reviewed to integrate seasonality.
2008	Feasibility study to explore the idea of creating a municipal farm. Beginning of the program "Fruit at break time", which aims to increase fruit consumption in French schools.
2009	20% of food served is organic, surpassing the goal set by the Grenelle Environmental Forum.
2010	Experimental crops at the municipal farm. First food waste weighing.
2011	73.6% of food is organic. Food waste reduced by 75 %. The municipality hires a farmer. Introduction of different sized portions at the self-service.
2012	100 % organic food served in the canteens (first town of more than 10.000 inhabitants in France to achieve this). New local urban zoning plan that triples agricultural areas. Creation of the Observatory for Sustainable Canteens.
2013	The town becomes a founding member of the Territories Club and of the Un Plus Bio association. Mouans-Sartoux receives the first prize of the Eco-mayor Trophée for its sustainable and organic school catering.
2014	Municipal decision to create a fund to provide financial assistance for organic farm settlements. Label "En Cuisine" for school canteens awarded by Ecoocert.
2015	Mouans-Sartoux signs the manifesto for organic, local, healthy and equitable collective catering. When Canteens Rebel
2016	Municipal farm begins to experiment with vegetable preservation. Creation of the Center for Sustainable Food Education (a MFAD (Maison d'Education à l'Alimentation Durable).
2017	Launching of new university degree "Management of sustainable food projects for territorial communities".



farmer has been installed. There are many factors that prevent this project from growing and meet the expectations, such as the state of the land (public ones) and the absence of motivation from private owners to put there land under farming activity.

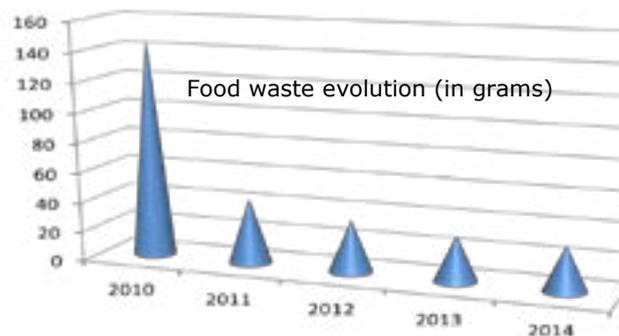
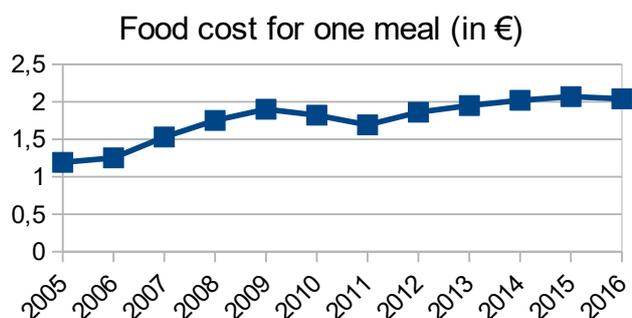
Our main issues regarding agriculture are :

- Loss of agricultural land in the region (massive urbanization)
- Loss of farming activity
- Lack of local and organic food offer
- Difficult access to housing for farmers' willing to settle without coming from the area

2.2 The organic and sustainable school canteens



2.2.1 A FEW FIGURES



The 2010 Agenda 21 of the city has set a goal of achieving food self-sufficiency capacity within our territory. For over 20 years, the city has worked at developing a project seeking to reach 100% organic and local food served for lunch meals in the canteens of Mouans Sartoux schools. This goal has been achieved in 2012, thanks to a 80 % foodwaste reduction, which helped reallocate money in food quality without increasing costs.



2.2.2 HOW DOES IT WORK ?

A typical day in a kitchen of Mouans-Sartoux's:



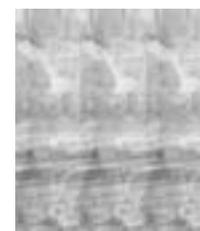
Visiting: it all begins at the six-hectare municipal farm from where the vegetables are delivered every day. The place is regularly visited by the children.



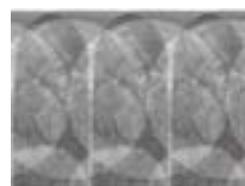
Off to the kitchen, where the staff receive, clean, peel and prepare the vegetables that have just arrived from the farm. Everything is homemade from appetizers to desserts.



Once everything is cooked, it's time to prepare for the service. Small, medium and large portions (a good way to limit food waste on the plate) : at the self-service counter children help themselves depending on their appetite. They can return for seconds if they wish.



Dishes are prepared and served continuously : the kitchen staff is always ready to provide more food if there is a demand.



To avoid waste, a kitchen staffer cuts fruit into different sized pieces, allowing the children to choose the serving size they want. At the end of the meal, leftovers are sorted out according to their food group by the children and are weighed every day.



- Three school canteens, each one with its own kitchen, 1018 pupils, (97,3% of them partake of municipal school lunch program). 1,050 meals/ day, all diners included. 152,000 meals/year.
- Family contribution towards meal cost depends on each family's income: from 2.00 € to 6.20 € (average price: 3.35 €). Cost of foodstuffs for a meal in 2016: 2.04 €. Total cost for a meal, all taxes included: 10.57 €.
- Between 2011 and 2015, food waste was reduced by 80 % (from 147g to 32g per plate). Waste is sorted out by the pupils, weighed every day, corrective actions are taken. Portion sizes are based on quantities actually eaten rather than official recommendations. This measure resulted in savings of 0.20 € per meal, which are reinvested in organic food.
- Concerning the **purchase of food lots**, a decision was made to adapt public procurement to local producers : calls to tender are put out for smaller lots, based on local food production capacity. The The number of lots increased from 7 to 24. A questionnaire was created to evaluate and



analyse tenders propositions according to 3 criteria : quality is taken into account for 40%, environmental impacts and issues for 30% and price for the last 30%.

- The **National Nutrition Health Program** is a benchmark for public health that inspires some of our local practices: 3 of the recommended 5 fruits and vegetables per day, organic bread made with type 80 brown flour, plain dairy products, whole pieces of meat or fish, no processed food, low sugar recipes, no salt on the table.
- Cooks are trained in **new and alternative approaches** : diversification of protein sources (more wholegrain cereals and legumes), procedures that adapt food security requirements to collective catering regulations, re-evaluation of technical expertise, such as cooking at low-temperature, etc.



Preparing a chick pea and chocolate cake

2.2.3 EDUCATIONAL OUTCOMES AND RESULTS

Concepts like organic, local, healthy and equitable have truly become part of the menus and of Mouans-Sartoux's way of life. With three years of hindsight, the municipality, in collaboration with the Observatory for Sustainable Canteens, conducted a new survey of parents and children alike. Significant trends emerged. In 2013, **66% of the parents declared that their food habits had evolved**, inspired by the changes in the municipal food policy. The 2016 survey confirmed this trend : 85 % of parents said they *"have modified their food habits as a result of policies concerning food implemented by the municipality."*

This number can be broken down into three categories: those who have changed most of their food habits (9 %), some of their habits (53 %), a few habits (23.6 %). More than half of the people who said they had evolved declared that they *"buy seasonal products and take into account the origin of the product."* Overall, 60% of the families say they often eat organically and 13% indicate that they always do. The production methods are well known: 87 % of the parents know there is one kitchen per school, and they are familiar with the existence of Haute-Combe, the municipal farm. They applaud the **"healthy, balanced, organic, locally produced meals, and the variety and quality of the menus."** A mere 38%, however, realize that school personnel assist the children during lunchtime. The overall satisfaction rate remains enormous: 99 % of the parents declared that they are very satisfied (80.9 %) or quite satisfied (18.5 %) with the collective catering project.

When asked their opinion, the children say they are very happy with the food served. Direct beneficiaries of the collective catering system, **54.8% are very satisfied and 42.7% quite satisfied** (compared to 37 % and 60 % respectively in 2013); a global appreciation of more than 97.5 %. Only 2.5 % declare themselves rather unsatisfied. The most unexpected finding, though, is the appreciation developed over time for... vegetables! Although they eat vegetables every day (and sometimes vegetables of the same variety several times a week), **only 8% of the children estimate that they eat "too many vegetables"** at school, whereas 4 % ask for more French fries (organic, local and homemade, of course). Finally, 47 % of the young diners appreciate *"the variety, the organic, homemade and balanced meals"* and 43% rank *"good taste"* among the list of things they appreciate. There are a few recommendations for improvement, though: 18 % of the children would enjoy more diversified snacks and 16 % ask for recipes better adapted to their taste. There is no such thing as a canteen without critics !

Mouans-Sartoux's 100% organic and local meals served every day in schools have been a starting



point to develop a global reflection for a sustainable territorial agri-food policy. Through its MEAD (Center for Sustainable Food and Education), created in October 2016, the city carries on its work on local agri-food systems and education.

2.3 The Center for Sustainable Food Education



The Center for Sustainable Food Education (or MEAD by its French name) is an innovative structure at the crossroads of public projects and private initiatives, all parties working together to develop solutions for more organic and local consumption that lead to autonomous food production that respects both public health and the environment. Its objectives can be defined as such:

2.3.1 PILLAR ONE: ENCOURAGING NEW AGRICULTURAL SETTLEMENTS

In 2012 the city adopted a new urban zoning plan that increased the number of hectares classified as "agricultural" from 40 to 112. A daring move for a community situated between Cannes on the French Riviera and Grasse where real estate is in high demand, but the municipality assumes this choice and has since evaluated its agricultural capacity, estimating that there are 13 zones suitable for the establishment of as many farms. A vegetable farm and an estate devoted to the cultivation of perfume plants have already been established. The mission of the MEAD is to pursue and enlarge this movement. An action plan designed within the Agri-urban network will allow implementing new ways to achieve this mission.

2.3.2 PILLAR TWO: TRANSFORMATION AND CONSERVATION OF FOOD

The city will soon build a food processing laboratory which will be at the disposition of local producers allowing them to earn a higher return for their production and better secure their economic model. The lab will also be used by the municipal farm as it has a production potential superior to the needs of the school canteens. Summer vegetables (green beans, tomatoes, peppers, zucchini, etc.) will be used to compensate the more limited winter production, thus reducing the need to purchase food from the exterior. Freezing, sterilization and pasteurization units are all being considered. This laboratory will allow foodstuffs to be transformed at a reasonable cost, inferior to that which would be incurred if an external service were needed.

2.3.3 PILLAR THREE : RAISING AWARENESS ABOUT SUSTAINABLE FOOD

The MEAD is working to expand its educational role in all matters concerning how and what we eat, and how they impact our health and the environment. Visitors of all ages -from the youngest school children to elected officials, territorial agents, and technicians from other collective structures- come to Haute Combe. Workshops are offered on cooking, nutrition, organic gardening and farming, Field trips, and week-long class study trips are also possible. In addition, the MEAD opens its doors to the larger public : parents, beneficiaries of food assistance, senior citizens, and economic stakeholders in the food industry (restaurants, hotels, grocery stores, caterers, etc.) In 2017, the *Families for Positive Eating Program* was launched, with the goal of engaging parents and their children in a process of evolving their dietary habits without increasing their budget.

2.3.4 PILLAR FOUR : SUPPORT FOR RESEARCH PROJECTS

Stepping back and looking at Mouans-Sartoux's experiences in order to document and better share what has been learned, it becomes clear that these projects may involve a number of disciplines : law and the right to eat with the **Lascaux Program**, sociology and agronomy with **INRA-Avignon**, sustainable innovation with the **Skema Business School** and entrepreneurship with **ImmaTerra**.

2.3.5 PILLAR FIVE : COMMUNICATION AND NETWORKING

Mouans-Sartoux puts its knowledge and expertise in the public eye and online: with a website (www.mead-mouans-sartoux.fr), social networks, a leaflet, flyers, worksheets, films, (alongside the EU program Urbact Agri-Urban and Urbact Good Practice, the OFSP, the Organic Food System Program, Un



Plus Bio, etc.). On a national and international level, the MEAD is open to citizens and local communities, by means of meetings, workshops, exhibitions, official events, scientific debates, etc.

3. CONCLUSION

3.1 Future and ideas for improvement

Mouans-Sartoux is acknowledged to be a real pioneer and trendsetter in the collective sustainable food world. We can see that a lot has been done by the municipality to offer children healthy meals and means to improve the consumption habits of the inhabitants. The particularity of this case is the integrated approach from the design and conception up to the implementation of the actions and so through the last decades. However, there is still place for improvement and progress.

A key factor to the success of the project is the empowerment of the population. Citizens are following the project (appropriation) and undertaking actions leading to the same vision of sustainable development. The Observatory for Sustainable Canteens will conduct in 2019 the third survey of children and parents in order to see if the trends identified as emerging are now well established and to gather more information on the impacts that the project has on families' way of life.

In the upcoming months the cooking staff will have another training to learn new recipes integrating plant proteins, a partnership is set with a private company that will lend a bio-unit to convert the leftovers into a valuable product for the municipal farm soil and more vegetables will be frozen during production peaks to provide more diversity in the meals during winter.

A few others areas for improvement are related to informing the public on what is done within the town to guarantee a protected health and environment for inhabitants and their families. Canteen related actions are quite covered and well know by the public, but more specific topics such as the city's zero pesticide approach (chemical products are banned in public spaces), the sports activities (numerous and appreciated by the children, they are still relatively unknown to the parents) or the commitment of the municipality to encourage new agricultural settlements could be more promoted and valorised. It's in this last field that being part of Agri-urban network really helps local stakeholders to develop their actions. Indeed, mid-April is organised a public event in the town in order to present the integrated action plan (IAP) and work all parties together.

For the city of Mouans-Sartoux, being part of specific networks at national and international level (Un Plus Bio, AGRI-URBAN, OFSP) is an opportunity to make the project evolve in the long term and share its good practice. In order to go ahead with this idea, Mouans-Sartoux as a URBACT labeled Good Practice City has applied to be the leader of a Transfer Network based on their practice of sustainable and organic canteens without extra cost. This program set on 2.5 years will allow the municipality to continue spreading the good words, consolidate their ongoing projects and work further on specific food-related issues.

3.2 A few feelings about the project

Vincent Inesta, Cook at school canteen Aimé-Legall: "I've been the assistant chef at Aimé Legall, for three and a half years. Before that, I worked for a long time at a restaurant in Grasse... Honestly, when you're a cook, working with fresh vegetables, finding flavors in tune with the seasons is fantastic ! Tomatoes, from beginning of June to almost the beginning of November, have an incomparable taste. The more we progress, the more we have local products like honey from Nice, and jams from Provence. Otherwise we get fair trade products. Frankly, given the amount of non-cultivated land in France, every municipality could try to make an effort, even if it requires of lot of logistics. Because, in the end, you have children happy to eat what they have and who know what is good for them. "



Delphine Boissin, Mother of a pre-school child. "My son, who has attended the school Orée du Bois for three years, happily eats at the canteen and even thinks that "it's better than at home"! The municipal food policy is really close to my heart. It promotes good food practices, respect for the seasons, and empowers the children concerning food waste. It allows them to discover new vegetables, sometimes rarely cooked at home. It inspires us as parents; I attended a conference about legumes given by the chef, Gilles Daveau. For my part, I try to use more organic and whole foods, local seasonal fruits, and to reduce the quantity of meat in our diet."

Coralie Soalhat, staff member at the school canteen Aimé-Legall. "I've been working with the children in the canteen since 1995, and I've seen changes, I can tell you. We've always encouraged children to open to new things, to try new flavors. We work closely with the kitchen staff, and exchange frequently with the parents. We get the children accustomed to things they're not used to, prompting them to taste everything, in a healthy way, without generating useless waste. In the end, they enjoy it ! Thanks to Haute-Combe, they live along with the seasons, smell them, and touch them. Also the gardens developed here at the schools give them a real "earth experience". I wasn't born an ecologist ; I became one, nourished by this rich collective experience. Even the parents get into it, encouraged by their children. "

Children's words heard here and there, and a few of their thoughts collected during surveys in 2013 and 2016 : "At least, we can see what we eat in our plate ! [...] Why don't they eat organic in every school in France ? [...] Everything we eat, we know where it comes from ! [...] Eat slowly and chew well, otherwise you have hiccups, you get sick and you put on weight [...] It's annoying when my parents ask me in the evening : Did you have a good day ? What did you have for lunch ? [...] If you tell your parents what to do, they say it's not true, because they know better [...] We hardly ever have ice-cream, they could do popsicles [...] What's nice is that we can play in the playground after the meal or go to the toy library [...] What I like is a yogurt with a choice of jam, honey or sugar [...] There aren't enough radishes or sausages !"

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**SMES
DEVELOPMENT
& SMART**



**LAND USE IN
MUNICIPALITY
OF PYLI**

The background features a complex, low-poly geometric pattern in shades of pink, orange, yellow, and green. A large white rectangular area is positioned on the right side of the page, containing the text 'PYLI'.

PYLI

AGRI-URBAN

The local food in urban forks

<http://urbact.eu/agri-urban>

Case Study

SMEs DEVELOPMENT & SMART LAND USE IN MUNICIPALITY OF PYLI

Municipality of Pyli - Greece



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AGRI-URBAN

AGRI-URBAN is about rethinking agri-food production in small and medium-sized cities that have a relative specialization in agri-food production.

Agri-food production is a mature industry that still continues to play an important role in terms of GDP, employment and environmental sustainability. That is why new growth potentials have to be activated by means of innovation, new business models and strategies.

The members of the AgriUrban Network are:

- Municipality of Baena (Lead Partner) – Spain
- Municipality of Pyli – Greece
- Jelgava Local Municipality – Latvia
- Municipality of Fundao – Portugal
- Municipality of Petrinja - Croatia
- Municipality of Cesena - Italy
- Municipality of Sodertalje – Sweden
- LAG Payw De Condruces – Belgium
- Municipality of Mouans- Sartoux – France
- Municipality of Mollet-del-Valles- Spain
- Monmouthshire county Council - Wales



1. INTRODUCTION

1.1 About Municipality of Pyli

Municipality of Pyli is one of the four municipalities of Trikala Prefecture in the Region of Thessaly in Central Greece.

The word “Pyli” means “Gate” and indicates the passage of great importance in the region of Trikala and in Thessaly in general from the lowlands to the mountains above, which had been the only road that could be used when travelling, trading and way to move the livestock from the winter to the summer pastures

Apart from the Town of Pyli, well known are smaller villages as Elati and Pertouli, which are the second touristic attraction in Trikala Prefecture, the village of Gomfoi with ancient ruins aged before 345 B.C. when King Phillip the Second – Alexander the Great’s father- conquered it and Julius Caesar passed by in 48 B.C.

The other village of historical importance is Pialia, which is said to be the native place of Asklipios – Father of Medicine and the place where his garden with healing plants were cultivated.



1.2 Geographical Location

Municipality of Pyli as it stands today was a “product” of the union of 7 former smaller municipalities (with 43 villages in total) that took place by the Greek Government in 2011. It is the one of the 4 Municipalities of Trikala’s Prefecture in the central of Greece and the Region of Thessaly. It is placed at the southwestern part of the Prefecture. Each part/ former municipality is called “City Section of –name-” and they are:





-
- City Section of Pyli consisted by 7 villages
 - City Section of Gomfon consisted by 6 villages
 - City Section of Pialion consisted by 5 villages
 - City Section of Ethikon consisted by 11 villages
 - City Section of Pindeon consisted by 9 villages
 - City Section of Myrofyllo consisted by 1 village
 - And City Section of Neraida consisted by 4 villages

The distance from the capital of Greece Athens is 325km and from the co-capital Thessaloniki 215 km. The transition to the area can be accomplished by car or train. The distance between the city of Trikala and the Town of Pyli is only 29km, while the most distant village is at 65km from Pyli.

1.3 Geographical size and population

The total area is 748.930 acres, which is the 22,15% of the Prefecture and the 5,30% of the Region of Thessaly.

The permanent population of the Municipality of Pyli, based on the 2001 census of EL.STAT (Hellenic Statistic Authority), rises up to 15.886 residents. The total population of the area, based on the provisional results of the 2011 census of EL.STAT, rises up to 14.210 residents. According to the data of the 2001 and 2011 census of EL.STAT., over the last decade, a depopulation of the area by 10,55% is observed. The high dependency ratio (0.61), is considered to be evidence of unsatisfactory economic development perspective in the area. Regarding the ageing index in the area of 2001, the ratio is 1.65 (165 elderly for every 100 children). As for the economically active population in 2001, it is amounted to be 5.880 people, with 5.290 employed people (percentage 89.97%) and 590 unemployed people (percentage 10.03%). According to the data of EL.STAT., the unemployed people in the area were 600 in 2001, 709 in 2001, while they reached 805 in October of 2014. That means that the unemployed people were increased by 18.17% and 34.17% in the last 10 and 20 years respectively.

The significant decline in population during the decade created a lot of problems in the administrative process – apart of the general concern about population aging and low fertility rates- because it caused many downgrading in many classifications of the Central State and excludes the Municipality off financing opportunities and development processes, on the basis of the population criterion.

1.3.1 GEOMORPHOLOGY

In total, the area includes 43 out of 146 local and community districts of Trikala Prefecture. Thirty-three of them are characterized as highlands and the rest ten are characterized as dynamic (lowlands) local districts, according to Directive 75/268/EEC.



The majority of people and the economic action thou are in found in the 10 dynamic districts and the City Section of Gomfoi, the City Section of Pialion and the Town of Pyli.

1.3.2 ECONOMICALLY ACTIVE POPULATION

According to the 2011 census of EL.STAT only 4.882 people in the aria are economically active. Among them 76,67% are working and 23,43% are unemployed, 68,31% are men and 31,69% are women.



Among the working group 29,39% are in the agriculture, animal breeding and forestry section,

24,36% are in the manufacture sector, 28,02% in tourism and trade and 18,22% are in multi-sector jobs.

1.4 Production

1.4.1 PRIMARY PRODUCTION

In the dynamic (lowlands) areas there are plenty small family industries as wood and wood products industries, furniture- manufacturing industries, two big dairy factories and some meat and vegetable processing products of high quality and nutrition value.

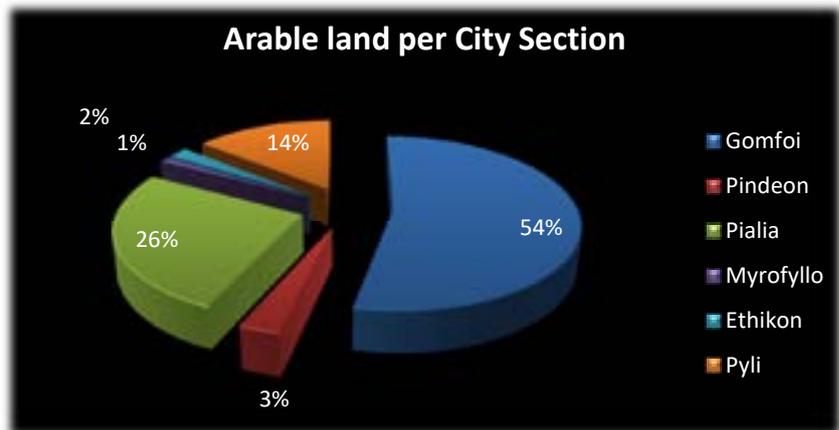
The majority of products are mainly available in local and national market, while the direct exports are limited in the food section mainly.

The current situation is characterized by small agricultural holdings and allotments, lack of basic infrastructure and information regarding the mentioned sectors, small farm average size and low educational

level of the farmers. Further more, is very typical the negative attitude of producers to create or join collective groups and cooperatives.

I. Agriculture and livestock production:

As far as the agriculture production is concerned the 53% of the cultivated fields are placed in the Section of Gomfoi (6 villages in the plains) and the least production is from the area of Myrofyllo up in the mountains.



The 77% of the fields are cultivated with intensive crops such as corn,

cotton, trefoil etc. mostly placed in the plains, second come the vegetables all over the municipality mainly for personal-family use and last orchards and vines. It is important to mention that there is a very high variety of cultivated crops.

II. Animal breeding:

The livestock production is placed mainly up to the mountains.

We produce the 1/3 of the Prefecture in meat and the 2/3 in milk and dairy products (maybe a little more) In the plains, the breeding is concentrated in milk production and secondly in meat and up in the mountains is the opposite.

Kind of animal	Sheep and goats	Pigs for reproduction	Pigs for meat	Cattle	Chicken and hens
Number of animals	50.225	5.414	113.414	5.005	5.265

All farms are small to medium family farms. The main problems in this sector are:

- Low income which is mainly from European support
- Difficult work without certain working hours. This is also a reason that we don't have young people in this job
- Low prices to the products due to the cheap imported meat that are selling as Greek products
- High prices to animal food
- Bureaucracy. When they try to start bio-production etc.
- They don't have and they do not want clusters.

Another point worth noting is that 75% of permanent residences grow their own vegetables and some fruit, breed a few chickens, even 2-3 sheep!

And every Friday, there is an open farmers market where you may find where you can find fresh products and everything someone possibly needs.



III. Forestry

The Municipality manages 14 municipal forests of 233.123 acres and has rights in 19 public forests all placed in the mountains.

Up in the mountains things are very different. The climate and the landscape make it difficult to cultivate big areas. Except for the villages of Elati and Pertouli where the tourism blooms, people in the rest of the villages are mainly occupied with logging and wood production along with livestock. These factors are the only money source and between the two, logging comes first.



In the area are 7 small local wood partnerships and several private merchants. The main problem is that they don't work together and their cooperative power is very low. Furthermore, the Greek legislation is very difficult to handle on our own. The main products are Christmas trees, firewood, sawn wood, furniture, etc.

The problems here are also the small family-type size of the enterprises and the lack of knowledge and innovation.

1.4.2 MANUFACTORY AND PROCESSING PRODUCTION

The secondary sector in the area is mainly characterized by small craft and industrial activity (exceptions are the two major dairy companies with national and international wide trading). Manufacturing activity in the region focuses on the exploitation, processing and utilization of products mainly for the production of dairy food and wood products and furniture. The majority of businesses in the manufacturing sector belongs to the sectors of food craft. The other activities are linked to local needs, such as tailors, shoe shops, blacksmiths, carpenters, etc. The vast majority are small sized family businesses. The administration is done by family members themselves rather than professional managers. Because of their small size, they cannot achieve economies of scale which would make their products competitive both towards low labor cost countries products and the products of developed countries. A key element of manufacturing activity is self-employment and many times their existence is justified as a supplemental income.

1.4.3 TOURISM AND TRADE

In the area tourism and trade are thriving because of the natural beauty and the multy-cultural inheritance of the places. The main problem is that the connection between the food production and the tourist consumption is very poor and sometimes non-existent. Forty-nine per cent of the hotels and rooms – to – let of the Prefecture of Trikala are in the City Section of Ethikon and mainly in the village of Elati and Pertouli.



There are 265 restaurants and fast-food shops, two small open markets with traditional products and souvenirs and a lot of tourist attractions – ski center, horse riding center, folk museums, places of natural beauty, old bridges and byzantine churches and other. Around them there are 58 local small fairs taking place all year long with open access to everyone. Most of them are named after the product that is promoted as “The corn festival” in the first days of September.

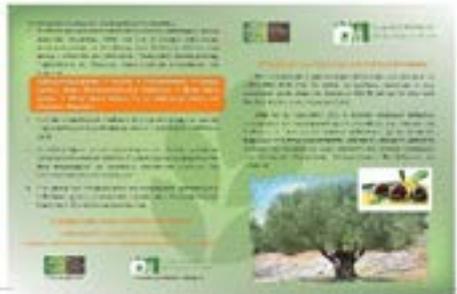
1.5 Our challenges

The main challenges are:

- Small number of young farmers;
- There are no actions for new cultivations or innovative approach;
- Low income for the farmers, because the chain from the production till the final consumer is big;
- There is no connection between the enterprises and agricultural sector;
- There is no standardization and packaging in agricultural production;
- Lack of bio-products. Although there is a great amount of food of exceptional healthy value and nutrition factors, the products lack of the brand name and the bio-certification;
- A lot of problems in production because of the bad weather (snow, floods, hail etc);
- Irrigation problems in Thessaly in general;
- High production cost;
- A lot of cheap imported products;

2. Good practice by the Municipality of Pyli

<p>Access to information</p>	<p>There are different data bases made with information of our producers depending on the product – livestock, forestry, vegetables etc- This makes it very easy to contact them any time – even by mass sms and personalized messages - and work with them whenever it is needed. By the years, they have learned to trust us and we have an effective communication. Furthermore, every year we note all necessary information about the production and we can monitor changes or trends.</p>		Village	Last name	First name	Phone number
		1	Korifi	Kesmetis	Tasos	6983390813
		2	Korifi	Hondros	Harilaos	6973431748




<p>Legal Support</p>	<p>Because of the status of the Municipality there is an easy access to all new legislation so actions in order to inform the producers the best way possible are easy to do. Furthermore, there is a very good knowledge of the traditional way of cultivation for all local products and how they can be connected with the Mediterranean diet.</p>	
<p>Public consultation</p>	<p>Each year the Municipality organize open meetings and seminars about new ways in production and legislation. During the last year, there were organized seminars about the new law for agrochemical use for 100 people. Along to these days there are 14 small traditional fairs with the Municipality as co-coordinator.</p>	
<p>Municipal Structural Plans (PSC)</p>	<p>There are two Municipal Structural Plans (PSC) – one for the lowland and one for the higher region of Pyli, which provide an efficient system of planning and land use. Additional to these, the Forest Office provides special information about all the highlands and the forestry production and land use.</p>	
<p>Tourism Marketing Plan</p>	<p>There is a recent long-term and an annual Tourism Marketing Plan and there is a seek for finding funding. The highlands are well known to all Greece for the beautiful scenery, the pure and clean environment, the ski-center, the cultural monuments and nature's wealth. The Municipality provides an updated form about tourism in the area through the official site and it is free to the public and the people involved in tourism to have access.</p>	



3. Our aims in Agri-Urban

The concept of this participation in the AgriUrban Network is based on the systematic development of the Agri-Economy sector, focusing on the mountainous areas of Greece. Agri-Economy sector can provide important solutions for creating job opportunities and promoting social cohesion, which is threatened due to the adverse economic environment, by contributing to the preservation of the natural environment and the cultural heritage of our area.

There must be an effort made in order to approach the local producers and provide them the elements to change the current and arise efficiently the local social dynamics and mechanisms which will play the central role for development. This can be accomplice by utilizing the European experience in the field of Agri-Economy and encouraging transnational cooperation initiatives.

The Network can give the knowledge needed to make things different by searing good practice and open our views in the economic and organization area. Although there are differences both in institutional frameworks between the cities and what each one aims to gain from the program, there is a common value based on the fact that the participants are not aiming personal profit, but only for the society.

By adapting new ideas from the other partners, we hope that we will manage to give a start up in our agriculture economy and create some new jobs for our young people. Actions to be considered in our Integrated Action Plan are:

- Increase local employment opportunities especially for young people on the production aria by organizing open informative meetings on topics concerning the food production, the e-trade and new – alternative methods of production and persuade them to return to agri-food production with modern ways.
- Organize the producers to cooperative formations towards the production of local traditional products with improved modern factors and trade.
- Connect the local products with tourism and create marketing channels between the producers – the local tourist facilities – consumers/visitors
- Stimulate the home-production of processed agri-food and forestry products of local source and characteristics in marketable forms and establish them as PDO products under the name of “Pyli” – traditional healthy Mediterranean food basket

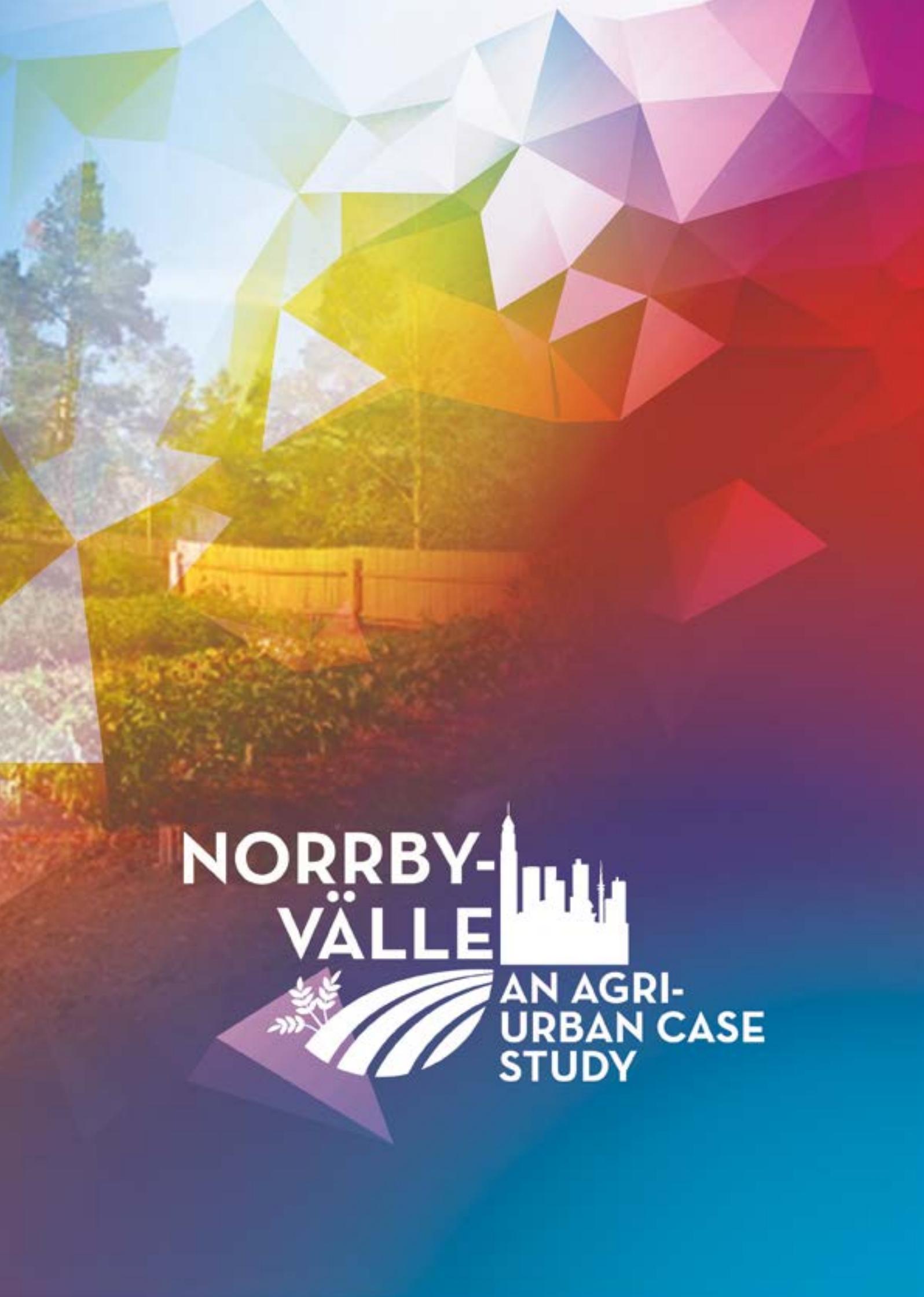
- Inform the producers of all stages about the current legislation in food, forestry and local production and the opportunities given by the Rural Development Program of Greece 2014-2020 RDP and the CLLD Leader.
- Provoke the turn of the agri-food and forestry production to modern ways of high value and quality but still traditional products.
- Promote local entrepreneurships, one for each category of product – RDP 2014-2020 -M16 - Cooperation (Article 35) Horizontal and vertical cooperation, short chains and local markets and promotions
- Promote food tourism and connect it with the local fairs and festivals by using the media and sources from Leader program.
- Promote eco-tourism as secondary activity
- Promote forms of local cottage industries- especially for women and new farmers- based on the new L. 4384/2016 legislation
- Establish local products as PDO under the brand name of “Pyli” and promote “Pyli’s traditional food basket” based on Mediterranean diet.
- Organize a municipality office for strengthening the links between agriculture, food production, forestry and research and innovation, including improved target environmental management and efficiency RDP 2014-2020 M02 - Consulting services, farm management and replacement services
- Educate farmers on on-line trading, new market technologies and innovation through municipality mechanisms, seminars and meetings based on the RDP 2014-2020 M01 - knowledge and information transmission actions (Article 14)

Finally the aim of a corporation of urban-rural, civil cohesion, economy growth and sustainability with respect to the environment, the cultural heritage and the human need for healthy and quality products are our major priorities.

www.dimospylis.gr
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**NORRBY-
VÄLLE** 

 **AN AGRI-
URBAN CASE
STUDY**

SÖDERTÄLJE

NORRBYVÄLLE

AN AGRI-URBAN CASE STUDY



European Union
European Regional
Development Fund



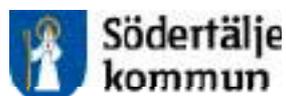
★URBACT
Driving change for
better cities

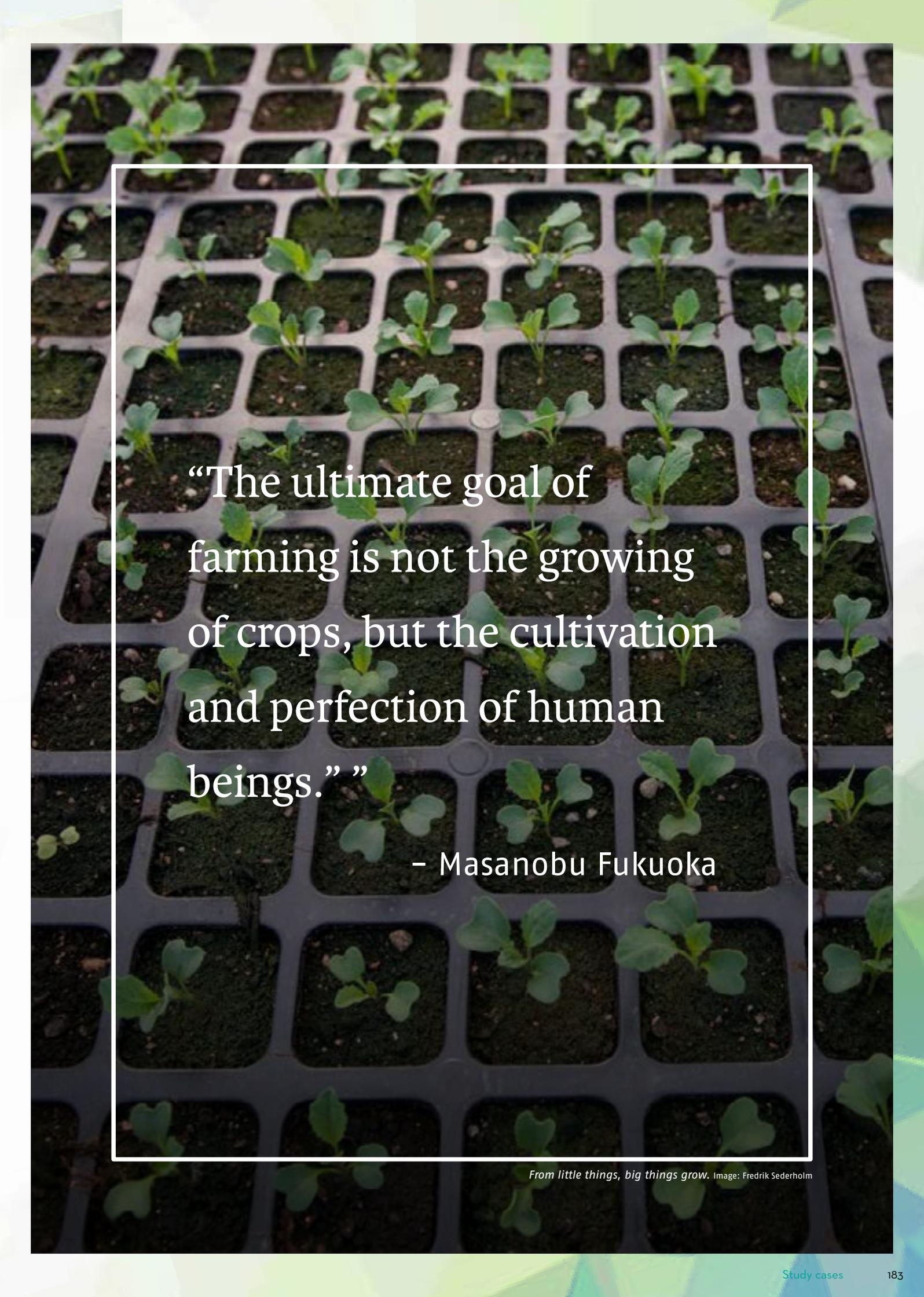


This case study has been written for the URBACT III action planning network AGRI-URBAN. The case study documents Norrbyvälle, an innovative local organisation in Södertälje which integrates social therapy and rehabilitation through a wide range of organic food based activities while constantly fostering the growth of people, nature and place. Our hope is that this case study will be a source of inspiration and for you and your city.

The Södertälje AGRI-URBAN project team would like to extend our thanks to everyone involved at Norrbyvälle for their cooperation, support and feedback throughout the writing process. You are an inspiration to us all.

We would also like to thank our external experts Eva Bjurholm and Hans von Essen for their tremendous work in capturing the essence and heart of Norrbyvälle in this text.





“The ultimate goal of farming is not the growing of crops, but the cultivation and perfection of human beings.” ”

– Masanobu Fukuoka

From little things, big things grow. Image: Fredrik Sederholm



Tools of the trade at Norrbyvälle. Foto: Fredrik Sederholm

Background

'Complementary-farming' is a "new-old" concept used to describe the integration of farming and food production into an organisation for social, education or cultural reasons.

This case-study presents such an organisation – Norrbyvälle in Järna, Södertälje. Over the past thirty years, Norrbyvälle has pioneered the integration of social therapy and rehabilitation with regenerative land practices and local food production.

By integrating social therapy and rehabilitation with a wide range of activities including a working kitchen-garden, orchard, café, bakery, lunch restaurant, landscape management, animal husbandry and on farm processing of produce, Norrbyvälle has created a resilient ecosystem that achieves their main goal of providing social therapy and rehabilitation while constantly fostering the growth of people, nature and place.

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1. Complementary-farming

What is it?

Complementary-farming can be found in a wide range of fields and come in many shapes and sizes. Below is a short list of examples from Södertälje municipality:

'Complementary-farming' can be...

- an educational garden at a preschool where the children can learn to grow their own food and learn where their school lunches are grown.
(Image 01 - Starrbäckens and Hölö preschool)
- a social therapy or rehabilitation centre where residents have access to 'green-therapy' in the form of therapeutic gardens, activities or animals.
(Image 02 - Norrbyvälle)
- a museum that aims to show the genius of the past by showcasing farming techniques to provide a real-life experience that visitors can see, touch and taste.
(Image 03 - Torekällberget)
- a CSA (community supported agriculture) with courses, events and a social mission that transforms unpreviously unused land
(Image 04 - Under Tallarna)
- a youth centre that keeps bees as a way to stimulate interest in the environment and ecosystem services
(Image 05 - Fornhöjden Youth Centre)
- hatching chickens in a primary school in order to give the students a first-hand understanding of life-cycles
(Image 06 - Fornbackaskolan)
- a vegetable producer, or café that provides job-based training for people who are on the pathway to meaningful long-term employment.
(Image 07 - Eko-odlarna in Gärtuna)
- a school kitchen that keeps a kitchen garden in order to use fresh produce in school lunches and provide the students with learning opportunities
(Image 08 - Lina School Kitchen Garden)

Why is it important?

Food will always be important. At the beginning of the 20th century, many schools in Sweden had their own kitchen gardens, which served both an educational and nutritional purpose. However, the rationalization and industrialization of the food system in post-war Sweden marginalized local food knowledge in large parts of the country and many of the school gardens, local producers and small scale farms disappeared.

Now a new trend is emerging. More and more people are interested in the origin of their food and they are hungry for knowledge. This trend has generated interest with many organisations introducing complementary-farming into their daily activities as they place great value in the ability to grow, harvest, share and enjoy their own produce.

How integrated is it?

The level of integration and activity in 'complementary-farming' can vary. While some organizations may integrate small, seasonal or symbolic activities, others have integrated farming on a more permanent, holistic and large scale. Many organisations start small and successively increase the level of complementary-farming integration in order to support their main purpose and goal.

Norrbyvälle

Norrbyvälle is a fine example of an organization that has gradually expanded complementary-farming and food based activities into a resilient ecosystem that supports their main goal - holistic social therapy and meaningful rehabilitation. Farming and food production is not the central purpose and vision behind Norrbyvälle – this is providing holistic social therapy – but it is an integral part of how they achieve this while fostering the growth of people, nature and place.



01: Learning where lunch comes from. Image: Fredrik Sederholm



02: Early Spring greenhouse at Norrbывälle. Image: Fredrik Sederholm



03: Lindbloms Café, Torekällberget. Image: Fredrik Sederholm



04: May harvest at Under Tallarna. Image: Fredrik Sederholm



05: Fornhöjdens Youth Centre beehives. Image: Magnus Grimstedt



06: Fornbackaskolan hatches chickens! Image: Hampus Andersson



07: Eko-odlarna, Gärtuna. Image: Jordan Lane



08: Lina School Kitchen Garden & Chefs. Image: Fredrik Sederholm

2. Norrbyvälle

2.1. Location

Norrbyvälle is located just south of Järna, on rich agricultural land between Road 57 and the E4 European road in Södertälje municipality. Currently Norrbyvälle has operations on Norrbyvälle Farm, Skäve Farm and in central Järna. Norrbyvälle has different forms of LSS-accommodation (LSS - support, service and activities for people with disabilities) and daily activities for adults and young adults with neuropsychiatric diagnoses who are in need of daily support. The range of activities at Norrbyvälle has evolved over time, the origins of which can be traced to 1986.

2.2. History

In 1981 Skäve Farm was purchased by a foundation (Skäve Foundation) with a shared vision to create a biodynamic farm that could supply the local community of Järna with organic produce. A number of people pooled their resources and bought 'shares' in the farm - a pre-Kickstarter style of crowdfunding - which minimised the interest repayments on the bank loan. The buildings and fields of the farm were then leased to biodynamic farmers.

At the same time on Norrbyvälle Farm (located right next to Skäve Farm), an idea to build a social-therapeutic organisation with anthroposophical values for people with special needs in alliance with the Swedish LSS law was born. In 1992 the Skäve Foundation raised the possibility to expand the idea and activities on Norrbyvälle Farm to the buildings and land on Skäve Farm. In addition to their own property, Norrbyvälle has successively leased buildings and land that was previously used by the biodynamic farmers.

Today, Skäve Farm is home to rich range of independent organisations, with many private visitors enjoying the beautiful landscape. In addition to Norrbyvälle's LSS-accommodation and daily activities and the agriculture and farming activities on Skäve Farm, there is also a Waldorf preschool, a bank - Ekobanken, an accounting firm, artists' studio and a private horse stable.

Järna is home to many care and therapy institutions with LSS-participants. As a result of this there is a large demand for people educated in social-therapy. Therefore Norrbyvälle offers all permanent staff the opportunity to attend a 4 year professional training in social-therapy.

2.3. Economic Context

Skäve Farm is owned by the Skäve Foundation which subsequently leases buildings and land to different organisations and companies which share the core values of the foundation.

The main revenue stream for Norrbyvälle is the publicly funded LSS-contributions. The LSS contributions are based on the number of LSS-participants housed at Norrbyvälle by their respective home municipalities. The placement of participants is critical to Norrbyvälle. For example the LSS-contributions of 3-4 participants can finance the salary for a work-leader.

The other organisations and companies have different revenue streams, dependent on their main purpose and company form.

Via the social enterprise IDUN which was founded in 2016, Norrbyvälle has had periodical cooperation agreements with and participants via the various national and local employment agencies (Arbestförmödlingen/ Försäkringskassan/Samordningsförbundet). These agreements include long-term unemployed participants and those who are in need of work-based training or rehabilitation. The financial contributions for these participants are significantly lower than LSS-participants, as it requires 8-10 participants to finance the salary of a work-leader.

Over the last ten years, the financial contributions within the welfare sector in Sweden have been reduced, which has impacted the external placement of LSS-participants at municipal level. Municipalities have subsequently 'internalised' the placement of LSS-participants for financial reasons. Norrbyvälle has been directly affected by these changes in public policy and have been forced to adjust and adapt to the changed financial context. However, these changes in external policy have not changed the core idea, vision and values of Norrbyvälle. By investing in internal collaboration and cooperation between their own activities, Norrbyvälle has created a resilient system able to adapt to external changes.



0 2 4 6km

NORRBYPÄLLE IN THE STOCKHOLM CONTEXT - 1:200,000 @A4

2.4. The Norrbyvälle Model

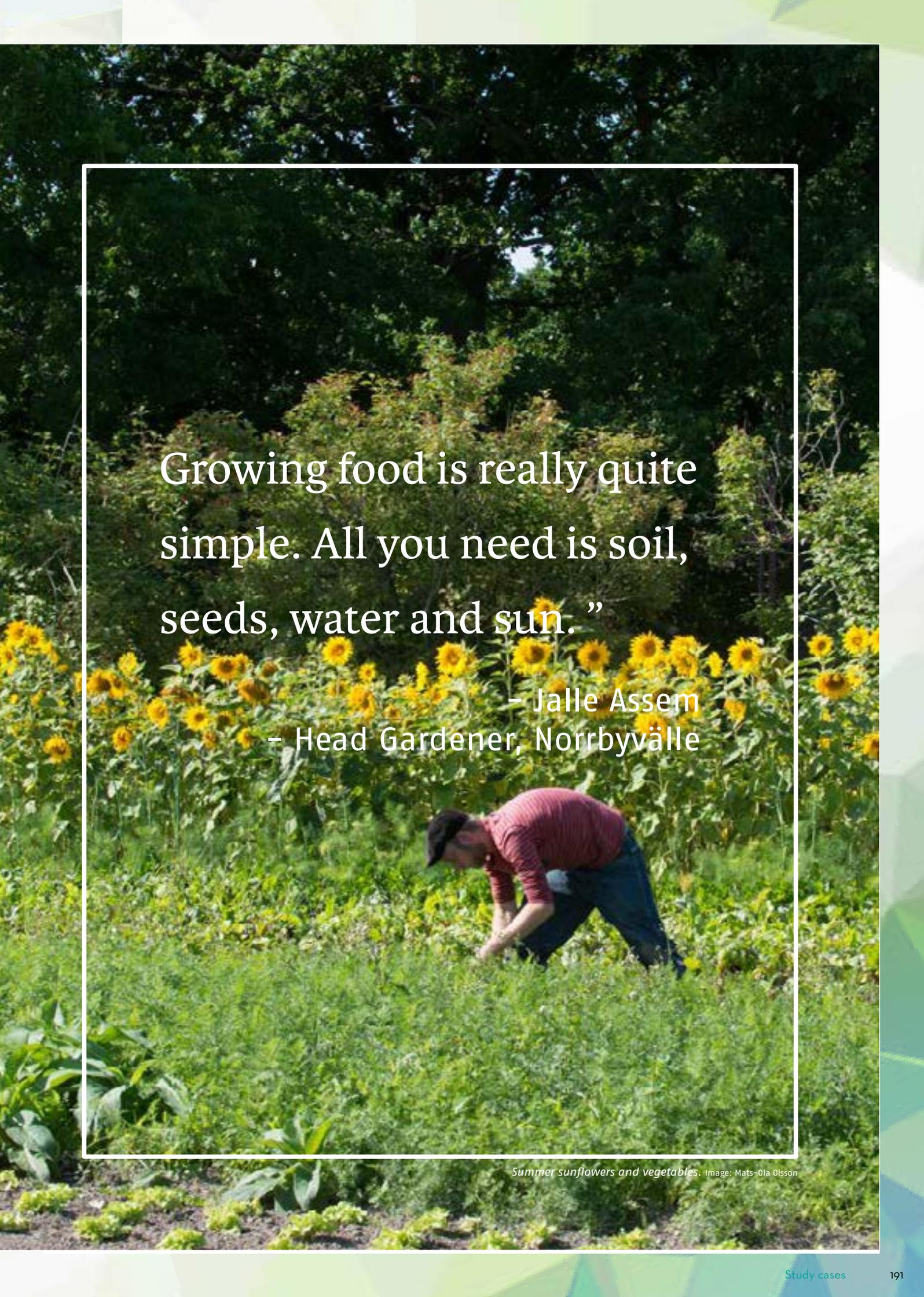
The driving force behind the Norrbyvälle Foundation is a vision to create the best possible conditions for their residents and participants to live, work and grow – from an economically, ecologically and socially sustainable perspective. The combined practice of social therapy and green-rehabilitation methods guide the daily activities. At the core of Norrbyvälle is the wellbeing and quality of life of the residents and participants. With close contact between the management, group leaders and participants, humanistic and holistic care permeates the entire organization. Norrbyvälle is based on the idea that the community strengthens the individual. By allowing each participant the opportunity to directly influence their own situation, each person receives individual support in the context of an active social community. Everyone, based on their ability, is offered a truly meaningful and individualized working life in social fellowship with others.

Individual work programs are customized to suit the interests and capacity of each participant. With the opportunity to choose working environments indoors in the café or lunch restaurant, or outdoors with the vegetable garden and landscape management each participant is able to find meaningful work with varies levels of responsibility, difficulty and importance. Flexibility, close circuit communication and openness are key to fostering the best possible development for each participant. For example, if someone would like to start a small on-site store and sell produce, or even choose to become an author, then every effort is made to accommodate these ideas and initiatives.

Resilience & Sustainability

Norrbyvälle strives to be as self-sufficient as possible, with the kitchen garden, lunch restaurant and café playing central roles in this self-sufficient ecosystem. These three components provide the basis of the daily activities undertaken by residents and participants and demand a high level of collaboration, planning and cooperation between them. Sustainability and ecosystem health are core goals at Norrbyvälle. The concept of 'regenerative enterprises' (activities that improve the local conditions rather than exploit them) are central to the success of the Norrbyvälle model. Biodynamic farming techniques are used to produce vegetables, herbs, fruits and berries for the café and lunch restaurant. According to the chef, the lunch restaurant is 50% self-sufficient in vegetables.





Growing food is really quite simple. All you need is soil, seeds, water and sun. ”

– Jalle Assem
– Head Gardener, Norrbyvälle

Summer sunflowers and vegetables. Image: Mats-Ola Olsson



0 20 40 60m

NORRBVÄLLE & SKÅVE FARM – SCALE 1:4000 @ A4

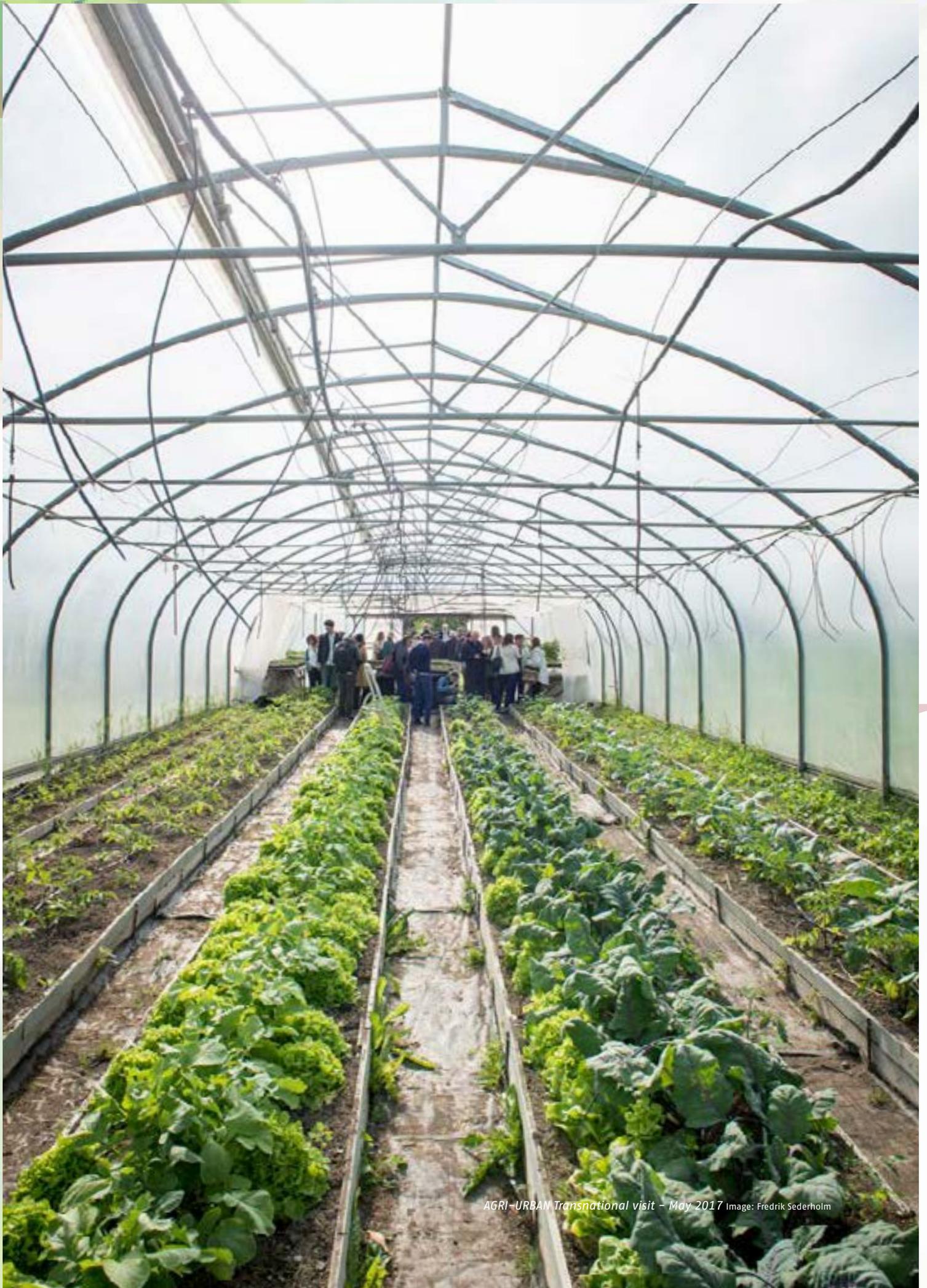


SKÅVE FARM MAP

- 1. Skåve Café
- 2. Kitchen & Lunch Restaurant
- 3. Greenhouse
- 4. Apple Orchard
- 5. Vegetbale garden
- 6. Berries & Perennials
- 7. Herb garden
- 8. Barn - with solar panels
- 9. Packing & Storage house

0 10 20 30m

AERIAL VIEW - SCALE 1:1500 @ A4



AGRI-URBAN Transnational visit - May 2017 Image: Fredrik Sederholm

3. The garden

3.1. Introduction

The garden at Norrbývälle consists of approximately 4000m² of growing beds, complemented by a 250m² greenhouse and an apple orchard of eighty trees. As a general rule, 3-4 participants are assigned to the garden team throughout the growing season under the guidance of the head gardener. However, during the more intensive Spring-sowing and Autumn-harvest periods, the garden team can grow to include all participants at Norrbývälle. During these times, it is important that work is conducted in a stress-free manner, and that all participants can work at a suitable pace.

3.2. Planning the crops

Each growing season is planned based on the evaluation of the previous season's harvests and results. Was there enough produce for the café and restaurant? Which crops sold the best? Which crops were grown well? Which crops produced a surplus? Was there any waste, if so, where from? How long did the preserves and pickles from the previous season last? Does the kitchen have any new special requests? Often times it is not possible to fulfill all the wishes from the kitchen, given the limits of the climate and growing season. On the other hand, the garden also likes to challenge the kitchen, encouraging them to try to incorporate new produce into the menus. Each season, this self-correcting system of supply and demand becomes stronger, which in turn informs the seasons to come.

3.3. Communication

The head gardener, head-chef and café manager have daily contact to discuss the current situation in their respective areas. Keeping the harvest fresh is a constant challenge in the relatively short growing season in Sweden, and something which is discussed often. While a lot can be grown and harvested in a short time frame, not everything can be at point of harvest. How can the fresh produce be stored to preserve quality and nutrition? Currently large chiller-boxes are used to keep produce fresh. As these are emptied, space is made for upcoming harvests. It is especially important for the chef and the café manager to have an overview and control of the produce in the boxes. The capacity to harvest and store food is critical to the planning and controls what is grown at Norrbývälle.

3.4. What produce is grown?

Given the unique climate and conditions that are present at Norrbývälle – the relatively small cultivated area, national summer holidays in July, the central Swedish climate, limits of storage and access to external sales channels – a choice selection of suitable crops has evolved over time. These include different types of hardy beans - beans, peas, cabbages, red cabbage, cauliflower, Brussels sprouts, cauliflower, broccoli, red onion, garlic, yellow onions and various root vegetables - beetroot, carrots - and cucumbers, zucchini and pumpkin, lettuce and chard. Tomatoes are grown in the greenhouse which is also used to extend the growing season for many crops.

A significant addition to both the kitchen and the garden at Norrbývälle is the apple orchard. Care of the orchard involves various tasks ranging from maintenance, harvesting, storage and processing, with the annual pruning carried out by a professional arborist. The bulk of the apple harvest is used to make apple juice, which is served in the lunch restaurant and café, or bottled, packaged and sold externally. Last year plum trees were added to the orchard to grow the diversity in the garden.

A central ingredient in the Swedish kitchen is the humble potato. However, due to the large land area needed to grow potatoes, and the lack of suitable storage area at Norrbývälle, it is not economically viable to grow potatoes on site. While they continue to buy in potatoes for the kitchen, Norrbývälle has started to experiment with the cultivation of heritage varieties which provide more value than just the raw product.

Since storage is such an important issue, Norrbývälle has the ambition to build a root-cellar that could store potatoes, root vegetables and apples during the winter months.

3.5. Home-grown ideas

It is not just the head-chef and gardener that come up with ideas about what can be grown in the garden. Three years ago, at the initiative of the participants, Norrbývälle started to grow berries. It has been a real success, especially for the café which now has the freedom to decorate their cakes and baked goods with fresh and frozen berries. An extension of berry growing is to make jams and preserves which in turn could increase the amount of home-made products for sale.

Norrbyvälle also grows a large amount of flowers that decorate the dining room and café. Nearly all the flowers grown in the garden are used by Norrbyvälle. The garden team has also grown flowers for 'self-pick' bouquets for visitors in the past; however this created too much extra work and stress for the participants and has not been continued.

A few years ago, an initiative was started to grow herbs at Norrbyvälle. These herbs are used in both the kitchen and the café. With the ability to freeze, dry and process fresh herbs, this initiative has created the opportunity to extend the 'garden season' into the winter with activities such as making herbal salt. Demand for herbs – fresh, frozen and processed – has increased internally at Norrbyvälle, but also from external visitors.

The advantage of growing herbs and berries is that they return as perennials year after year, which facilitates seasonal work and provides a calmer pace and added value to the garden, the dining room and the café.

3.6. What's next?

The gardener has plans to introduce both chickens and pigs as a complement to the garden. Keeping animals demands constant and continuous care which is a challenge at present. How this could be solved in the future is still unclear.





Flowers in full bloom. Image: Mats-Ola Olsson



Winter. Spring. Summer. Autumn. Images: Mats-Ola Olsson

4. A year in the garden

Winter

Besides allowing time for long-term planning, winter is an important time for maintenance, repair and preparation at Norrbyvälle. While the garden rests, there are many daily activities to be completed. The greenhouse is cleaned for the coming growing season, snow is ploughed, trees tended and tools repaired. These activities are conducted by the participants under the guidance of the head gardener.

During winter, long before the first seed is planted in the greenhouse, the entire growing season is planned in detail. While it is the head gardener that orders the seeds for the coming season in early January, it is only after consultation with the head chef that the order can be placed. Tight communication ensures that the right crops are grown in the right amount. Some crops, like swiss chard are easy to grow – but have their limits in the kitchen. There are only so many ways you can cook swiss chard!

Spring

Spring is a busy time. Seeds are sown in the greenhouse from February. There is a lot to be done when the seedlings are to be repotted and planted out. Lettuce is planted in the greenhouse in March, and by April, the first green leaves can be picked but the selection is limited. It is during this period that the kitchen purchases the greatest amount of fresh vegetables externally. When the last of the frost disappears, everything is set to go! After planting and sowing the garden beds, it is time to weed and prune. Periodically during spring, more labor is needed than the usual 3-4 participants that make up the garden team. During these times, other participants at Norrbyvälle also come in and help. May is an especially busy month.

Summer

In Sweden, July is generally considered to be a holiday month. Ironically, July is also the most demanding month in the garden at Norrbyvälle. With most employees taking vacation during July, the activities are largely closed down. This is quite a challenge for the garden - which naturally produces the most work and harvest in July. Before the start of the summer holidays, the garden team must ensure that the weeding and pruning is complete so that each plant has the best chance to fend for itself while the garden team takes a well-deserved break. Rain, temperature and sunshine are monitored throughout the summer. For these tasks, "stand-by gardeners" from Norrbyvälle's accommodation are called upon. Despite the holiday season, the gardener also keeps an eye on things.

When everyone returns from the holidays and life at Norrbyvälle returns to normal the garden is in full production. This is the time to make the most of all the fresh produce and to start preserving produce for the winter.

Autumn

The harvest is a continuous task, which effectively takes place from March to December. During May and June, the greenhouse can produce lettuce, radishes, dill, basil and cabbage. Some perennials plants such as rhubarb and asparagus are also harvested in June. The harvest months August, September and October are very labor-intensive. Herbs are picked, sorted and in some cases dried. Root vegetables are harvested, washed and prepared for storage.

When there is a lot to be harvested it is time for a harvest-party. There is a local tradition and culture of turning labor-intensive occasions into joint celebrations in order to turn work into fun! There is usually a planting party in the spring and a harvest-festival in the autumn, especially when the apples are to be picked.

The harvest continues all the way to Christmas with the last kale from the garden beds and the last greens from the greenhouse. As no produce is sold externally, vegetables of all shapes and sizes are taken care of, in doing so you do not have to adapt to market demands for standard sizes and perfection. The first frost quickly reduces the range of fresh produce, but there is still plenty of variety. Cold-hardy vegetables such as kale, Brussels sprouts and red cabbage are saved for the Christmas table. Traditionally, you would fast after Christmas - and this is also true of Norrbyvälle's complementary farming. If the growing season has been kind, an excess of pumpkin, root vegetables and preserves will keep well into the New Year until the first new crops arrive just in time for Easter.

5. Kitchen & lunch restaurant

5.1. Lunch

The lunch service is a central activity at Norrbyvälle, with the kitchen and lunch restaurant developed and designed with the participants in mind. Tasks range in complexity and include preparing, cooking, baking and processing the products grown in the garden and also preparing the dining room for the lunch service. The restaurant serves an organic and biodynamic lunch 5 days a week, with a portion of the produce coming from the garden at Norrbyvälle. The restaurant serves approximately 35 lunch guests daily. Two thirds of the guests come from Norrbyvälle, while another 10-15 are regulars who come from outside.

Taking into account the normal number of workers in the kitchen, there is a limit to what the kitchen is capable of doing. On special occasions with pre-ordering, the kitchen can extend the lunch service to 50 portions. However this requires a temporary increase in the workforce. In order to be able to cater for extra lunch guests, all external guests are required to pre-book. Knowing exactly how many portions need to be catered for allows the kitchen to plan the lunch service allowing them to drastically reduce food waste.

External lunch guests have the pleasure of enjoying fresh produce from the garden and the surrounding landscape while soaking up Skåve's rural setting and the warm atmosphere of Norrbyvälle.

5.2. Menu planning

The menu very seasonal and is planned according to the availability of produce from the garden. The head-chef, who is in charge of both the lunch restaurant and the kitchen, has developed a "sustainable system" of dishes that are prepared according to the availability of fresh produce from the garden and produce that has been preserved, frozen or pickled earlier. In preparation for the long winter, the kitchen freezes and preserves as much fresh produce as possible.

Planning the winter menu is especially difficult as the garden is bare and there are no fresh vegetables to harvest. During this time, the menu is built on a range of recurring dishes with the same base ingredients and a selection of different pesto and sauces.

5.3. Seasons

Throughout the season, the menu is adapted to the rhythm of the garden and its ability to deliver fresh produce, combined with the kitchen's ability to process, preserve, freeze and pickle what is left. During the winter months, the kitchen must rely on frozen vegetables from the garden and the additional purchase of vegetables from a biodynamic wholesaler.

During the winter you will find pumpkin, mangold, cauliflower, beans, parsley, basil, peanut beans, rhubarb, currants and leek in the freezers.

Through constant collaboration and communication between the kitchen, garden and all participants, a collection of well-loved recipes has evolved over the years. The goal is to be a sustainable lunch restaurant, with dishes that are not only tasty, but also fresh, nutritious and appetizing. It is difficult to please everyone all the time, and the kitchen tries to balance this goal with the personal requests of the participants. This means that on occasion, the kitchen will serve crowd pleasers such as lasagna, tacos and pizza. Much to the delight of some lunch guests!

5.4. Food as knowledge

Quiet often the participants have very little experience with vegetarian food when they arrive at Norrbyvälle. The vast majority are accustomed to simple meals such as pizza, hamburgers and other 'convenience' foods. Therefore, the kitchen has the ambition to use food as an educational tool, partly through ingredients and cooking meals, but also as a tool for social training by staff and participants dining together. Using food as an educational tool can include learning to make ketchup from fresh tomatoes or learning to bake bread from scratch.

Much emphasis is placed on the visual presentation of the lunch buffet. A standard lunch buffet boasts salads, warm dishes, sauces and vinaigrettes, mains and condiments - often presented on their own in order for the guests to choose and combine different dishes on their plate. With a small workforce in both the kitchen and the lunch restaurant, there is a limit to the variation of dishes that can be prepared, as too much variation would create too much work and stress in the kitchen.

5.5. Communication

Through the short circuit feedback loops between the kitchen and the garden, a solid framework for vegetable garden has evolved. The knowledge and experience gained has shown what is viable, functional and realistic both in the kitchen and the garden. Seasonality means that some dishes are served only during the summer months, such as lighter salad dishes, while other dishes will return during the winter months. A basic range includes salads, beans, root vegetables, carrot and parsley. Tomato and cucumber will return in the summer.

5.6. Trial and error

Over the years, there have been many different ideas about what can be grown in the garden and most of these ideas have been tested. One such idea was chili, which is quite popular in many kitchen gardens in Sweden. However, after a very successful first crop, the large amount of chili grown at Norrbyvälle proved too difficult to use in the kitchen, and were too hot for many of the lunch guests. After a short discussion it was decided to reduce the amount of chili plants and to grow a milder variety that could better complement the lunch buffet.

Another idea was to grow quince to make marmalade. While no marmalade was made, the rose flowers were picked as decorations for the restaurant tables as they were so fragrant. A very successful idea has been the asparagus. Although it takes a few years to establish, it is easy to manage and very popular in the kitchen. Other examples of crops that have been successful are horseradish and dill.

The herb garden, started only a few years ago is now well established. Not only is it a perennial system, it also can be harvested up to three times a year, providing work well suited to the daily activities of Norrbyvälle. The herbs are first harvested, cleaned, dried and combined into different herb-mixes - for example "Italian Salad Mix" - that can be used in the lunch restaurant, the café or packaged and sold.

Storage and preserving produce is a big challenge. Some crops are difficult to harvest and use on the same day. Sometimes there is simply not enough time to harvest, cook and preserve crops on the same day, especially if there is a lot to harvest. It is because of this, frozen vegetables may be used, even when fresh are picked at the same time.

Currently, Norrbyvälle can supply itself with 20-30% of its vegetable needs. The remaining 70% is purchased externally from a biodynamic wholesaler. With the added investment of an earth cellar for winter storage, Norrbyvälle could supply itself with up to 50% of its vegetable, berry and fruit needs.

5.7. Collaboration in practice

At times during the year, the garden team requires extra help from the other participants and workers at Norrbyvälle. These days are known as "working-days". Working-days are organised for a number of reasons, from "saving the chives" before they flower, to helping weed and prepare the garden beds.

Every year there are two "harvest-weeks" between August and September. During these weeks, the garden team mobilises all participants and workers at Norrbyvälle - which consequently temporarily puts all other activities on hold. Due to the busy harvest period, the lunch restaurant closes every Monday in September, as the participants and workers are in the garden harvesting. A good example of this collaboration can be seen during "apple-day" where everyone gathers to harvest the apples and the work is turned into a celebration.

5.8. Organisation

The kitchen manager is in charge of both the lunch restaurant and the kitchen. She has worked at Norrbyvälle for ten years. As with all supervisory roles, she must ensure that the working environment in the kitchen and the lunch restaurant is well structured and organised in order to avoid stressful situations. Usually, the kitchen team consists of 3-4 participants, who produce up to 50 lunch servings a day, five days a week.

It is important that the participants receive varied and diverse tasks in order to encourage independence and their own self-initiative. Responsibility for different recipes is divided according to ability, as it is important that all food preparation can be carried out as trouble free as possible. Food safety and hygiene is taught to all participants, as is the importance of composting and sustainability.



Our goal is to serve food
that takes care of people,
place and the earth.

- Head chef, Norrbyvälle

Lunch preparation in the kitchen. Images: Mats-Ola Olsson

6. Skäve Café

6.1. The Café as a showcase

Skäve Café is located in the former grain store at Skäve farm, which was renovated and restored in the late 1990's with the support of Södertälje municipality, the Swedish Employment Agency and the then Labor Market Institute. The idea behind the renovation was to encourage people who - for various reasons - were long term unemployed, to find skills and meaningful work.

Initially, the café was opened for a three month trial period. It has been over 17 years since the first trial period, and Skäve Café has been open ever since. Due to Skäve Café's central location, it is often the first building guests see upon arrival, and therefore also functions as a reception for Norrbyvälle and a showcase of all the different activities that take place there.

6.2. Working at the café

The café is led by the café manager who has been working at Norrbyvälle and Skäve Café for more than eight years. In addition, the workforce consists of 2-3 participants from Norrbyvälle, as well as occasional work-based trainees from the Swedish Employment Agency. The café also welcomes students from the hospitality program at the local secondary school. There is also resource staff at Norrbyvälle who can replace the core group when necessary in order for the café to keep ordinary working hours.

The café participants have professional titles such as bakers, pastry-chefs and cake-makers. From an educational and social point of view, these professional titles give the participants real professional pride in their work, which is also reflected by their "real" professional uniforms. An important element of social training is to be responsive to the participant's wishes and ideas, to capture what can motivate each and every one to take further steps in their own development. The café provides the participants with an excellent opportunity, despite their varied functional abilities, to participate in a social environment that, on the one hand, has a stable internal environment, but also offers contact with visitors and guests.

6.3. A week at the café

The café is open to the public Wednesday-Friday between 10:00 and 15:00. The café follows a weekly rhythm with major tasks such as bread baking and cake making taking place on Fridays, with ongoing tasks spread out during the remainder of the week. On Thursdays and Fridays, the café serves hot soup. On average, 20 liters of soup, which is about 40 servings, is prepared a few times a week. The soup of the day is decided by the surplus crops from the garden - beetroot and kale are popular choices.

On the café wish list, is a larger bakery and patisserie in order to bake more bread, pastries and to meet the demand for the very popular cakes and tarts that are made at the café.

6.4. Planning – Café & Garden

Weekly planning meetings are an important instrument in the coordination and cooperation between the kitchen, restaurant, garden and café. As is the case for the other activities at Norrbyvälle, the café follows the seasons and is guided by the rhythm of the garden and the harvests. During the busier times of spring sowing and autumn harvest, the entire workforce at the café is involved in the garden.

The café also plays a central role in the annual Christmas market, selling produce and products from Norrbyvälle such as spices, herbs, and bread and also pressed apple juice from the "apple-days" in the orchard. Apples provide an important connection between the garden and the café. Apples are harvested systematically which ensures the participants are involved in every step of the process from the care of the trees, to harvesting, processing to be used in pastries and pressing to make apple juice which is either served at Norrbyvälle or packaged and available for purchase at the café.

The garden provides the café with a range of fresh produce that is used in everything from sandwiches to cakes and pastries. Salad leaves, parsley, tomatoes and cucumber are used in sandwiches, while fresh berries are used to decorate cakes and pastries. When available, berries are used fresh with the surplus frozen and stored to be used in the winter.

Potential & Goals

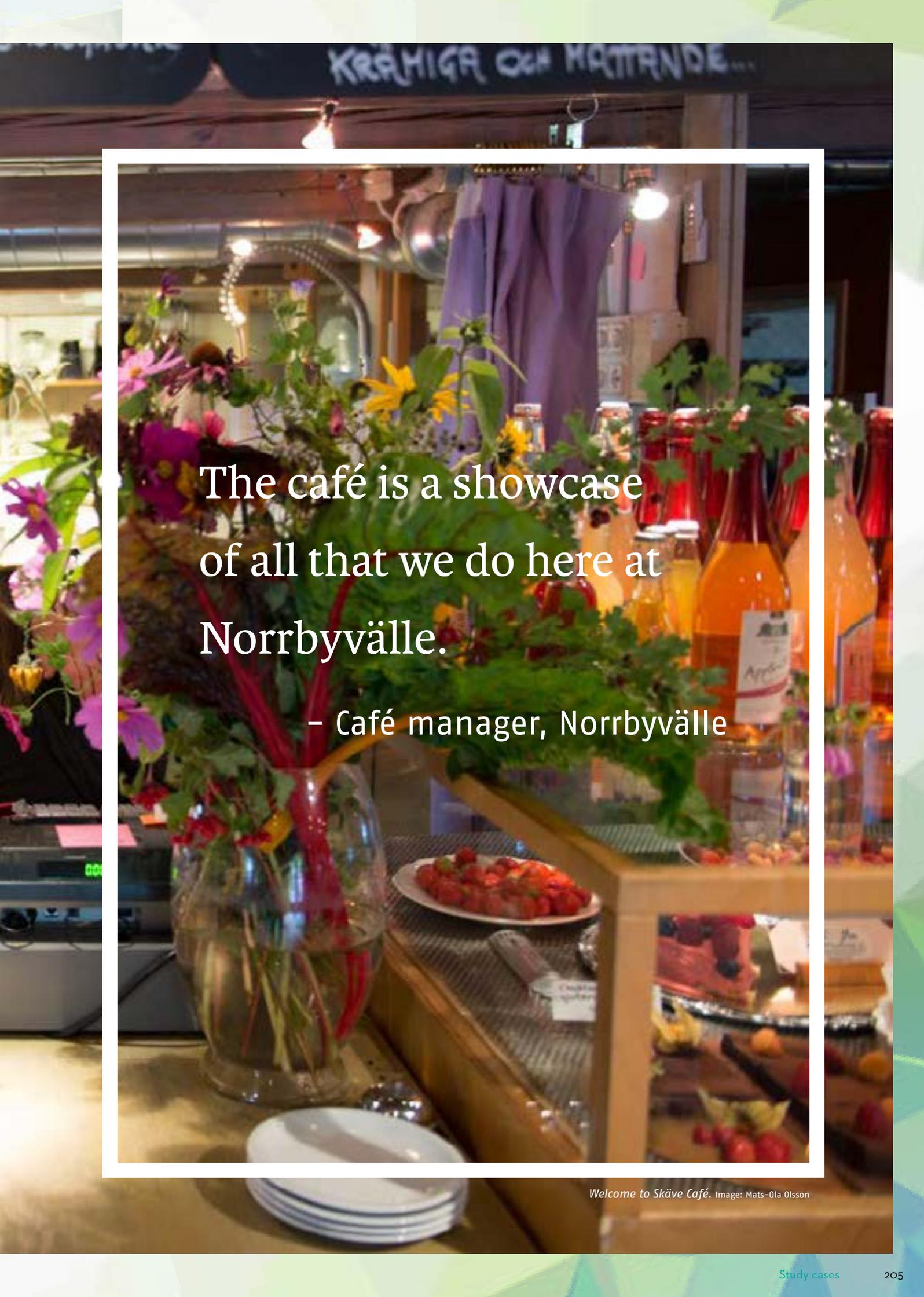
A future goal is to be able to open the café on Saturdays in order to cater for weekend visitors. This would create more work, but also bring in more revenue. Just as is the case for the garden and the lunch restaurant, the café would like more storage space for vegetables which would mean they can increase their level of self-sufficiency. Another goal for the café is a larger bakery, which would allow more participants the opportunity to work in the bakery and also increase the amount of baked goods available for sale.

Similar to the lunch restaurant, the café is a long way from being totally self-sufficient on the produce that the garden grows and that which they can bake and produce themselves. Many products are still purchased wholesale - milk, coffee and tea for example.

6.5. Budget & Economy

Like the garden and the lunch restaurant, the café has an annual budget for the "result-unit" to be followed. Each of the daily activities accounts for their own finances, but it is ultimately the whole of Norrbyvälle that counts. An ambition that is recurring in all units is to shift the relationship between LSS caregiver income, external income and self-sustainability through the gardens and farms. In addition to the part of the cost of the workforce financed by the LSS public sector contributions, the lunch room and the café have revenues from the lunch and café guests, the internal and the outside. The garden, in turn, has an internal standardized annual income agreement with the kitchen and the café, as well as the housing, which, in general, compared to other activities in the whole of Norrbyvälle, makes the economy as smooth as possible.





The café is a showcase
of all that we do here at
Norrbyvälle.

– Café manager, Norrbyvälle

Welcome to Skäve Café. Image: Mats-Ola Olsson

7. Conclusion

7.1. Reflections and realities

At Norrbyvälle there are common goals to strengthen the integration between food production and all the other activities, to increase the amount of food produced and at the same time make the techniques used increasingly biodynamic and ecologically sustainable. The garden, the café and the lunch restaurant recently applied for and have been granted a Demeter certification.

Norrbyvälle operates within a Swedish context and must deal with the challenges and opportunities found in the Swedish legislative and cultural landscape. This is especially true of the July summer holiday period, which coincides quite unfortunately with the busy summer period of the garden. Other challenges lie in the social therapeutic reality, where on one hand many of the users can be very stress-sensitive and, on the other hand, can become more motivated by being active in the context of real-world tasks and challenges. Organisations in the same field in Sweden or in other countries will experience similar and different problems. But you will always have some things in common - wherever in the world you are.

All groups and result-units at Norrbyvälle are aware of their boundaries and interdependence with each other - therefore it is possible to regulate the economy between the units with simple standard budget templates and values. This understanding of the interconnectedness and the flow of different capital between the units allows them to clearly follow their annual seasons and plan for the future. Food is an integral part of daily life and daily habits at Norrbyvälle. How to integrate local grown, organic and biodynamic food with the varied dietary habits of a steady flow of new participants is a question that is constantly being asked. The combination of the many celebrations and informal social situations, with structured ongoing working environments help to enrich and integrate new participants.

Norrbyvälle has a long history of innovation and 'thinking outside of the box', which has made adopting and implementing new ideas easier. It does not matter if the idea originates in the management meeting room or a casual conversation with the participants, all good ideas are supported. The development of the café is a fine example of this.

Norrbyvälle is not an island. Externally, Norrbyvälle operates within a market economy and must adjust (everything from LSS-support to the café guests) to changing market conditions. Internally, Norrbyvälle endeavors to build a culture around their central values and goals - it is thirty years since they started and they are constantly developing, adapting and evolving. This is true resilience.

7.2. Tips from Norrbyvälle

Rediscovering and reconnecting the links between food production - agriculture, fishing, hunting, handcraft and horticulture - is more than a trend. The anonymous production of food, sold at the cheapest possible price is approaching ecosystem constraints - with awareness growing amongst producers and consumers. There is a positive future for those wishing to integrate farming and food production (complementary farming).

Invest in knowledge and education. Make a long-term vision and at the same time find simple steps that make visible positive change quickly - ensure these steps do not involve large risks!

Start small and grow with time. When a crop is tried and tested in the garden, the café and the kitchen, it is easier to introduce something new!

Begin by growing crops you like and eat - seasonal leafy vegetables is a good start! Learn to grow them from seed and make sure they are rich in vitamins and minerals and well suited to your growing environment!

Remember...food and farming grows culture too! It is so much more than just food!



The grass is always greener at Norrbyvälle. Image: Mats-Ola Olsson

8. Norrbyvälle inspires Torekällberget!

Sometimes you do not have to look far to find inspiration. Inspired by the Norrbyvälle model of using complementary-farming as a tool to deliver social therapy and rehabilitation, Södertälje municipality has established a 250m² vegetable garden at the Torekällberget 18th century open-air museum. This vegetable garden will provide fresh produce - vegetables, berries and fruit - to the two municipal run cafés and bakery at Torekällberget, much in the same way the garden at Norrbyvälle serves the lunch restaurant and Skäve café with fresh produce. In contrast to Norrbyvälle which uses complementary-farming to provide social-therapy to its participants, the garden, bakery and cafés at Torekällberget provide job-based training for the long-term unemployed. The model is the same, but the context and target audience is different.

In 2016, the decision was made to establish a 'Work Training Arena' at Torekällberget - creating an environment for people who are long-term unemployed to gain work experience and other practical skills in order to re-enter the job-market. With a modest investment of 300,000SEK (30,000 EURO) from the Södertälje Municipal Department of Design and Planning's 'Growing & Farming Strategy' the land, fencing and soil for the vegetable garden was prepared late in the 2017 growing season. Currently the garden is managed by Eko-odlarna i Telje - a social enterprise which grows organic vegetables on municipal land - however the plan is for Torekällberget to manage the garden from 2018 and onwards.

The cafés and the bakery are open year round are currently managed by the Södertälje Diet Unit. Starting with the first café (Lindbloms Café) in 2016 and since renovating the second (Bellevue Café) - the cafés have been incredibly popular and successful in providing job-based training. During the first year a number of people who received training at Lindbloms Café have gone on to find permanent positions elsewhere in the municipality. A result which has been very encouraging for the Work Training Arena which is also linked to the ESF project Map2020.

Just as the kitchen, garden, café and lunch restaurant at Norrbyvälle cooperate with each other, the goal of the vegetable garden at Torekällberget is to increase the diversity of activities and opportunities in the work training arena and to complement the cafés - while also strengthening the pedagogical aspect of the museum.

The garden in its current size does not have the capacity to grow all the fresh produce for the café which currently serves a range of soups, pie and pastries. The café and the garden are in the process of identifying crops which are useful in the café, can be grown in the garden and are representative of the 1800's in Södertälje.

We are not of the illusion that a vegetable garden of 250m² is the solution to food-security in Södertälje. However, what this small garden represents is critical to understanding how we can build a sustainable future for Södertälje as it embodies a truly integrated and multidisciplinary approach. Three different departments of Södertälje Municipality have collaborated in the creation of the garden - Department of Culture (who manage the museum), Department of Education (the Diet Unit who manage the cafés) and the Department of Design & Planning (who financed the garden).

There are a number of benefits to the complementary-farming at Torekällberget; the cafés and the garden provide visitors to the museum with healthy food, help people return to the job-market, increase 'food literacy' in the wider community, raise the status of food in the political context and strengthen the pedagogical work of the museum.

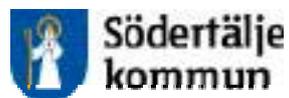
Quite impressive for just 250m² of garden beds!



INTEGRATED APPROACH

- Torekällberget is managed by the Cultural Office.
- The cafés are managed by the Diet Unit – Education Office
- The vegetable garden was funded by the City Planning Office.
- Some products served at the cafés have been created through the ERDF project MATLUST.
- The Work Training Arena is organised in collaboration with the ESF project MAP2020
- A private enterprise – Norrbyvälle inspired the practice





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