



SMART VILLAGE STRATEGY OF MOUANS-SARTOUX (FRANCE)



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Table of Contents

Foreword: Smart Rural Mouans-Sartoux	2
I. INTRODUCTION	3
1.1 What is a ‘village’ in France?	3
1.2 Mouans-Sartoux’s smart vision	4
II. CONTEXT	5
2.1 Existing strategies & initiatives	5
2.2 Cooperation with other villages	10
III. KEY CHARACTERISTICS OF MOUANS-SARTOUX.....	11
3.1 Key characteristics of the town	11
3.2 Key challenges	12
3.3 Main assets & opportunities.....	15
3.4 Key characteristics of the local community	17
3.5 SWOT Analysis.....	20
IV. INTERVENTION LOGIC	21
4.1 Overall objective.....	21
4.2 Specific & operational objectives in response to SWOT	21
4.3 Smart solutions: actions, outputs and results.....	27
V. MANAGEMENT AND MONITORING	33
5.1 Management.....	33
5.2 Monitoring.....	33
VI. STAKEHOLDER ENGAGEMENT IN STRATEGY DEVELOPMENT.....	35
6.1 Stakeholder engagement in strategy development and implementation	35
6.2 Key channels of communication and awareness raising among citizens	36
6.3 Planned actions to mobilise stakeholders.....	37
Annex I: Action Fiches.....	39

Foreword: Smart Rural Mouans-Sartoux

Mouans-Sartoux is recognised at national and European level for its ambitious and sustainable local food policy that aims to protect both the environment and citizens' health. This policy is mainly based on 100% organic and mostly local school canteens, a municipal farm supplying most of the vegetables consumed in canteens, sustainable food education actions towards pupils as well as citizens in general, the support to the installation of organic farmers on the territory, dissemination and support to other French and European cities towards their local food transition...

The food policy has been supported continuously by the elected representatives for several decades. To improve its implementation the municipality decided in 2016 to create a specific service: the Centre for Sustainable Food Education (*Maison d'Éducation à l'Alimentation Durable-MEAD*).

The town in partnership with its population together with universities/research centres as well other key partners, keeps trying to design and implement innovative policy actions that aim at strengthening its food policy.

Despite its ambition and achievements, Mouans-Sartoux's food project does not make yet great use of digital tools that could possibly further strengthen it and pave the way to innovative actions. The main driver of Mouans-Sartoux to become a 'smart village' is to increase the use of digital solutions as a key enabler to the town's sustainable food project. More specifically, Mouans-Sartoux is located in a very urbanised area with few agricultural lands accessible. In this context, the town actively supports organic farmers to settle on its territory (i.e. the town tripled the hectares of agricultural lands in 2012 from 40 ha to 112 ha), limited by the lack and/or small size of available lands, multiplicity of property regimes, or the issue of housing for new farmers. The town has developed a dedicated action plan to address this specific issue in the frame of the EU project AGRI-URBAN (2016-2018) that could highly benefit from digital solutions.

The strategy development process was led by the MEAD, a municipal department which aims to develop and strengthen sustainable food and agriculture on the municipal territory, and supported by the elected representative for Childhood, Education and Food, Gilles Pérole.

The strategy was developed in the framework of the 'Preparatory Action on Smart Rural Areas in the 21st century' project supported by the European Commission and coordinated by E40 Group.



I. INTRODUCTION

1.1 What is a 'village' in France?

Although the term is widely used, there is no clear or legal definition of what a village concretely means in France. One common indication refers to a basic demographic threshold defined by the French national institute for statistics to distinguish urban and rural areas, for which the latter's population should not exceed 2000 inhabitants in its main agglomeration of households. Based on this restrictive definition, Mouans-Sartoux, with a population nearing 10 000 inhabitants does not apply as a village.

However, this basic definition is not satisfactory and further dimensions should be taken into account, such as:

- **Rural activities:** villages relate to the rural area they belong to through dedicated activities such as farming and food production. Historically dedicated to farming and the production of plants for the perfume industry, Mouans-Sartoux's territory still features sustained rural activities with the presence amongst others of several private market gardeners, the town's municipal farm supplying organic vegetables to the school canteens, as well as a goat breeder. The municipality has been historically committed to fight against the urban sprawl, through for instance the three-fold increase of agriculture lands into the local urban development plan in 2012 (i.e. passing from 40 ha to 112ha) with the clear objective of supporting the installation of organic farmers.
- **Connection to nature:** although the French countryside is marked by human activities, villages and rural areas may also refer to a specific connection with the natural environment. As mentioned above, Mouans-Sartoux's urban development has been historically marked by the willingness to limit urban sprawl, to concentrate households, key infrastructures and services into one main urban area in order to preserve the town's natural lands. Thanks to this committed urban policy, natural lands have been hitherto preserved and represent around 30% of the town's territory (excluding uncultivated agricultural lands). A large part of the territory is indeed covered by forests and classified as natural lands with significant ecological interest (i.e. Zone naturelle d'intérêt écologique, faunistique et floristique-ZNIEFF).
- **Community bonds:** villages also refer to the proximity and a relative sense of solidarity among their inhabitants. In this regard, Mouans-Sartoux proves to have a lively and closely connected community of inhabitants. This is demonstrated by several elements such as: the high number of members of local associations (around 11,000, more than the total number of the town's inhabitants; the vitality of the local cultural life (e.g. renowned book festival, several cultural sports and food fairs etc.) etc. This sense of solidarity has also been significantly proven during the recent Covid-19 crisis with the strong mobilisation of

municipal services and of hundreds of volunteers (e.g. providing support to people at risk, sewing around 7,000 face masks etc.).

- **Linkages with surrounding villages:** Mouans-Sartoux is a neighbouring town located next to the Préalpes d’Azur Regional Natural Park a landmark local biodiversity hotspot gathering 47 rural villages over 90,000 hectares, and with economic activities dedicated to farming and tourism. Strong linkages exist between Mouans-Sartoux and the regional natural park and this urban-rural connexion aims to be further strengthened in the future.

Despite its rather large population and location in a densely urbanised territory, Mouans-Sartoux displays strong features related to the concept of a village.

1.2 Mouans-Sartoux’s smart vision

Mouans-Sartoux’ smart village vision is outlined by the mayor Mr. Pierre Aschieri as follows¹:

“Mouans-Sartoux can be considered as a town historically striving for designing and implementing innovative policies. This is particularly exemplified by its food policy. Its innovative dimension is based on what could be framed as “natural intelligence”.

First of all, the promotion of this concept of natural intelligence does not mean that innovative technologies should be automatically discarded because they are biased in essence or have adverse effects on society or the environment. On the contrary, such technologies can provide great solutions to many of our daily local issues, and this has been clearly exemplified in the recent crisis we are going through. However, it is crucial to understand that these technologies are only tools, and what matters the most is how we use them and for which purpose.

This idea of natural intelligence is clearly rooted in the observation of the natural world, and inspired by its fundamental complexity. The natural world is actually ruled by strong interconnections and interdependences between animals, the mineral and vegetal that are at the basis of rich, adaptative and resilient ecosystems. We have to keep this big picture in mind and to get inspired by it.

Although very abstract at first glance, this approach has many applications in practice, in particular at the level of a town such as Mouans-Sartoux. Typically, our food project is characterised by this ecosystemic dimension which intends to connect and gather producers, consumers, all local relevant actors to build a local food system that is sustainable, resilient and that protects both the environment and people’s health. Also, this can be reflected in the urban organisation of a town by ensuring that key services are easily accessible by the population, the creation of public areas where people can live, meet and the protection of green spaces. The sense of belonging to a community is key and achieved when the local social fabric is strong, when

1 Interview of Mr. Pierre Aschieri carried out by the MEAD on 05 June 2020. In addition to its political mandate, Mr Aschieri works as university professor of Physics at the Université Côte D’Azur.

people know their neighbours. In comparison to large cities, we have this great advantage of proximity and closeness that enables our town to be more flexible, reactive and agile. This is what, we believe, makes Mouans-Sartoux a smart town in its own way.

II. CONTEXT

2.1 Existing strategies & initiatives

2.1.1 Links to existing local strategies

For the last 40 years the town's political ambition has always been to fight against urban sprawl, to maintain agricultural lands and to promote a food strategy based on organic farming and short supply chain. It has been concretised through several strategic documents and analysis.

Mouans-Sartoux's food strategy (2020-2022) :

The town via its Centre for Sustainable Food Education (*Maison D'Éducation à l'Alimentation Durable*) has defined a clear food strategy for the next 3 years. In order to best serve the town's policy objectives, Mouans-Sartoux' Smart Village Strategy is actually highly inspired and thoroughly builds up on the foreseen actions detailed in this food strategy, bringing to them a significant digital dimension that was not anticipated beforehand. The town's food strategy is based on 2 axis:

- Axis 1: developing the local agri-food project
- Axis 2: focusing on the dissemination of Mouans-Sartoux's good practice and the global transition: how can all cities develop a sustainable agri-food project (See section 2.1).

Axis 1: To develop the local agri-food project

1.1. Develop the local sustainable food economy.

Collaborate with all the actors of the agri-food branch to increase the offer for sustainable products and allow producers and retailers to earn decent money. In this matter the valorisation of enterprises and shops supporting sustainable food and the development of a touristic activity connected with sustainable food are examples of actions.

1.2. Support and reinforce the local organic agriculture.

In the continuity of its agricultural and urban planning strategy, the municipality intends to keep developing the agriculture by working with land owners, rehabilitate uncultivated land, supporting farmers that intend to settle in Mouans-Sartoux (support for their installation, sales logistics and housing etc.). These actions will be carried on by the municipality with external partners (local organic farmers association, Terres de Liens...).

1.3. Educate all audiences.

The municipality started to teach pupils in schools about sustainable food for several years. This education stands at the core of Mouans-Sartoux's good practice and will be further strengthened. More recently the education to other audience was also developed (e.g. Families For Positive Eating Challenge). A further development to other audiences is also foreseen (adaptation of the challenge to local companies, further targeting socially-disadvantaged households and the elderly).

Axis 2: focusing on the dissemination of Mouans-Sartoux's good practice and the global transition: how can all cities develop a sustainable agri-food project

2.1 Train other cities to Mouans-Sartoux's method.

Keep the university degree "project manager in collective catering" running and develop its international version. In this frame, a MOOC would be produced towards the wider audience.

2.2 Coordinate/facilitate cooperation networks.

The objective is to create two cooperation networks dedicated to municipal farm platforms and sustainable food centers at national level to exchange, share and accompany other municipalities developing similar projects, in collaboration with 'Un Plus Bio' the national association of local authorities committed towards sustainable school catering practices.

2.3 Create a Food Policy Lab.

Many municipalities and others stakeholders are interested into visiting Mouans-Sartoux for its agri-food project. Around 25 project holders are welcomed every 6 weeks from all over France and Europe. In order to improve the support to those visitors, the creation of a Food Policy Lab is intended. The co-creation of tools and deliverables is also foreseen (many were already produced in the frame of BioCanteens transfer network).

The Smart Village Strategy of Mouans-Sartoux is integrated with other relevant strategies and initiatives, such as:

Agenda 21 (2010):

The town defined an Agenda 21, which is a strong driver for local sustainable orientations and actions (related to management of the urbanization, sustainable transport and mobility, associative life, protection of natural resources...) as well as for establishing the goal of achieving food self-sufficiency capacity within the town. These have been jointly followed together with the vision of achieving 100% organic and local food served for lunch meals in the canteens of Mouans-Sartoux schools and with the development of a sustainable territorial agri-food sector as

part of the town strategy (which was the aim of the AGRI-URBAN ULG, URBACT network in which Mouans-Sartoux took part).

Local Educational Programme (2010):

Mouans-Sartoux's Local Educational Program (Programme Éducatif Local-PEL) contains 5 axes and 70 actions as well as a participative approach to leading actions on education at the town level, which aims to listen to children and youth needs, but also to promote healthy and sustainable food habits.

Agri-Urban Action Plan (2016-2018):

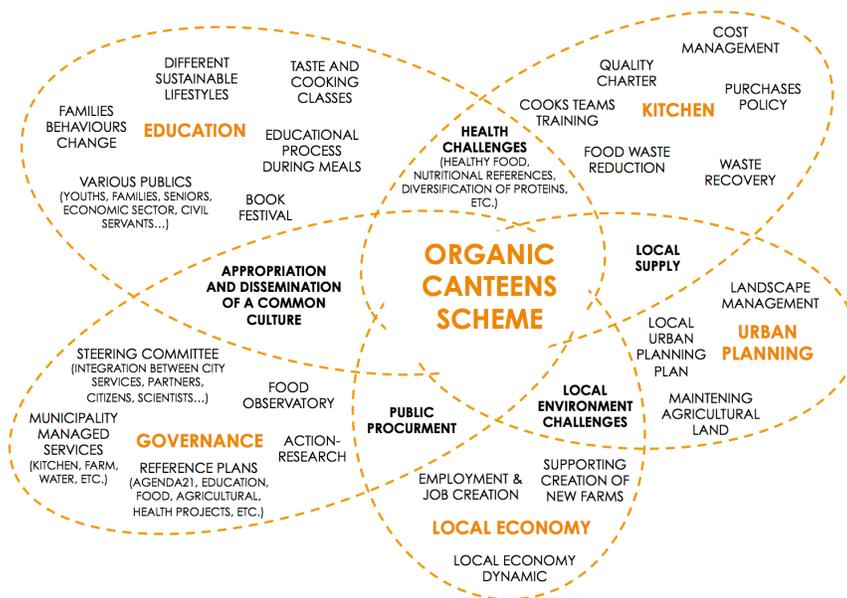
From 2016 to 2018, Mouans-Sartoux took part in [URBACT's action-planning network Agri-Urban](#), rethinking Agri-food production in small and medium-sized European cities. The objective was to reinforce the agriculture on the municipal territory by supporting the settlement of farmers. The action plan was divided in 5 objectives: mapping and diagnose the agricultural land, inform and sensitize about farmers settlement, support settlement for new farmers, provide housing to farming project holders and create a collective food processing lab. [Report available here.](#)

The Agri-Urban agenda is a landmark strategic document of Mouans-Sartoux's agricultural policy, which was developed following a participative approach, including local stakeholders. This document shed a new light on local challenges, in particular on the limits to organic farmers installation due to a lack of accessible households and the reluctance of landowners to rent or sell their land. Several proposed actions have since then been implemented (i.e. agricultural mapping, diagnosis of local offer and supply of organic produce, feasibility study of a collective food processing plant). However, many others are yet to be put into practice (i.e. active support to the settlement of new farmers, providing affordable housing for project holders). These actions have therefore been included into ongoing town's food strategy (as exposed above). Similarly, this smart village strategy fully builds upon these existing strategic document, providing an additional innovative and digital dimension.

The BioCanteens Transferability Study written by URBACT experts François Jégou and Marcelline Bonneau in the frame of [BioCanteens transfer network](#) (2018-ongoing), explores Mouans-Sartoux's agri-food project and presents its ecosystemic dimension. As illustrated in the "clover-like" graph below, the agri-food project is articulated in 5 subsystems focusing respectively on kitchen management, food education, urban planning, local economy and governance. All these 5 subsystems are embedded into the larger territorial sustainable ecosystem of the town, that defines Mouans-Sartoux's agri-food project.

Thanks to the BioCanteens project, Mouans-Sartoux, as project lead partner, developed a full-fledged transfer methodology aiming at supporting other European territories to develop local sustainable projects (see 2.2). Taking stock of its successful implementation (i.e. BioCanteens project partners are increasing their level of organic food in school canteens, building up

municipal farms, further collaborate with local farmers and have strengthened their education actions on sustainable food), Mouans-Sartoux aims to further use this transfer methodology through new formats to keep sharing its experience and good practice with other French and European local authorities. This is notably included in the second axis of the town’s food strategy (see above).



2.1.2 Links to higher level (local, regional, national, European) strategies

Even though the global situation in France and in Europe tends to a more sustainable food production and consumption, especially for collective school catering (Farm to fork strategy at EU level, EGALIM law voted in 2018 in France and targeting at least 20% of organic and 50% of labelled products in the canteens by 2022), Mouans-Sartoux already stands far beyond these objectives and keep making efforts to improve and strengthen its project.

Regarding smart strategies as such, the municipality is not linked to any strategy in the field, due to a lack of connections with this topic (a participation in Smart Villages will improve this underdeveloped field).

Nevertheless Mouans-Sartoux’s involvement for the environment (not only concerning sustainable food) is often recognised at regional and national level.

Fair trade towns label: Thanks to its involvement in favour of fair trade, the municipality was recognised in 2019 as a “fair trade town” (with distinction). The *MCE Maison du Commerce Équitable* (fair trade centre and shop), an association based in the old village, actively promotes fair trade on the territory and the municipality actively supports its development by for instance increasing the share of fair trade products in school canteens.

Bike users ranking: In 2019, Mouans-Sartoux reached the 2nd place at the regional ranking of regional cycling cities. This ranking was established by the notes given by users on the *FUB-Fédération des Usagers de la Bicyclette* (Federation of Bike Users) ranking.

French Biodiversity capital: In 2014 the town was elected as French biodiversity capital at national level in the category ‘small towns’, recognising the efforts made by the municipality to preserve the nature and the environment.

2.1.3 Review of past and ongoing (flagship) projects and initiatives

The **two grant applications (2016-2019; 2020-2022) to the Carasso Foundation** are documents lying at the core of MEAD’s activities, not only because the awarded funding ensures its mere existence and continuity, but also as they thoroughly detail the **town’s agri-food project and work plan**. Between 2016 and 2019, the MEAD (Maison d’Éducation à l’Alimentation Durable / Center for sustainable food education) was financed by the Daniel and Nina Carasso foundation. In 2019, a new grant was awarded for a 3 year period (2020-2022). Taking stock of the first three years, and after a deep reflection, 2 main actions emerged: the 1st one being the work on the local food project, in continuity with the previous grant (with some readjustments) and the 2nd one being the strengthening of the dissemination work.

Sustainable school canteens: Since 2012, Mouans-Sartoux’s school and kindergartens canteens, handled by the municipality, reached 100% organic products. This objective was achieved without increasing the price of the meals (2.01 € when the national average of non-local and non-organic industrial catering is between 1.50 and 2.00 € per meal) thanks to a drastic reduction of food waste (80% from around 150g to around 30g per plate), a reduction of the share of animal proteins and an important work on the supply and the public tenders. The mobilisation of the municipal staff handling the canteens was at the core of this change of practices. In 2019, the local secondary school (not held by the municipality but by the “département”) also reached 100% of organic products, making Mouans-Sartoux the 1st French municipality to offer 100% organic products in the canteens from kindergarten to secondary school. In the primary school canteens, lots of different education actions were set up by the educational staff. These actions aim to raise the awareness of children to sustainable food.

Mouans-Sartoux’s sustainable school canteens were awarded the [Good Practice award by URBACT](#) in 2017.

The municipal farm platform:

The Cote d’Azur region, where is Mouans-Sartoux located is characterized with high pressure of real estate for both habitation and mass tourism. To face the lack of local organic agriculture a 6 Ha municipal farm located 700 m from the centre was created in 2010 (3,5 Ha at the beginning extended to 6 Ha). The “Domaine de Haute-Combe” supplies 96% of the needs for organic vegetables (and also a small share of fruits and olive oil) to serve the 1000 meals per day required

by the canteens of Mouans-Sartoux. The farm produces around 25 tons of organic certified vegetables for the three schools of Mouans-Sartoux.

Sustainable food in local companies (to be launched-awaiting for EAFRD grant decision): building of new catering supply for enterprises following sustainable principles, extension of local products opportunities for farmers, increase awareness for employees on local organic products, strengthening of organic local food eco-system including local companies, development of common food projects.

Citizens feed the town (to be launched-awaiting for “Fondation de France” grant decision): involve the citizen to contribute to the organic local food supply through self-production: identification of the available garden/uncultivated land, mobilisation of participants, organisation of training workshops. These actions are connected with some of the objectives included in this smart strategy.

2.2 Cooperation with other villages

Mouans-Sartoux: a pioneer somewhat isolated at the local level...

Cooperation with neighbouring villages has been difficult for many years, because of political discordance. Mouans-Sartoux was a pioneer in the region for the development of its sustainable food strategy and still remains far ahead from neighbouring villages and cities. Nevertheless, since recently some other communities start showing greater interest in Mouans-Sartoux’s project, local cooperation is increasing both with small towns (such as Saint Vallier de Thiey and Chateauneuf-Grasse) and the community of cities (Communauté d’Agglomération du Pays de Grasse). Following the general trend, neighbouring cities are also developing sustainable food projects (land preservation in Grasse, municipal farm project in Mougins, etc.).

...but successful in national and European level dissemination.

The Biocanteens Transferability Study document assessed the capability of Mouans-Sartoux’s good practice to be adapted to other European cities and towns facing various challenges. The method was proven successful to ensure the transfer and adaptation of the Mouans-Sartoux’s model. The town puts a great effort in disseminating its good practice through the creation of transfer networks supporting other European (BioCanteens) and French cities in the design and implementation of sustainable food projects. The model has been adapted to 6 other European cities and towns and their specific local contexts and challenges. The methodology is now being reused and readapted for the French transfer network Cantines Durables Territoires Engagés, funded by the French National Programme for Food ([Programme National pour l’Alimentation](#)), in which Mouans-Sartoux, the network’s lead partner, accompanies 9 other French cities in designing and implementing their local food project.

Moreover, Mouans-Sartoux takes part in different national or international networks (Un Plus Bio, MUFPP, OFSP...) of cities from various sizes to exchange with them and share knowledge.

III. KEY CHARACTERISTICS OF MOUANS-SARTOUX

3.1 Key characteristics of the town

Mouans-Sartoux is a town of around 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, 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.

Table 1: Closest towns:

Name of closest town or city	Population of town or city	Distance between village and town/ city
Grasse	50 000	5
Cannes	75 000	10
Antibes	75 000	15
Nice	340 000	30

Table 2: Key development indicators (2016)

Indicator	Value (Mouans-Sartoux)	Value (nat. average)	Comments
Population	9668	1902	
Out of which migrants	Not available		
Out of which people with disabilities	Not available		
Elderly dependency ratio %	1,54	3,04	The ratio between the elderly population (aged 65 and over) and the working age population (aged 15-64)
Unemployment rate %	11,6	7,9	Percentage of unemployed aged 15 and over, divided by the labour force (those aged 15 and over)
Employment rate %	76,4	73,8	Percentage of those employed who are aged 15 and over divided by the working age population (aged 15-64)
Participation rate %	86		Percentage of the labour force aged 15 and over divided by the population of those aged 15 and over
Age structure:			
Share of population aged 0-14	14,9	17,8	
Share of population aged 15-59	51,6	55,8	
Share of population aged 60+	33,5	26,4	
Educational attainment:			

Indicator	Value (Mouans-Sartoux)	Value (nat. average)	Comments
Share of workers with tertiary education	35,7	29,1	
Share of workers with primary education	83,2	84,4	

Source: INSEE (national statistical agency), https://www.insee.fr/fr/statistiques/2011101?geo=COM-06084#tableau-POP_G3

3.2 Key challenges

3.2.1 An unbalance between local and organic products demand and supply

In 2018, the MEAD drafted a study assessing the level of supply and demand of organic-local food in Mouans-Sartoux ([accessible here in French](#)). The survey highlights a **low level of supply due to a lack of producers** that does not meet a significantly increasing demand from consumers for organic & local products. It also highlighted the need to further strengthen connections with surrounding areas (especially the “highlands”, the mountain area located next to the town) to guarantee a greater access to local/regional products. In particular, local producers very easily sell their produce through direct selling and face logistical issues in supplying more urbanised areas.

- Limited installation of organic farmers on the town’s territory (limited access to affordable housing, landlords reluctant to rent their lands, cost of land clearing...)
- Limited partnership with local organic farmers (in the surrounding territories) to meet with the strong demand for organic-local products (i.e. demand for organic-local products much higher than local supply = limited number of local producers tend to prefer direct selling to the expenses of intermediaries, and certain consumers that cannot opt for this type of errands)
- Strong demand for organic-local products which is far from being met by local supply (limited number of farmers at local level...)

3.2.2 Several brakes on the development of organic food supply chain

Even if the municipality is really committed to increasing organic food supply chains, some brakes slow the enlargement of the dynamic. Firstly, some stakeholders remain reluctant about sustainable food practices for economic reasons or a lack of awareness on this issue (notably among economic actors). It demonstrates that the municipality should continue to raise awareness of all the inhabitants (particularly “the invisible” and the economic stakeholders) concerning organic food supply chain and should better use and enhance the social grocery, making these products affordable for everybody.

Moreover, the organic local products distribution and selling should be improved and better organised to have a better visibility and access.

- Diversity of selling points where sustainable products are accessible is to be improved
- Many local economic actors have so far proven impervious to change towards sustainable food practices (e.g. local restaurants because of cognitive, cost and logistics-related barriers)
- Target sustainable food education or awareness-raising activities towards social groups that are 'aloof' from sustainable food practices (i.e. underprivileged, elders)
- Fair and affordable access to sustainable food to be improved (e.g. through the town' social grocery)

3.2.3 Need for continued financing for the food project

The strong commitment of the municipality in organic food supply chains also means a growing need of funds and human resources. Indeed, each new projects idea implies identifying specific funding and mobilising municipality staff, which is not unlimited.

That's why the municipality is strongly involved in applying for calls for projects, which is time consuming and challenging to maintain the dynamic in a long-term perspective.

The municipality has created a specific department in charge of sustainable food policy (MEAD), responsible for the development of different projects and for seeking external funding. But the cost of MEAD human resources is borne by projects, what limits emergence of new projects and a long-term involvement.

- Growing achievements induce also an increasing need for financing.
- Funding depending on call for projects
- Funding dedicated to the MEAD are mainly coming from external partners, limiting its action in time
- Lack of funding to support the local dynamic (human resources and investments)
- Diversification of funding allowing the maintain of the dynamic is challenging

3.2.4 Sustaining ongoing exchange with other towns and cities

Mouans-Sartoux has a long experience in terms of sustainable food policy, which could benefit to others villages. Sustainable food policies is indeed a challenge for plenty of rural areas and Mouans-Sartoux would like really to share its experience and to disseminate their good practices, in fact to be a food policy lab' for. It would avoid reinventing the wheel and to accelerate the development of food policies in others areas in France and in Europe. This challenge means a strong involvement of the municipal human resources to welcome delegations, to create training

tools, which can cause a reduction in working directly in food projects. The main challenges therefore include:

- Time demanding for the staff concerning training others cities to Mouans-Sartoux method. Risk of leaving the local food project behind.
- Being a food policy lab' for others areas in France and in Europe is highly resource-demanding and challenging to sustain

3.2.5 Limited citizen participation in decision-making

As mentioned before, Mouans-Sartoux benefits from a lot of associations very active in different fields. These associations involve citizens and thematic stakeholders and participate in the local life by voicing their opinion on different fields. Nevertheless, this participation presents several limitations: it does not involve all the inhabitants, notably those who are referred to as “invisible”, there is no efficient common tools ensuring a large-scale and continued participation in decision-making. This is a strong challenge because, until now, the sustainable food policy is mainly steered by the municipality and she would like to set-up a strong participatory process to develop a bottom-up approach for its sustainable food policy. Therefore, Mouans-Sartoux is facing particular challenges:

- Difficulty to reach certain audiences.
- Despite the existence of many local groups and associations enabling citizens and local stakeholders to voice their opinion, there is no clear or well-established common platform ensuring their large-scale and continued participation in decision-making
- The town's food project has been hitherto mainly steered by the municipality, although a successful food sovereignty movement should also have a strong bottom-up dimension.
- Integrated and articulated governance involving all the stakeholders, contributing to the implementation of all food projects is challenging.

3.2.6 Urban pressure resulting in insufficient local food supply

For several years, Mouans-Sartoux is committed in the maintain of agricultural land. The town has developed a lot of initiatives and has tripled the hectares of agricultural lands in 2012 from 40 ha to 112 ha, but is now limited by the lack and/or small size of available lands and by their high price. The challenge is now to extend the production and the supply of organic local products by developing links with producers/farmers from surrounding rural areas and by welcoming new famers in Mouans-Sartoux. More specifically, the challenges are:

- Urban pressure, which limits the extension of new farming activities and the arrival of new farmers
- Few available and affordable housing for farmers

- Insufficient local supply for organic local products to respond to the increasing local demand
- Weak relationships with the surrounding areas
- While organic local products demand from all the population is growing, increasing the supply of organic local products for Mouans-Sartoux is challenging.

3.3 Main assets & opportunities

3.3.1 International recognition as leader for local food policy

Mouans-Sartoux has an ambitious and advanced food project, recognised at national and international level, and supported by the population. It is the 1st French town with 100% organic school canteens from nurseries to middle school (since 2012 for nurseries, kindergartens and primary schools, and since November 2019 for the middle school) and to set-up a municipal farm producing 85% of the vegetables eaten at school (ca. 25 t per year). The local food policy had strong positive impact of the food project on citizens' eating habits.

3.3.2 Strong leadership & engagement for territorial food management

The municipality is historically committed to provide public services to its population (many services directly managed by the town: e.g. water management, municipal farm, funerals...). The strong town leadership through more than 45 years of political engagement led to the establishment of a **consistent territorial food management** (and a PAT “Plan d’Alimentation Territoriale” –Territorial Food Plan, labelled and funded by the French Ministry for Agriculture – for which Mouans-Sartoux was recognised in 2016). In concrete terms, it led, in October 2016, to the creation of the **MEAD, Maison de l’Education à l’Alimentation Durable** (the Center for Sustainable Food and Education) a fully municipal department which aims to develop and strengthen sustainable food and agriculture on the municipal territory.

The launch and early developments were based on the engagement of Gilles Pérole, Vice Mayor for childhood, education and food and engagement of civil servants of the town at stake with school canteens. The financing from the Carasso foundation of 210,000 € over a period of 3 years (2017-2019) was a booster for the whole territorial food project. MEAD has a highly committed municipal staff (now comprising of 5 full-time jobs and interns) with engagement as partner in URBACT AgriUrban Action Planning Network (2016-2018), and leading *BioCanteens* (2018-2020) and *Cantines Durables Territoires Engagés* (2019-2021) transfer networks.

The municipality also foresees the creation of a **Food Policy Council** gathering elected representatives, administrative staff, local stakeholders and citizens. Its aim is to reinforce citizen participation in the development of the overall agri-food strategy.

3.3.3 Well-established territorial food governance

The MEAD is so to say the embodiment of the town's territorial food plan. It is also the result and intensification of the collaboration between administrative silos and the establishment of a transversal steering committee **near to a form of “food policy council” of the town**. It includes for the moment:

- The town of Mouans-Sartoux elected representatives and municipal services
- Professional organisations and local chambers (Agribio 06, Club of entrepreneurs of Pays de Grasse),
- NGOs and national networks in the organic sector and environment (Un Plus Bio),
- NGOs involved in healthy and sustainable food (: ImmaTerra, FR Civam and SAS Graines),
- Decentralised state services (DRAAF PACA: Ministry of Agriculture Regional Service, ADEME DR PACA, Environmental Agency, CODES 06, CRES PACA),
- Universities and research institutes (Nice Sophia, GEDD University, INRA PACA: sociology, University of Nantes and Pau LASCAUX Programme: research on food access and food law, Institute of Bio Food, Skema Business School, INRAE, INSERM),
- ITAB: organic farming research institute.

3.3.4 A strong commitment and involvement from all the stakeholders

Beyond the active involvement of various organisations and associations in the food project, Mouans-Sartoux is characterised by active citizens' involvement and associative sector. Furthermore, the community is characterised by a very dynamic cultural life, including the yearly Book Festival organised by the municipality.

3.3.5 A lab' for local food policies: strong capacities for dissemination, networking, research

Mouans-Sartoux has a large involvement in the dissemination of the food project to other cities in France and at the international level. It has been active in networking with other organisations, towns and cities (including Un Plus Bio, URBACT, MUFPP, OFSP...). The town has strong connections with researchers and universities (Université Nice- Côte d'Azur, INRAE, INSERM...). Mouans-Sartoux continuously gains new knowledge through cooperation and exchange with other territories, and participates actively in organisations involved in food policies.

3.3.6 A favourable political & policy context and growing citizens' interest in sustainable food

There is a growing interest of citizens and institutions for sustainable food.

Every 3 years, the Center for Sustainable Food Education monitors the impact of the agri-food project on the population's food habits and especially on parents. [The last study in 2019](#) highlighted that 97% of **parents and pupils are satisfied with school catering** and that around 3 out of 4 families intend to lower their consumption of processed food and to increase the share of organic fruits and vegetables they consume: between 2016 and 2019, the share of households consuming 100% organic products almost doubled passing from 7% to 13%. One main conclusion of these regular reports is that children are key vectors for change in households' eating habits. It is finally to be noted that these surveys benefit from a fairly high response rate from parents (e.g. 32% in 2019, 227 respondents out of a total 702 families), also demonstrating families' great interest in the topic.

The favourable political environment also has a positive impact on the food project, including policies heading in the direction of a more sustainable collective catering: at the national level ('Egalim law' -agriculture and food law) and European levels (green deal).

Political continuity at the local level also ensured the long-term sustainability of the project. Higher administrative levels are also supportive of the initiative: a territorial food plan has been developed for the agglomeration, and a decision has been taken by the county council to have 100% organic meals in Mouans-Sartoux's secondary school.

3.4 Key characteristics of the local community

The local community is extremely active. The town has a very dense network of associations (more than 100 associations, together with around 11,000 members, more than the population of the town). The local community is very much engaged in various events organised all year round. For instance, the town hosts every year the 'Book Festival' - the 5th biggest book festival at national level in terms of participation- in which hundreds of volunteers take part in preparing and organising the event. In addition to these events, the municipality regularly organises public meetings on key local issues where citizens can have their say.

More specifically on the food project, lots of different stakeholders already take part in the construction of Mouans-Sartoux's project. While some are long-term partners with a very good connection to sustainable food (zero-waste grocery "Boomerang", local organic farmers association, House of fair trade...); the municipality also decided to engage other stakeholders whose connection with sustainable food might not be that obvious, such as companies, retirement house, etc. A preliminary and indicative list of stakeholders is presented in the table below.

The municipality and its elected representatives in particular are willing to develop citizens' commitment to the agri-food project. Even if many of them are already involved through various associations and enterprises, there is scope and willingness to increase the scope of “participative democracy”.

The **local group for sustainable food (Groupe Local de l’Alimentation Durable- GLAD)** was created in 2019 as a URBACT Local Group (in the frame of the BioCanteens project) regrouping different stakeholders (parents associations, elected-representatives, municipal staff, shops...). The group meets every 6-8 weeks and has 2 main objectives: reinforce the participation of all citizens in the food policy and create a Local Food Council (Conseil Local de l’Alimentation- CLA) on a short to medium term. The organisation of a festive event is foreseen to widen the range of participants to its activities. Nevertheless, the group is having difficulties to involve members and some branches are not represented at all.

Table 3: Indicative list of stakeholders related and involved to the town’s food project

Stakeholder	Short description/role
Municipality of Mouans-Sartoux	
Mayor: Pierre Aschieri	Overarching steering of municipal actions
Deputy Mayor for Childhood, Education and Food: Gilles Pérole	Steering of the town's food project
Centre for Sustainable Food Education (Maison d’Éducation à l’Alimentation Durable - MEAD)	Municipal department- Implementing the town's food project and coordinating participative process.
MEAD’s Steering Committee	Defining the MEAD's key action guidelines. Composed of external experts and partners (scholars, institutions, civil society organisations etc.),f internal staff and elected representatives, it meets 2-3 times a year.
Municipal cultural centre	Organisation of various cultural events (e.g. the town’s Book Festival,
National/international authorities	
Regional agency of the Ministry for Agriculture	MEAD’s funding partner- Steering Committee Member
Regional Agency of the National Agency for Environment (ADEME)	MEAD’s financier- Steering Committee Member
URBACT	MEAD’s financier
Universities, research institutions	
Université Côte d'Azur	Co-organiser of the University Diploma on 'local sustainable food projects'- MEAD’s Steering Committee member.

Stakeholder	Short description/role
Programme Lascaux (Nantes University)	MEAD's Steering Committee member
INRA (National Institute for Agricultural Research)	MEAD's Steering Committee member (Pr Denis Lairon in charge of the international study 'NutriNet santé')
National and Local NGOs	
Un Plus Bio	First French national network of organic school canteens- MEAD's Steering Committee member
Carasso Foundation	MEAD's financier- Steering Committee Member
Enterprises, network of private stakeholders	
Clubs des Entrepreneurs du Pays de Grasse	Local business association
Agribio 06	Local (County council level) association of organic producers
House of Fair Trade (association and local shop)	Member of the Local Group for Sustainable Food
Boomerang (zero waste shop)	Member of the Local Group for Sustainable Food
Le Mesclun	The social restaurant Le Mesclun offers trainings in the field of catering to disadvantaged youngsters or young offenders.
Vidal	Local organic producer. Direct sale of organic and/or local products.
Others local networks involving also citizens	
Local group for sustainable food (Groupe Local de l'Alimentation Durable- GLAD)	Group of local stakeholders working on citizen's and stakeholders' involvement in local food policy.
Mouansemble	Citizens association very active in the field of sustainable development
Parents Association	Member of the Local Group for Sustainable Food
« Jardin Vallée de la Siagne » (JVS)	Member of the French network « Réseaux de Cocagne », this social enterprise is active in the field of social integration through organic market gardening. Two out of the three farmers working at the town's municipal farm are former members of JVS

The **food project is carried on by members of the municipal council** on the different aspects (involves in particular: school canteens by the deputy-mayor for childhood, education and food Gilles Pérole, agricultural land preservation by the deputy-mayor for urban planning Daniel Le Blay). In view of acknowledging the importance of the food project for the town, a new specific delegation to the municipal council specifically dedicated to sustainable food should be created when the new municipal team is officially confirmed.

3.5 SWOT Analysis

The main strengths, weaknesses, opportunities and threats (SWOT) set out above in details are summarised in the SWOT table below.

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> • A strong commitment and involvement from all the stakeholders • Strong leadership & engagement for territorial food management • International recognition as leader for local food policy • Well established territorial food governance 	<ul style="list-style-type: none"> • An unbalance between local and organic products demand and supply • Several brakes on the development of organic food supply chain • Limited citizen participation in decision-making
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A lab' for local food policies: dissemination, networking, research • A favourable political & policy context and growing interest in sustainable food 	<ul style="list-style-type: none"> • Urban pressure resulting in insufficient local food supply • Lack of secure financing for the food project • Sustaining ongoing exchange with other towns and cities (considering the ever-increasing external interest in the town's food project)



IV. INTERVENTION LOGIC

4.1 Overall objective

As mentioned above, Mouans-Sartoux has developed a strong local food policy for more than 40 years based on a holistic approach. Indeed, this policy combines economic, social, environmental and governance dimensions. The basis is then set-up but Mouans-Sartoux is now facing difficulties, which slow down the achievement of several objectives. Digital solutions could be one of the facilitators and are up to now underused. Social innovation could also be a way “to test” new solutions based on new development models. Developing a “Smart Village strategy” integrated to their wider strategy could bring an added-value and a new lever for action based on innovation and experimentations.

The main driver of Mouans-Sartoux to become a 'smart village' is to increase the use of digital solutions as a key enabler to the sustainable food project.

4.2 Specific & operational objectives in response to SWOT

The table below sets out how the Mouans-Sartoux Smart Village Strategy aims to respond to the specific weaknesses / threats and strengths/ opportunities identified. Objectives are elaborated in more details below the table.

Table 4: Objectives in response to SWOT

Objective	Challenges & threats	Strengths & Opportunities
Specific objective 1: Reinforce the supply links with the neighbouring agricultural production areas		
<p>Operational objective 1.1. to develop contacts with surrounding rural areas and notably with farmers from Préalpes d'Azur area</p> <hr/> <p>Operational objective 1.2. to test innovative solutions to better organise the distribution of local products from neighbouring areas while reducing their footprint (in connection with the agglomeration area)</p>	<p>Threats:</p> <ul style="list-style-type: none"> • Urban pressure, which limits the extension of new farming activities and the arrival of new farmers in Mouans-Sartoux • Insufficient local supply for organic local products to respond to the increasing local demand • Limited partnership with local organic farmers (in the surrounding territories) to meet with the strong demand for organic-local products <p>Challenges:</p> <ul style="list-style-type: none"> • Increase of the supply of organic local products for Mouans-Sartoux 	<p>Strengths:</p> <ul style="list-style-type: none"> • 1st French town with 100% organic school canteens from nurseries to middle school (since 2012 for nurseries, kindergartens and primary schools, and since November 2019 for the middle school) • A growing demand from local inhabitants of organic local products <p>Opportunities:</p> <ul style="list-style-type: none"> • Growing interest of citizens and institutions for sustainable food • Other local territories moving on (Territorial food plan in the agglomeration, decision of the county council to have 100% organic meals in Mouans-Sartoux's secondary school...)
Specific Objective 2. Support the resettlement of famers on Mouans-Sartoux area		
<p>Operational objective 2.1 : to test new solutions (in terms of social innovation) supporting famers to get housing (new types of housing)</p>	<p>Threats:</p> <ul style="list-style-type: none"> • Few available and affordable housing for farmers • Urban pressure, which limits the extension of new farming activities and the arrival of new farmers <p>Challenges:</p> <ul style="list-style-type: none"> • Increase of the supply of organic local products for Mouans-Sartoux • Diversification of funding allowing the maintain of the dynamic 	<p>Strengths:</p> <ul style="list-style-type: none"> • Committed local policy to maintain and extend farming policies • 1st French town to set-up a municipal farm producing 85% of the vegetables eaten at school (ca. 25 t per year) <p>Opportunities:</p> <ul style="list-style-type: none"> • Growing interest of citizens and institutions for sustainable food • Politics heading in the direction of a more sustainable collective catering : at the national level: Egalim law (agriculture and food law), at the European level (green deal). • Political continuity at the local level



Objective	Challenges & threats	Strengths & Opportunities
Specific objective 3: Develop the self-production in Mouans-Sartoux		
<p>Operational objective 3.1. : to organise the mapping of the available land through digital tools: participative mapping, apps...</p> <p>Operational objective 3.2.: to identify and to connect different stakeholders and participants</p> <p>Operational objective 3.3.: to design the production and distribution process</p> <p>Operational objective 3.4: to moderate the process, develop of events (organisation of training workshops...)</p>	<p>Threats:</p> <ul style="list-style-type: none"> • Insufficient local supply for organic local products to respond to the increasing local demand • Fair and affordable access to sustainable food to be improved (e.g. through the town’ social grocery) <p>Challenges:</p> <ul style="list-style-type: none"> • An organic local products demand from all the population • Increase of the supply of organic local products for Mouans-Sartoux 	<p>Strengths:</p> <ul style="list-style-type: none"> • Citizens involvement and great dynamics of the associative sector • Strong networking capacities • Highly committed municipal staff <p>Opportunities :</p> <ul style="list-style-type: none"> • Growing interest of citizens and institutions for sustainable food • Active participative organisations involved in food policies
Specific objective 4. Reinforce the participation of citizens in the local food policy		
<p>Operational objective 4.1.: to identify the needs and expectations of citizens concerning their participation in the local food policy and to identify the “invisible” stakeholders</p> <p>Operational objective 4.2.: to develop digital tools to facilitate the empowerment of citizens in the field of food policy and formalisation of a Local Food Council gathering sustainable food stakeholders and citizens</p>	<p>Threats:</p> <ul style="list-style-type: none"> • Lack of funding to support the local dynamic (human resources and investments) <p>Challenges :</p> <ul style="list-style-type: none"> • An integrated and articulated governance involving all the stakeholders, contributing to the implementation of all food projects • An organic local products demand from all the population including the invisible 	<p>Strengths:</p> <ul style="list-style-type: none"> • Long term (+45 years) political commitment • A dedicated team working on the food project • Highly committed municipal staff <p>Opportunities :</p> <ul style="list-style-type: none"> • Growing interest of citizens and institutions for sustainable food • Political continuity at the local level • Active participative organisations involved in food policies
Specific Objective 5. Improve the dissemination of Mouans-Sartoux’s good practice – Food policy Lab’		
<p>Operational objective 5.1. : to create a food policy lab’.</p> <p>Operational objective 5.2.: to develop digital tools (MOOC, others...) in English and in French for</p>	<p>Threats:</p> <ul style="list-style-type: none"> • Lack of funding to support the local dynamic (human resources and investments) 	<p>Strengths:</p> <ul style="list-style-type: none"> • Ambitious and advanced food project, recognised at national and international level, and supported by the population



Objective	Challenges & threats	Strengths & Opportunities
<p>communities wishing to benefit from Mouans-Sartoux experience.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> • Being a food lab' for others areas in France and in Europe • Integrated and articulated governance involving all the stakeholders, contributing to the implementation of all food projects 	<ul style="list-style-type: none"> • Great involvement in the dissemination of the food project to other cities in France and at the international level. • Strong networking (Un Plus Bio, URBACT, MUFPP, OFSP...) • Connections with researchers and universities (Université Nice- Côte d'Azur, INRAE, INSERM...) <p>Opportunities:</p> <ul style="list-style-type: none"> • Growing interest of citizens and institutions for sustainable food • Politics heading in the direction of a more sustainable collective catering : at the national level: Egalim law (agriculture and food law), at the European level (green deal). • Other local territories moving on (Territorial food plan in the agglomeration, decision of the county council to have 100% organic meals in Mouans-Sartoux's secondary school...)



Specific objective 1: Reinforce the supply links with the neighbouring agricultural production areas

Mouans-Sartoux is located in an urbanised and low-agricultural area, it faces a severe lack of supply of organic products. Various studies point towards the “High Country” (Préalpes d’Azur, mountainous area with low population density) to find potential suppliers for the inhabitants of our territory. However, several problems arise, and in particular deliveries: How to avoid each producer to carry small quantities to various points of sale/distribution? Based on the censuses made by producers Agribio 06 and the regional natural park Préalpes d’Azur, we could work on a **strategy to facilitate the transport of goods between production and consumption areas**, while adapting offer and demand to each other. The experience of Open Food France might be useful for us (<https://www.openfoodfrance.org/>).

Operational objective 1.1. to develop contacts with surrounding rural areas and notably with farmers from Préalpes d’Azur area

Operational objective 1.2. to test innovative solutions to better organise the distribution of local products from neighbouring areas while reducing their footprint (in connection with the agglomeration area)

Specific Objective 2: Support the resettlement of farmers on Mouans-Sartoux areas

Establishing the lack of local organic products, the town has since several years been trying to resettle farmers on its territory. This working axis is very ambitious considering the obstacles (small fields that were not cultivated for several decades, lack of housing for producers, reluctance of land owners to sell/rent their parcels, etc.). As the settlement projects take a long time to implement, there has only been a few producers settling in Mouans-Sartoux. Nevertheless, with constant efforts and the help of external partners such as Terre de Liens (association preserving agricultural land), more projects are under development.

Operational objective 2.1.: to test new solutions (in terms of social innovation) supporting famers to get housing (new types of housing)

Specific objective 3: Develop the self-production in Mouans-Sartoux

Starting again from the observation of the lack of agricultural land in the municipality, Mouans-Sartoux wants to develop **gardening at home and on uncultivated public lands**. If this solution has limits (smaller surfaces, mainly cultivated by non-professional gardeners, etc.), it also has the advantage to reconnect people with nature and the production of their food. Nevertheless it raises a crucial problem: not everyone does have a garden, and all people with a garden can not/do not wish to cultivate it. The foreseen solution is to **create exchanges between those wishing to cultivate but who do not have a land plot for it, and people owning land but lacking the ability/the motivation** to do so.

These issues were already raised in the application for the project “Citizens feed the town” and actions are planned (connect the different stakeholders and participants, mapping of the land available for culture, coaching and creation of workshop for the “citizen-producers”) The website of “Savez vous planter chez nous?” (<https://www.plantezcheznous.com/>) could be inspiring.

Operational objective 3.1.: to organise the mapping of available land through digital tools: participative mapping, apps...

Operational objective 3.2.: to identify and to connect different stakeholders and participants

Operational objective 3.3.: to design, organise and put in practice the production and distribution processes (notably including a share voluntarily redistributed to disadvantaged households through, for instance, the town’s social grocery)

Specific objective 4. Reinforce the participation of citizens in the local food policy

Within BioCanteens project, the municipality has set up a group of local actors, **the Local Group for Sustainable Food** (Groupe Local de l’Alimentation Durable- GLAD), in charge among other things to work on citizen involvement in the food project. The objective in the medium-term is to create a **Local Food Council** (Conseil Local de l’Alimentation- CLA), on the model of Food Policy Councils. The use of digital tools could help to facilitate the exchange of ideas and knowledge between citizens, increase their participation (e.g. through an online platform, that could propose tools such as online votes and surveys) in order to implement actions further improving the town’s food policy.

Operational objective 4.1.: to identify the needs and expectations of citizens concerning their participation in the local food policy and to identify the “invisible” stakeholders

Operational objective 4.2.: to develop digital tools to facilitate the empowerment of citizens in the field of food policy and formalisation of a Local Food Council gathering sustainable food stakeholders and citizens

Specific Objective 5. Improve the dissemination of Mouans-Sartoux’s good practice – Food policy Lab’ (i.e. based on URBACT Good Practice Label awarded in 2017 to the town for its local-sustainable food project)

For several years, the town of Mouans-Sartoux has been seeking to spread its good practices in many communities in France and in Europe, based on a full-fledged transfer methodology and tools that provide guidance to other towns and cities in designing their local sustainable food systems based on collective catering. Project visits, trainings (university degree) or transfer projects (BioCanteens at European level, as well as “Cantines durables territoires engagés” at national level) are different actions implemented. To make this competences transfer more efficient, digital tools could be used.

Operational objective 5.1. : to create a food policy lab’ aiming to foster exchanges between local authorities experimenting or implementing innovative food projects together with academics, civil

society organisations, private actors, and to explore all the relevant dimensions of food policy understood as a full-fledged local public policy and a key competence of local authorities (e.g. dimensions such as agriculture, education, economy, health etc.).

Operational objective 5.2.: to develop digital tools (MOOC, others...) in English and in French for communities wishing to benefit from Mouans-Sartoux experience.

4.3 Smart solutions: actions, outputs and results

Key actions planned in order to achieve the objectives, their expected outcomes and results are outlined in the table below.

Table 5: Actions planned (outputs & results) to contribute to objectives

Specific/ operational objectives	Actions planned or taken	Expected outputs	Expected results and impact
SO 1 : Reinforce the supply links with the neighbouring agricultural production areas (Préalpes d’Azur).			
1.1. to develop contacts with surrounding rural areas and notably with farmers from Préalpes d’Azur area	<ul style="list-style-type: none"> Organization of a preliminary exchanges with the Préalpes d’Azur area, together with well-known local actors (Local association of organic farmers, local group of cities to which Mouans-Sartoux is a member, Regional natural park of Préalpes d’Azur etc.) 	<ul style="list-style-type: none"> Regular meetings with Préalpes d’Azur area stakeholders (3 to 4 per year) 	<ul style="list-style-type: none"> Consolidated partnership with producers from the neighbouring areas Strengthened partnership with the inter-community in the field of agriculture
1.2. to test innovative solutions to better organise the distribution of local products from neighbouring areas while reducing their footprint	<ul style="list-style-type: none"> Survey identifying interested producers and potential products concerned Mapping exercise identifying all existing short distribution chains Testing of at least 1 new distribution chain (collect point for farmers, transportation system, distribution point for consumers) Development of a digital prototyping tool to better organise and to mutualize distribution of local products for Mouans-Sartoux consumers 	<ul style="list-style-type: none"> 1 survey covering targeted producers and products 1 map of existing short distribution chains 1 report analysing the new distribution chain (stocktaking exercise supporting the creation of other future distribution chains) 1 digital (prototyping) tool or platform facilitating food distribution 	<ul style="list-style-type: none"> Emergence of new distribution chains from the neighbouring rural areas towards Mouans-Sartoux More organic products from the neighbouring agricultural production areas are available for Mouans-Sartoux’s consumers.
SO 2. Support the resettlement of farmers on Mouans-Sartoux areas.			
2.1.: to test new solutions (in terms of social innovation) supporting famers to get housing (new types of housing)	<ul style="list-style-type: none"> Feasibility study on the building of a dedicated farm hamlet or on the use of ‘light-housing’ solutions, aiming at hosting new organic farmers in Mouans-Sartoux (including practical recommendations) Regular meetings with dedicated partners and associations (e.g. Agribio 06, ‘Terre de Liens’ national association that works as ‘social landlord’ supporting the installation of farmers etc.) 	<ul style="list-style-type: none"> 1 feasibility study 1 consolidated partnership with relevant local/national partners 	<ul style="list-style-type: none"> Identification of innovative solutions addressing the issue of housing for farmers, and adapted to the local context Integration of potential changes in the ongoing revision of the local urban planning Formal partnership and agreement with external partners on the legal and financial arrangement.
SO3. Develop the self-production in the town.			



Specific/ operational objectives	Actions planned or taken	Expected outputs	Expected results and impact
3.1.: to identify and to connect different stakeholders and participants	<ul style="list-style-type: none"> • Organisation of a “hackathon-like” event, open to the public, with a view to answer the following questions: “which forms of organisation and concrete projects to increase self-production and to ensure solidarity in Mouans-Sartoux?”. • Creation and regular meetings of a local group, gathering citizens and local stakeholders, in charge of project steering and monitoring 	<ul style="list-style-type: none"> - 50 to 100 participants to the hackathon or brainstorming event - 3 to 5 projects selected during the hackathon to be implemented by voluntary citizens - 1 active local group gathering all citizens and local stakeholders involved in the project - 1 collaborative platform accessible to all members of the local group 	<ul style="list-style-type: none"> - Citizens and local stakeholders actively partaking into the project - Decision, activities or projects designed by the local group are fully co-constructed - Greater awareness of issues related to self-production and of the project’s social dimension
3.2.: to organise the mapping of the available land through digital tools	<ul style="list-style-type: none"> • Identification of available public and private land through an interactive and participative mapping exercise ; ‘Light’ analysis of their food production potential. 	<ul style="list-style-type: none"> - Several communication campaigns to mobilise local citizens (local fairs, - 1 pilot plot identified on a public land - 1 Food production potential assessment report of identified plots - Use of one online /digital and participative mapping platform 	<ul style="list-style-type: none"> - Citizens and local stakeholders are actively involved in this mapping exercise - A diversity of production plots is identified and their production potential is assessed
3.3. to design, organise and put in practice the production and distribution processes (solidarity distribution)	<ul style="list-style-type: none"> • Support and training of participants • Definition and implementation of the production and distribution process (including its social dimension) 	<ul style="list-style-type: none"> - 1 partnership with the town’s social center (in charge of the social grocery) is achieved and implemented - At least 10% of food production by citizens is 	<ul style="list-style-type: none"> - Citizens involved in the project have a better knowledge of the basics of agroecological practices, and are able to implement them autonomously - The level of self-production significantly increases



Specific/ operational objectives	Actions planned or taken	Expected outputs	Expected results and impact
		indirectly redistributed to disadvantaged households (via charities or the town' social grocery) - Use of 1 counter of food production accessible on the participative platform - Organisation of trainings and workshops on agroecology principles.	- The tenets of the social distribution process are widely accepted and put in practice by all participants
SO 4. Reinforce the implication of citizens in the local food policy.			
4.1.: to identify the needs and expectations of citizens concerning their participation in the local food policy and to identify the “invisible” stakeholders	<ul style="list-style-type: none"> • Analysis of the state of the art in terms of Food Policy Councils by the GLAD (Groupe Local pour une Alimentation Durable), including recommendations for Mouans-Sartoux • Launching and analysis of a survey towards citizens and local stakeholders to assess their needs and expectations in terms of local food governance • Regular meetings with the town’ social center and local relevant associations to ensure that ‘invisible’ citizens have their say. 	- Report by the GLAD, including proposed alternative scenarios for a local food council in Mouans-Sartoux - Survey towards local stakeholders to assess their needs and views (in particular based on the GLAD’s proposals) - Regular meetings with the town’s social center and local social associations meetings	- A clearer overview of local needs, expectations and preferences in terms of food governance and local food council
4.2.: to develop digital tools to facilitate the empowerment of citizens in the field of food policy and formalisation of a Local Food Council gathering sustainable food stakeholders and citizens	<ul style="list-style-type: none"> • Development of digital tools to increase the participation modalities for citizens • Creation of a Local Food Council gathering sustainable food stakeholders and citizens 	- 1 participative digital platform on which citizens and local stakeholders can have their say on local food projects - Creation of a Local Food Council	- 1 st meeting of Mouans-Sartoux’s Food Policy Council is organised in 2021 - Its format ensures the active participation of citizens and local stakeholders and is widely



Specific/ operational objectives	Actions planned or taken	Expected outputs	Expected results and impact
			agreed upon - Citizens and relevant stakeholders are taking an active part in the municipal policy.
SO 5. Use digital tools to improve the dissemination of Mouans-Sartoux’s good practice.			
5.1.: to create a food policy lab	<ul style="list-style-type: none"> • Better promotion of existing results of research-action projects led by Mouans-Sartoux and academics (e.g. change of eating habits etc.): creation of a dedicated pages on the MEAD’s website • Organisation of regular meetings on specific and innovative topics with other local authorities with similar projects or issues and/or relevant external actors (e.g. how to evaluate the impact of local food project? How to translate health as a core objective of a local food policy in concrete actions? etc.) • Experimenting a new format of visits from local authorities to Mouans-Sartoux during which they can discover the town’s food project but also get their own project assessed (based on the transfer methodology and tools) 	<ul style="list-style-type: none"> - New format of visits - Additional tools for dissemination - Better promotion of research-action projects 	<ul style="list-style-type: none"> - New local authorities committed in such policies - Increase and dissemination of knowledge concerning food policies
5.2.: to develop digital tools (MOOC, others...) in English and in French for communities wishing to benefit from Mouans-Sartoux experience	<ul style="list-style-type: none"> • Creation of a MOOC and other digitally-accessible tools inspired by the town’s transfer methodology and its university degree 	a MOOC available in French and in English in 2022	<ul style="list-style-type: none"> - New local authorities committed in such policies - Increase and dissemination of knowledge concerning food policies in France and at EU/international level



Table 6: Indicative timeline and resources

Actions planned or taken	Timeline	Necessary human capacity	Necessary technical capacity
Action 1: Enlargement of the organic local products supply thanks to surrounding rural areas and better organization of this new supply distribution	From March 2020 to June 2021	<ul style="list-style-type: none"> • Municipal Staff • Digital skills • Involvement of AGriBio 06 • Involvement of the LAG and the natural park 	<ul style="list-style-type: none"> • Broadband in surrounding rural areas • Digital expertise
Action 2: test of new solutions (in terms of social innovation) supporting farmers to get housing (new types of housing)	From March 2020 to March 2021	<ul style="list-style-type: none"> • Municipal Staff • Agribio 06, • ‘Terre de Liens’ national association that works as ‘social landlord’ supporting the installation of farmers 	<ul style="list-style-type: none"> • Legal expertise • Available land
Action 3: Development of self-food production in the city: identification and connection of participants, mapping of available land, distribution process and training of participants	From June 2020 to Dec 2021	<ul style="list-style-type: none"> • Municipal Staff (MEAD) • Local associations • Inhabitants • Social grocery 	<ul style="list-style-type: none"> • Digital skills for participative mapping for example
Action 4 : Reinforce the implication of citizens in the local food policy : local set up governance, development of digital tools	2021	<ul style="list-style-type: none"> • Municipal Staff (MEAD) • Local associations • Inhabitants incl. “invisibles” • Social organisations (social center, social grocery...) 	<ul style="list-style-type: none"> • Digital skills
Action 5 : using of digital tools to improve the dissemination of Mouans-Sartoux’s good practices	2020-2021	<ul style="list-style-type: none"> • Municipal Staff (MEAD) • University 	<ul style="list-style-type: none"> • Digital skills

Mouans-Sartoux started to develop detailed action fiches in relation to each action, these are presented in Annex 1.



V. MANAGEMENT AND MONITORING

5.1 Management

The implementation and monitoring of the strategy will be fully integrated into the Mouans-Sartoux 's existing governance framework dedicated to its food project: it will be collectively carried out by the municipality of Mouans-Sartoux, together with citizens, local stakeholders and external partners.

More specifically, the smart village strategy will be managed by:

- **Mouans-Sartoux's elected representatives**, in particular Gilles Pérole, deputy-mayor Childhood, Education and Food, in charge of steering the town's food project. Other elected-representatives with relevant delegations, will support his action, notably Daniel Leblay, deputy-mayor for urban planning, Gabriel Plassat, elected-representative for mobility and town representatives at the *Communauté d'Agglomération du Pays de Grasse* (i.e. local authority for inter-municipal cooperation). Their main role will be to give the main political directions to the project. Considering their long term commitment, political influence and the connections they have developed over the years (on the municipal territory but also in the neighbouring areas) but also their respective field and thematic knowledge, their contribution to the project will be very valuable.
- **The staff of the Center for Sustainable Food Education (MEAD)**, municipal service embedded into the town's Department for Education. As indicated earlier in this strategy, MEAD's technicians are in charge of implementing food-related actions at local level and in relation to external partners. Their main role in implementing the strategy will be to organise the different actions planned in this application. They will also be in charge of the coordination of the network at a local level liaising between involved stakeholders, municipal services and elected representatives.

5.2 Monitoring

In addition to the above-mentioned actors, the smart village strategy will be monitored by:

- **The MEAD's steering committee**: which could deliver precious advice and an external viewpoint on how to implement the strategy, but also later on the evaluation of project's outputs and impact.
- **Citizens**: already involved in the Local Group for Sustainable Food (and soon to be in the Local Food Council). They will take a role in the overall municipal process of increasing citizen's involvement, take an active part in the monitoring of the strategy. As some actions (SO 3 & 4) are directly concerning and involving them, their participation will be a key point of the strategy.

- **Different stakeholders (associations, shops...):** most of the involved stakeholders are already part in different sustainable food projects in Mouans-Sartoux, which confer them experience and legitimacy to be part of the monitoring of such a project. Their respective diverse points of view will be a real added value for the project.

VI. STAKEHOLDER ENGAGEMENT IN STRATEGY DEVELOPMENT

6.1 Stakeholder engagement in strategy development and implementation

Involving and engaging local stakeholders in the development of this smart strategy has proven a difficult task because of the ongoing Covid-19 pandemics. Indeed, many activities have been put on hold, local actors were not readily available and the town's actions have primarily focused on coping with emergencies at local level.

However, in spite of these difficulties, the objectives and actions outlined in this smart strategy fully build on previous work carried out by Mouans-Sartoux's municipality in close contact and cooperation with local stakeholders. Indeed, the great majority of the town's food-related actions have a multistakeholder dimension and many key objectives of the city's food strategy (upon which this smart strategy is built) have been developed following a participative approach, such as for instance:

- The town's agricultural policy has been laid out in the Agri-Urban action plan, developed by the local action group composed of citizens and local stakeholders;
- The work on the creation of a local Food Policy Council is led by the municipality together with the local group for sustainable food;
- The MEAD regularly holds Steering Committee Meetings with external stakeholders (local and regional/national) with a view to monitoring its results, getting an external evaluation and source of inspiration.

In terms of strategy implementation, the MEAD, with its coordination role, and together with the support of elected-representatives will aim to ensure that all relevant stakeholders are properly involved and actively participate. The MEAD's action in engaging stakeholders and citizens is guided by a two-fold tenet:

1) Strengthening the cooperation with key local partners

The town of Mouans-Sartoux is already significantly collaborating with local stakeholders that are already implementing actions targeting similar objectives. The strengthening of such ties with local key 'partners' proves extremely important to consolidate a positive 'local community of practice'. The SO1 is a very good example, considering that the organic farming association Agribio 06 or local groceries (e.g. zero-waste and organic grocery Boomerang) are also aiming to reinforce the connections between the mountain and the coastal area. The engagement of these stakeholders is crucial to work on a greater scale and on issues in which the town is today less involved (e.g. distribution chains).

In addition, Mouans-Sartoux' status of 'pioneer town' is also the result of a strong and long-lasting engagement with a wide array of stakeholders that keep enriching and feeding the town's project and the design of its innovative solutions. In this matter, external stakeholders such as researchers, civil society organisation (Terre de Liens, Université Côte d'Azur, Un Plus Bio etc.) will remain engaged and participate in the monitoring of the strategy implementation.

Also, the integration of new partners with specific relevant skills (e.g. IT skills) will prove highly helpful.

2) Improving citizen participation

One key line of action of the town's food project and the smart strategy is to improve citizen involvement and participation. Even though the local community is very aware of sustainable food issues and is already taking part into many town-led actions, it represents both a challenge and opportunity for the municipality, in particular for SO 3 and SO4. Several dedicated communication channels and mobilising actions are foreseen to ensure the largest participation possible.

6.2 Key channels of communication and awareness raising among citizens

The MEAD is used to communicate and raise awareness on Mouans-Sartoux's food project. Depending on the specific objectives and actions, several existing communication channels will be used to attract and mobilise citizens and local stakeholders:

The team will use its existing and already extensively used digital tools to promote the implementation of the smart strategy and to disseminate calls for participation targeting local stakeholders and citizens. In particular:

- The **MEAD's website** presenting the local food project and being a great source of information for other local authorities (i.e. <http://mead-mouans-sartoux.fr/>). The website is being overhauled so as to make its access simpler and clearer to a wider audience, as well as to update its content (including the smart strategy project);
- **Social networks:** the MEAD is active on Facebook and Twitter with regular publications destined to the local audience as well as to non-local actors. Also, the general Facebook account of the town will be used to circulate such information;
- **Newsletter:** the MEAD drafts and sends a newsletter on a regular basis to update its partners or interested individuals ;

The local press will represent another key channel of communication and mobilisation. In particular:

- The **associative local newspaper** "Le Mouansois" published on a monthly-basis: <http://www.mouans-sartoux.com/le-mouansois>
- **The municipal bulletin** "L'effet Papillon" published on bi-monthly basis ²
- **Other local newspapers** such as 'Nice Matin' in which actions related to the town's food project are often covered.

2 <https://www.mouans-sartoux.net/espace-telechargement/send/158-lettre-d-information-numerique-de-la-ville-de-mouans-sartoux/1794-lettre-d-information-numerique-de-la-ville-de-mouans-sartoux-n-32-avril-2020>

- **Communication campaigns** will be organised through: existing events organised by the municipality in which the MEAD is already very active, such as for instance: the Town's yearly Book Festival (which attracts up to 60,000 visitors); The "*Printemps des Possibles*" (a local event on sustainable food); other local fairs and cultural events (markets, "Marché gourmand", the Honey Festival etc.)

More informal and direct contacts will be also used as key communication channels. In particular:

- **Direct emails and phone calls** to relevant local stakeholders and citizens (the MEAD is already in direct contact with many through its diverse actions)
- **Regular meetings** with local partners and associations

6.3 Planned actions to mobilise stakeholders

As indicated in the intervention logic table, many actions are foreseen to mobilise and to involve local stakeholders and citizens in the implementation of the smart strategy. These actions varied upon the specific objectives, their related actions and expected outputs. However, in general several types of mobilisation activities are planned:

- **Regular meetings with relevant local stakeholders** in particular with a view to consolidating partnerships and putting in practice innovative solutions. For instance, for the first specific objective "Reinforcing the supply links with neighbouring agricultural production areas (Préalpes d'Azur), 3 to 4 meetings with local stakeholders such as amongst others the local association of organic farmers, local group of cities to which Mouans-Sartoux is a member, Regional natural park of Préalpes d'Azur are planned each year. These meetings will be very valuable to design and test the foreseen digital prototyping tool.
- **Surveys to assess local stakeholders' views on specific topics.** Although this activity does not aim to mobilise respondents, it proves to be a good way to circulate information, entice them and evaluate actors that could play a more proactive role in implementing the strategy. For instance, concerning the second specific objective "supporting the installation of new farmers", a survey will be conducted to assess the interest of farmers in the development of new short distribution chains.
- **Building up on the previous point under SO2**, when mature, the action 2.B. will actually involve the testing of a new distribution chain with the active involvement of local producers and consumers.
- **Mobilisation actions targeting the 'wider audience'**, such as citizens and stakeholders. These actions mainly concern SO3, SO4 and SO5, such as:
 - For SO3: the organisation of a "hackathon-like" (or brainstorming session) to design how self-production could be supported and implemented in practice, the creation of

a local participatory steering group as well as a collaborative online platform to ensure project monitoring and sharing of information;

- For SO4: the creation of a Local Food Policy Council gathering the municipality, local citizens and stakeholders to steer the local food project and share decision-making;
- For SO5: the creation of a Food Policy Lab as a platform fostering dialogue, exchange with external actors such as other local authorities willing to implement a local food project.

Annex I: Action Fiches

The Smart strategy of Mouans-Sartoux is based on 5 Specific objectives and 10 operational objectives presented in the previous section. Each operational objectives is formalised through detailed “Fiche Action”, which present notably concrete actions and smart solutions, targets, expected results, indicators and funds, and forms the basis of future action planning.

SO 1: Reinforce the supply links with the neighbouring agricultural production areas (Préalpes d’Azur)

Fiche action #1: development of connections and partnerships with surrounding rural areas and notably with farmers from Préalpes d’Azur area

Context and objectives	<p>Through a committed municipal food policy, Mouans-Sartoux is faced with the following challenges:</p> <ul style="list-style-type: none"> - A growing demand of local organic product - An insufficient supply of local organic products linked <p>The objective is then to increase the potential supply of local organic products by developing contact with surrounding farmers. Instead of selling their products on the coast and of increasing the traffic jam from hinterland to the coast, they could better organise their distribution and concentrate one part of their distribution in Mouans Sartoux area.</p>
List of actions	<ul style="list-style-type: none"> - Action 1.A.: Organization of a preliminary exchanges with the Préalpes d’Azur area, together with well-known local actors (Local association of organic farmers, local group of cities to which Mouans-Sartoux is a member, Regional natural park of Préalpes d’Azur etc.)
Expected results	<ul style="list-style-type: none"> - Consolidated partnership with producers from the neighbouring areas - Strengthened partnership with the inter-communality in the field of agriculture
Action 1.A. : Organization of exchanges with the Préalpes d’Azur area, together with well-known local actors (Local association of organic farmers, local group of cities to which Mouans-Sartoux is a member, Regional natural park of Préalpes d’Azur etc.)	
Operational objectives	<p>The objective is to create connexions with local authorities and stakeholders from the agriculture and food field in Préalpes d’Azur area and more specifically:</p> <ul style="list-style-type: none"> - To launch a dialogue with farmers/producers - To create a partnership with the intermunicipal organisation
Implementation method and steps	<ul style="list-style-type: none"> - To have a contact with the intermunicipal organisation and with producers from the Préalpes d’Azur - To organise a regular committee to consolidate the partnership and to envisage common actions (See Fiche Action #2)
Involved stakeholders	<ul style="list-style-type: none"> - Mouans Sartoux staff - Farmers and producers from Préalpes d’Azur - Elected representatives and staff from Préalpes d’Azur Regional Natural Park and form the intermunicipal organisations
Timeline	

- First meetings in September 2020	
Technical conditions (human resources, logistics...)	
- Human resources from the Mouans-Sartoux municipal staff	
Concrete outputs	- Meetings minutes - Roadmap including potential actions (See Fiche action#2)
Indicators	- From 3 to 4 meetings per year
Potential funding	
Conditions for transfer in another smart village, other areas	
- To develop an agri-food policy linked with surrounding areas, at the public policy and at the professional level (producers...)	

Fiche actions # 2: testing of innovative solutions to better organise the distribution of local products from neighbouring areas while reducing their footprint

Context and objectives	Local producers from neighbouring areas are not necessary organised enough to increase the short supply chain and to better organise the distribution of their organic local products. Indeed, a large number of them sell individually their production on the coast, which results in a bad ecological footprint and the increase of traffic jam from the hinterland to the coast area. The objectives are the following: <ul style="list-style-type: none"> - Identify the interested local producers and potential products concerned by short supply chain - Better organise the distribution chain “of local products notably through a digital prototyping tool
List of actions	<ul style="list-style-type: none"> - Action 2.A.: identification of relevant stakeholders and existing short distribution chains in the surrounding areas - Action 2.B.: testing of at least 1 new distribution chain and development of a digital prototyping tool
Expected results	<ul style="list-style-type: none"> - Emergence of new distribution chains from the neighboring rural areas towards Mouans-Sartoux - More organic products from the neighbouring agricultural production areas are available for Mouans-Sartoux’s consumers.
Action 2.A.: identification of relevant stakeholders and existing short distribution chains in the surrounding areas	
Operational objectives	<ul style="list-style-type: none"> - To estimate the potential of short supply chain in surrounding areas, to increase the organic local products supply for Mouans-Sartoux - To identify and understand existing short distribution chains to improve it while reducing their ecological footprint
Implementation method and steps	1) To define and launch a survey identifying interested producers and potential products concerned in surrounding rural area

<p>2) To prepare a mapping exercise identifying all existing short distribution chains: how does it work? Does some common actions for distribution are already carried on? Etc. It can be done through interviews, surveys, and meetings (See Fiche action #1)</p>	
<p>Involved stakeholders</p> <ul style="list-style-type: none"> - Municipal staff of Mouans Sartoux - Stakeholders from surrounding Préalpes d’Azur area: Local association of organic farmers, local group of cities to which Mouans-Sartoux is a member, Regional natural park of Préalpes d’Azur etc. 	
<p>Timeline</p>	
<p>Technical conditions (human resources, logistics...)</p> <ul style="list-style-type: none"> - Contact of all relevant stakeholders - Tool for survey - Time for the staff of Mouans-Sartoux - Availability of stakeholders from Préalpes d’Azur area 	
<p>Concrete outputs</p>	<ul style="list-style-type: none"> - 1 survey covering targeted producers and products - 1 map of existing short distribution chains
<p>Indicators</p>	
<p>Potential funding</p>	
<p>Conditions for transfer in another smart village, other area</p>	
<p>Action 2B.: testing of at least 1 new distribution chain and development of a digital prototyping tool</p>	
<p>Operational objectives</p> <p>On the basis of diagnosis data (See Fiche action #1), the objective is to improve the distribution modalities of organic local products from Préalpes d’Azur area in 2 ways:</p> <ul style="list-style-type: none"> - To set-up one new distribution chain (collect point for farmers, transportation system, distribution point for consumers...) - To develop and test a digital prototyping tool to better organise and to mutualize distribution of local products for Mouans-Sartoux consumers 	
<p>Implementation method and steps</p> <p>On the basis of Action 2.1. results:</p> <ol style="list-style-type: none"> 1) meetings with all the stakeholders involved in the distribution chain 2) identification of a one new solution and pricing of this modality 3) agreement from all the involved stakeholders 4) digital expertise to define a prototype, which could contribute to improve the distribution chain 5) testing of the digital tool 	
<p>Involved stakeholders</p> <ul style="list-style-type: none"> - Municipal staff of Mouans Sartoux - Stakeholders from surrounding Préalpes d’Azur area: Local association of organic farmers, local group of cities to which Mouans-Sartoux is a member, Regional natural park of Préalpes d’Azur etc. - Private enterprise in the field of digital 	
<p>Timeline</p>	
<p>Technical conditions (human resources, logistics...)</p> <ul style="list-style-type: none"> - digital expertise 	

<p>Concrete outputs</p> <ul style="list-style-type: none"> - 1 report analysing the new distribution chain (stocktaking exercise supporting the creation of other future distribution chains) - 1 digital (prototyping) tool or platform facilitating food distribution
<p>Indicators</p> <ul style="list-style-type: none"> - Emergence of new distribution chains from the neighbouring rural areas towards Mouans-Sartoux - More organic products from the neighbouring agricultural production areas are available for Mouans-Sartoux's consumers
<p>Potential funding</p> <ul style="list-style-type: none"> - Leader Cooperation -
<p>Conditions for transfer in another smart village, other area</p>

SO 2. Support the resettlement of farmers on Mouans-Sartoux areas

Fiche actions # 3: to test new solutions (in terms of social innovation) supporting famers to get housing (new types of housing)

<p>Context and objectives</p>	<p>One of the main challenge of Mouans-Sartoux municipality is to answer to the growing demand from inhabitants in organic local products. One of the potential action is to welcome new farmers. To do so, municipality should of course maintain available agricultural lands but also provide housing solutions for famers in a context of urban pressure. Mouans-Sartoux should then innovate!</p>
<p>List of actions</p> <ul style="list-style-type: none"> - Action 3A. new solutions for farmers housing 	
<p>Expected results</p> <ul style="list-style-type: none"> - Formal partnership and agreement with external partners on the legal and financial arrangement - Identification of innovative solutions addressing the issue of housing for farmers, and adapted to the local context - Integration of potential changes in the ongoing revision of the local urban planning 	
<p>Action 3A.: New solutions for farmers housing</p>	
<p>Operational objectives</p> <ul style="list-style-type: none"> - To create a network of partners involved in farmers settlement - To define and test new solutions for farmers housing integrated in a policy on welcoming farmers 	
<p>Implementation method and steps</p> <ol style="list-style-type: none"> 1) Organisation of regular meetings with dedicated partners and associations (e.g. Agribio 06, 'Terre de Liens' national association that works as 'social landlord' supporting the installation of farmers etc.) 2) Drafting of a feasibility study on the building of a dedicated farm hamlet or on the use of 'light-housing' solutions, aiming at hosting new organic farmers in Mouans-Sartoux (including practical recommendations) <ul style="list-style-type: none"> - Benchmarking on European experiences : experience of farm hamlet and "light housing" solutions - Drafting of the study including financial and legal issues 	

Involved stakeholders - stakeholders and networks involved in the maintain and the welcoming of organic farmers	
Timeline	
Technical conditions (human resources, logistics...) - <i>Legal expertise</i>	
Concrete outputs	- 1 feasibility study - 1 consolidated partnership with relevant local/national partners
Indicators	<i>Number of housing solutions for farmers</i> <i>Number of concerned farmers</i>
Potential funding	EAFRD ?
Conditions for transfer in another smart village, other area	

SO3. Develop the self-production in the town

Fiche actions #4: to identify and to connect different stakeholders and participants in order to develop the self-production in the town

Context and objectives	To address the insufficient organic local products supply to meet the demand, Mouans Sartoux municipality wants to promote and develop the self-production in uncultivated lands and inhabitants gardens. Moreover they want to increase the number of inhabitants, who consume organic local products. This project is called "The citizen feeds the town". This production could be given to the social grocery. To do that, the first step is to identify and to mobilize the potential participants to the self-production project: <ul style="list-style-type: none"> - Owners of uncultivated gardens/uncultivated lands - Inhabitants who would like to plant a garden but who haven't a garden
List of actions	<ul style="list-style-type: none"> - Action 4.A.: Organisation of a "hackathon-like" event, open to the public, with a view to answer the following questions: "which forms of organisation and concrete projects to increase self-production and to ensure solidarity in Mouans-Sartoux?". - Action 4B.: Creation and regular meetings of a local group, gathering citizens and local stakeholders, in charge of project steering and monitoring (governance of the project)
Expected results:	<ul style="list-style-type: none"> - Citizens and local stakeholders actively partaking into the project - Decision, activities or projects designed by the local group are fully co-constructed - Greater awareness of issues related to self-production and of the project's social dimension
Action 4.A.: Organisation of a "hackathon-like" event, open to the public	
Operational objectives	<ul style="list-style-type: none"> - To mobilize potential participants in self-production through an event open to the public and through collective intelligence method - To collect ideas on concrete modalities and potential actions
Implementation method and steps	<ul style="list-style-type: none"> - Organisation of "hackathon-like" event - Launching of the invitation, publicity and communication: municipal newsletter, email, newspapers...

- Organisation of the event in partnership with students from a Master 2 at the University	
Involved stakeholders	
- from 50 to 100 participants (students, citizens, municipal staff, associations, NGO, enterprises...)	
Timeline	
- “Hackathon-like” event: November 2020/ 2 or 3 days	
Technical conditions (human resources, logistics...)	
- Staff from Mouans-Sartoux municipality	
Concrete outputs	<ul style="list-style-type: none"> - 50 to 100 participants to the hackathon or brainstorming event - 3 to 5 projects selected during the hackathon to be implemented by voluntary citizens
Indicators	<ul style="list-style-type: none"> - Number of participants to the Hackathon - Number of projects co-designed by voluntaries
Potential funding	Fondation de France
Conditions for transfer in another smart village, other area	
Action 4.B. : Creation and regular meetings of a local group, gathering citizens and local stakeholders, in charge of project steering and monitoring (governance of the project)	
Operational objectives	
The objective is to set-up a governance for the self-production project involving all the concerned stakeholders. This governance organisation will be formalized after the Hackaton to follow-up and monitor the actions, which should be implemented.	
Implementation method and steps	
<ul style="list-style-type: none"> - Confirmation of the participants of the group of citizens dedicated to the self-production project - Definition of the working modalities: frequency of meetings, ICT tools to share inputs and to monitor the projects, partnerships with local organisations... - Organisation of regular meetings: the first group will be focused notably on the capitalisation of the Hackaton event, on deepening of the ideas co-designed during the Hackaton - Creation of a platform to share the ideas and to follow-up the project 	
Involved stakeholders	
<ul style="list-style-type: none"> - Participants to the group dedicated to self-production project. They can be : students, citizens, municipal staff, associations, NGO, enterprises... - Municipal staff 	
Timeline	
Technical conditions (human resources, logistics...)	
Concrete outputs	
<ul style="list-style-type: none"> - 1 active local group gathering all citizens and local stakeholders involved in the self-production project - 1 collaborative platform accessible to all members of the local group 	
Indicators	

Potential funding Fondation de France
Conditions for transfer in another smart village, other area

Fiche actions #5: to organise the mapping of the available land through digital tools

Context and objectives	Mouans-Sartoux is involved in the development of self-production. Beyond the identification of participants (Fiche Action#4), one of the first step is to identify the available land, where the municipality can apply self-production project.
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List of actions	<ul style="list-style-type: none"> - Action 4.A.: Identification of available public and private land through an interactive and participative mapping exercise ; ‘Light’ analysis of their food production potential
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Expected results	<ul style="list-style-type: none"> - A participative process: Citizens and local stakeholders are actively involved in this mapping exercise - A diversity of production plots is identified and their production potential is assessed
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Action 4.A.: Identification of available public and private land through an interactive and participative mapping exercise

Operational objectives	<p>The objective is to implement the first step of the self-production project: ie to identify with a participative process the available plots (public and private) in Mouans-Sartoux and to carry out one light analysis of their food production potential.</p> <p>The available plots can be: Municipal plots, Citizens gardens, Schools gardens, uncultivated farm plot, balconies, outdoor spaces in enterprises...</p>
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Implementation method and steps	<ul style="list-style-type: none"> - Creation of a participative digital platform - Launching of a Census campaign through social media, local organisation, survey, local markets... - Light assessment of food production potential - Sign panels for identified available plots - Yearly updating of the available plots
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Involved stakeholders	<ul style="list-style-type: none"> - Group of stakeholders dedicated to self-production project - All the potential owners of balconies, available plots...
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Timeline	2020-First part of 2021
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Technical conditions (human resources, logistics...)	<ul style="list-style-type: none"> - Digital skills for the platform - Agro-ecological skills to analyse the food production potential -
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Concrete outputs	<ul style="list-style-type: none"> - Several communication campaigns to mobilise local citizens (local fairs, - 1 pilot plot identified on a public land - 1 Food production potential assessment report of identified plots - Use of one online /digital and participative mapping platform
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Indicators	<i>Number of square meters which become cultivated plots</i>
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Potential funding	Fondation de France
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Conditions for transfer in another smart village, other area

Fiche actions #6: to design, organise and put in practice the production and distribution processes	
Context and objectives	After the identification of participants and of the available plots for the self-production project, the objective will be to implement concretely the actions: to train the participants and to organise the production and the distribution of products.
List of actions	
<ul style="list-style-type: none"> - Action 6.A.: Support and training of participants - Action 6.B.: Definition and implementation of the production and distribution process (including its social dimension) 	
Expected results:	
<ul style="list-style-type: none"> - Citizens involved in the project have a better knowledge of the basics of agroecological practices, and are able to implement them autonomously - The level of self-production significantly increases - The tenets of the social distribution process are widely accepted and put in practice by all participants 	
Action 6.A.: Support and training of participants	
Operational objectives	
The objective is to provide knowledge to participants with an interactive method, who have not necessary skills for growing and harvesting products.	
Implementation method and steps	
<ul style="list-style-type: none"> - Organisation of training in farming methods (permaculture) - Organisation of workshops on participative actions for the projects participants - Organisation of participative workshops, knowledge sharing on gardening and sustainable food - Barter of plants, seeds, raising awareness of preservation of seeds - setting-up of urban apiaries to stimulate the pollination - organisation of peers to peers sessions to exchange about successes, difficulties 	
Involved stakeholders	
<ul style="list-style-type: none"> - Center of farmer seeds “Maralpines” - Participants to the Self-production project 	
Timeline	
Technical conditions (human resources, logistics...)	
Concrete outputs	- Organisation of trainings and workshops on agroecology principles
Indicators	- Number of training sessions and workshops
Potential funding	Fondation de France
Conditions for transfer in another smart village, other areas	
Action 6.B.: Definition and implementation of the production and distribution process (including its social dimension)	
Operational objectives	
After training participants, the objective is to organise the implementation of the production and its distribution with social objectives.	
Implementation method and steps	

<ul style="list-style-type: none"> - Creation of a production counter through the on-line participative platform to follow-up the number of seeds, plots, plantations, harvest... - Definition of the harvest and distribution modalities notably for the social grocery led by the social center
Involved stakeholders <ul style="list-style-type: none"> - Participants to the Self-production project - the town's social center (in charge of the social grocery) is achieved and implemented -
Timeline
Technical conditions (human resources, logistics...)
Concrete outputs <ul style="list-style-type: none"> - Use of 1 counter of food production accessible on the participative platform - 1 partnership with the town's social center (in charge of the social grocery) is achieved and implemented
Indicators <ul style="list-style-type: none"> - At least 10% of food production by citizens is indirectly redistributed to disadvantaged households (via charities or the town' social grocery)
Potential funding Fondation de France
Conditions for transfer in another smart village, other area

SO 4. Reinforce the implication of citizens in the local food policy

Fiche actions #7: Identification of the needs and expectations of citizens concerning their participation in the local food policy and to identify the "invisible" stakeholders

Context and objectives	If the municipality is deeply involved in an ambitious food policy, the objectives are also to: <ul style="list-style-type: none"> - improve the local governance of the food policy - to reinforce the participation of inhabitants in the implementation of projects and in the co-decision process - reach new inhabitants, who are not - up to now - involved in municipal food policy
List of actions <ul style="list-style-type: none"> - Action 7.A.: setting-up a local food governance involving all stakeholders, including the invisibles 	
Expected results: <ul style="list-style-type: none"> - A clearer overview of local needs, expectations and preferences in terms of food governance and local food council - A future municipal food policy reaching also those most remote from food policies, called "invisible" 	
Action 7.A.: setting-up a local food governance involving all stakeholders, including the invisibles	
Operational objectives The objective is to conceive a relevant local food policy meeting the local needs, respecting potential constraints in terms of time, degree of involvement, and involving a diversity of stakeholders, including the invisible.	

<p>This involves:</p> <ul style="list-style-type: none"> - understanding the experience from the existing governance organisation (GLAD -Groupe Local pour une Alimentation Durable) and collect their recommendations - identify the current needs and expectations from stakeholders - mobilise social stakeholders to involve the “invisible” 	
<p>Implementation method and steps</p> <ul style="list-style-type: none"> - Analysis of the state of the art in terms of Food Policy Councils by the GLAD (Groupe Local pour une Alimentation Durable), including recommendations for Mouans-Sartoux - Launching and analysis of a survey towards citizens and local stakeholders to assess their needs and expectations in terms of local food governance : drafting of the survey questionnaire, Communication campaign for the survey in order to reach new potential targets, analyse of the results and formalisation of recommendation and operational modalities for the future food governance. - Regular meetings with the town’ social center and local relevant associations to ensure that ‘invisible’ citizens have their say. 	
<p>Involved stakeholders</p> <ul style="list-style-type: none"> - Members of the GLAD (Groupe Local pour une Alimentation Durable) - Social stakeholders, particularly the social center - The Invisible: inhabitants remote from the current local food policy 	
<p>Timeline</p> <ul style="list-style-type: none"> - 	
<p>Technical conditions (human resources, logistics...)</p> <ul style="list-style-type: none"> - Survey tools and communication reaching “invisible” inhabitants - 	
<p>Concrete outputs</p>	<ul style="list-style-type: none"> - Report by the GLAD (local governance organization), including proposed alternative scenarios for a local food council in Mouans-Sartoux - Survey towards local stakeholders to assess their needs and views (in particular based on the GLAD’s proposals) - Regular meetings with the town’s social center and local social associations meetings
<p>Indicators</p>	
<p>Potential funding</p>	
<p>Conditions for transfer in another smart village, other area</p>	

Fiche actions #8: Development digital tools to facilitate the empowerment of citizens in the field of food policy and formalisation of a Local Food Council gathering sustainable food stakeholders and citizens

<p>Context and objectives</p>	<p>In the framework of its food policy, Mouans-Sartoux has always involved various stakeholders and notably citizens. Nevertheless, the objectives are today not only to involve them but also:</p> <ul style="list-style-type: none"> - to better organise this participation of residents - to allow them to play an active role in the design and in the implementation of this policy.
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	<ul style="list-style-type: none"> - to define the modalities for the creation of a local food council gathering sustainable food stakeholders and citizens
List of actions <ul style="list-style-type: none"> - Action 8.A.: Development of digital tools to increase the participation modalities for citizens - Action 8.B.: Creation of a Local Food Council gathering sustainable food stakeholders and citizens 	
Expected results: <ul style="list-style-type: none"> - 1st meeting of Mouans-Sartoux’s Food Policy Council is organised in 2021 - A Food Policy council ensuring the active participation of citizens and local stakeholders and is widely agreed upon - Citizens and relevant stakeholders are taking an active part in the municipal policy 	
Action 8.A.: Development of digital tools to increase the participation modalities for citizens	
Operational objectives Digital can play a strong role in the co-building and co-decision process in local governance. It can be a facilitator. The operational objective is then to discover the existing various options in terms of digital tools dedicated to participatory methods, to choose and to test one.	
Implementation method and steps <ul style="list-style-type: none"> - To draft a benchmark of potential existing tools - To choose the relevant tool and to mobilize digital skills to develop it - To test it with citizens and to adapt it according to the local needs 	
Involved stakeholders <ul style="list-style-type: none"> - Mouans-Sartoux staff - Members of the future Local food council - Digital expert - 	
Timeline	
Technical conditions (human resources, logistics...) <ul style="list-style-type: none"> - Benchmark of potential digital solutions - Digital skills - Funds to finance this digital tools 	
Concrete outputs	<ul style="list-style-type: none"> - 1 participative digital platform on which citizens and local stakeholders can have their say on local food projects
Indicators	<ul style="list-style-type: none"> - A digital tool
Potential funding	
Conditions for transfer in another smart village, other area	
Action 8.B.: Creation of a Local Food Council gathering sustainable food stakeholders and citizens	
Operational objectives	

This local Food Council will be the key tool to guarantee the participatory approach of the municipal food policy. The aim is really to better coordinate the governance of this policy, while improving the degree of participation.
Implementation method and steps <ul style="list-style-type: none"> - To identify the participants: information and publicity, call for interest... - To define the operating modalities - To launch the first meeting
Involved stakeholders
Timeline 2021
Technical conditions (human resources, logistics...)
Concrete outputs <ul style="list-style-type: none"> - Creation of a Local Food Council
Indicators <ul style="list-style-type: none"> - Numbers of meeting of this Local food policy
Potential funding
Conditions for transfer in another smart village, other area

SO 5. Use digital tools to improve the dissemination of Mouans-Sartoux’s good practice

Fiche actions #9: Creation of a food policy lab’	
Context and objectives	As pioneer of the food policy, Mouans-Sartoux is regularly mobilised by others local authorities in France and in Europe to present their initiatives. Moreover, the municipality is committed to contribute to the dissemination of their experience in order to convince others to launch such policies and to enrich their own experience through exchanges.
List of actions	<ul style="list-style-type: none"> - Action 9.A.: set-up and starting up of the food policy lab’
Expected results	<ul style="list-style-type: none"> - New local authorities committed in such policies - Increase and dissemination of knowledge concerning food policies
Action 9.A.: Action 9.A.: set-up and starting up of the food policy lab’	
Operational objectives	<ul style="list-style-type: none"> - To create the conditions to increase exchanges with others local authorities in France and in Europe - To contribute to increase the knowledge of stakeholders from France and Europe concerning food policies - To reinforce a French and European learning community of stakeholders involved in food policies
Implementation method and steps	<ul style="list-style-type: none"> - Promotion of existing results of research-action projects led by Mouans-Sartoux and academics (e.g. change of eating habits etc.): creation of a dedicated pages on the MEAD’s website - Organisation of regular meetings on specific and innovative topics with other local authorities with similar projects or issues and/or relevant external actors (e.g. how to evaluate the impact

<p>of local food project? How to translate health as a core objective of a local food policy in concrete actions? etc.)</p> <ul style="list-style-type: none"> - Experimenting a new format of visits from local authorities to Mouans-Sartoux during which they can discover the town's food project but also get their own project assessed (based on the transfer methodology and tools) 	
<p>Involved stakeholders</p> <ul style="list-style-type: none"> - Mouans-Sartoux staff, local stakeholders and partners (University, NGO...) involved in food policy - French and European Local authorities and stakeholders which would like to improve and cross their own experience with Mouans-Sartoux one 	
<p>Timeline</p>	
<p>Technical conditions (human resources, logistics...)</p>	
<p>Concrete outputs</p>	<p>-</p>
<p>Indicators</p>	<ul style="list-style-type: none"> - Number of visits from others authorities - Number of visitors on Mouans-Sartoux website
<p>Potential funding</p>	
<p>Conditions for transfer in another smart village, other area</p>	

Fiche actions #10: to develop digital tools (MOOC, others...) in English and in French for communities wishing to benefit from Mouans-Sartoux experience

<p>Context and objectives</p>	<p>If Mouans-Sartoux wants to play a strong role in the knowledge community in terms of food policy, they need digital learning tools to address this challenge. The objective is then to develop concrete digital tools to improve the dissemination of knowledge among the European community.</p>
<p>List of actions</p> <ul style="list-style-type: none"> - Action 10.A. : Creation of a MOOC and other digitally-accessible tools inspired by the town's transfer methodology and its university degree 	
<p>Expected results</p> <ul style="list-style-type: none"> - A better understanding about the Mouans-Sartoux experience 	
<p>Action 10.A.: Creation of a MOOC and other digitally-accessible tools inspired by the town's transfer methodology and its university degree</p>	
<p>Operational objectives</p> <p>The objective of this action is to develop innovative tools to better disseminate the experience of Mouans-Sartoux experience.</p>	
<p>Implementation method and steps</p> <ul style="list-style-type: none"> - To enhance the results of transfers currently implemented from Mouans-Sartoux municipality to other European local authorities - To envisage digital tools that could be developed - To prepare the content 	

<ul style="list-style-type: none"> - To define the modalities of dissemination and connect it with others dynamic such as “The fabrique des transitions” 	
Involved stakeholders <ul style="list-style-type: none"> - Mouans-Sartoux staff, local stakeholders - Mouans-Sartoux partners and notably the University - Digital expert - French and European Local authorities and stakeholders which would like to improve and cross their own experience with Mouans-Sartoux one 	
Timeline 2020-2021	
Technical conditions (human resources, logistics...) <ul style="list-style-type: none"> - Benchmark of potential digital solutions - Digital skills 	
Concrete outputs	<ul style="list-style-type: none"> - Digital tools available on line for free
Indicators	<ul style="list-style-type: none"> - Number of new digital tools - Number of visitors
Potential funding	
Conditions for transfer in another smart village, other area	