

# OFFICIAL FEEDBACK FORM

<b>DIALOGUE DATE</b>	Thursday, 20 May 2021 16:00 GMT +02:00
<b>DIALOGUE TITLE</b>	City Dialogue Zurich and Basel
<b>CONVENED BY</b>	The Delegate of the Federal Council for the 2030 Agenda, Federal Department of Foreign Affairs (FDFA), and the Federal Office for Agriculture (FOAG)
<b>DIALOGUE EVENT PAGE</b>	<a href="https://summitdialogues.org/dialogue/13517/">https://summitdialogues.org/dialogue/13517/</a>
<b>DIALOGUE TYPE</b>	Member State
<b>GEOGRAPHICAL FOCUS</b>	Switzerland

The outcomes from a Food Systems Summit Dialogue will be of use in developing the pathway to sustainable food systems within the locality in which they take place. They will be a valuable contribution to the national pathways and also of interest to the different workstreams preparing for the Summit: the Action Tracks, Scientific Groups and Champions as well as for other Dialogues.

# 1. PARTICIPATION

## TOTAL NUMBER OF PARTICIPANTS

52

## PARTICIPATION BY AGE RANGE

0-18

19-30

43 31-50

9 51-65

66-80

80+

## PARTICIPATION BY GENDER

26 Male

26 Female

Prefer not to say or Other

## NUMBER OF PARTICIPANTS IN EACH SECTOR

2 Agriculture/crops

3 Fish and aquaculture

Livestock

Agro-forestry

4 Environment and ecology

5 Trade and commerce

4 Education

Communication

6 Food processing

6 Food retail, markets

Food industry

Financial Services

1 Health care

3 Nutrition

10 National or local government

1 Utilities

Industrial

7 Other

## NUMBER OF PARTICIPANTS FROM EACH STAKEHOLDER GROUP

9 Small/medium enterprise/artisan

4 Large national business

3 Multi-national corporation

2 Small-scale farmer

Medium-scale farmer

Large-scale farmer

7 Local Non-Governmental Organization

1 International Non-Governmental Organization

Indigenous People

6 Science and academia

Workers and trade union

Member of Parliament

7 Local authority

2 Government and national institution

3 Regional economic community

United Nations

International financial institution

3 Private Foundation / Partnership / Alliance

3 Consumer group

2 Other

## 2. PRINCIPLES OF ENGAGEMENT

### HOW DID YOU ORGANIZE THE DIALOGUE SO THAT THE PRINCIPLES WERE INCORPORATED, REINFORCED AND ENHANCED?

This City Dialogue was held as part of the 2nd round of the Swiss National Food Systems Summit Dialogue (FSSD). It brought together more than 50 representatives from many relevant sectors from civil society, private sector and authorities. During this event, the participants took part in BREAK-OUT GROUP DISCUSSIONS on four pre-selected topics related to food systems transformation. The selected topics relate to important current processes and policies of the two cities. The group discussions constituted the core of the event (90 minutes). In order to build on each other's experiences, proposals and contributions and to promote a lively interaction, the discussion groups consisted of stakeholders who had SPECIFIC EXPERTISE on the topic discussed in their group, but also of participants who could bring a DIFFERENT PERSPECTIVE. Each participant in the workshop was allocated to a discussion group prior to the event. The group discussions brought together a wide range of stakeholders and allowed for a CONSTRUCTIVE AND FRUITFUL EXCHANGE. The CHATHAM HOUSE RULE applied to all the discussions in the break-out groups, in order to create a safe space for exchange in which NEW IDEAS could be generated and BOLD SOLUTIONS found. The stakeholders were encouraged to be actively engaged in the workshop throughout the event. Besides the break-out group discussions, they were invited to submit questions and comments in the chat of the virtual platform during the plenary sessions.

### HOW DID YOUR DIALOGUE REFLECT SPECIFIC ASPECTS OF THE PRINCIPLES?

In order to address the challenges, potential and vulnerabilities of our food systems through a HOLISTIC APPROACH, MULTI-STAKEHOLDER GROUP DISCUSSIONS were organised. The topics discussed in each break-out group were formulated in the form of short, ambitious statements, to be realised by 2030. In each group, the participants were asked to discuss three statements linked to the core topic of the group, by thinking of a) concrete measures to achieve the stated goal, b) challenges and trade-offs on the way to achieve the goal, c) necessary forms of collaboration and concrete roles of different actors, and d) controversial points on which the group members had diverging opinions. The 12 statements (4 groups, 3 statements per group) were developed based on four preselected core topics (1. Interlinkages/networks in food systems, 2. Food waste and loss reduction, 3. Public procurement, and 4. Collective gastronomy / Large-scale gastronomy). The statements took reference to the FIVE ACTION TRACKS (ATs) OF THE FSS, and of the food systems approach of the 2030 SUSTAINABLE DEVELOPMENT STRATEGY of the Swiss Federal Council. With its 2030 Sustainable Development Strategy, the Federal Council sets out how it intends to implement the 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT over the next ten years. The strategy draws on the UN Agenda 2030 and its 17 Sustainable Development Goals (SDGs) as a reference framework. - In this way, the city dialogue on the one hand contributed to addressing context-specific food system topics of the cities, and on the other hand embedded and linked the discussions to the broader discourse at the national level. The city dialogue did not address all dimensions of food systems comprehensively, but made a deeper analysis of a selected number of aspects.

### DO YOU HAVE ADVICE FOR OTHER DIALOGUE CONVENORS ABOUT APPRECIATING THE PRINCIPLES OF ENGAGEMENT?

N/A

# 3. METHOD

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The outcomes of a Dialogue are influenced by the method that is used.

**DID YOU USE THE SAME METHOD AS RECOMMENDED BY THE CONVENORS REFERENCE MANUAL?**

**Yes**

**No**

# 4. DIALOGUE FOCUS & OUTCOMES

## MAJOR FOCUS

The City Dialogue Zurich and Basel is part of the second stage (out of three) of the Swiss National Food Systems Summit Dialogue, convened by the Delegate of the Federal Council for the 2030 Agenda of the Federal Department of Foreign Affairs (FDFA) and curated by the Federal Office for Agriculture (FOAG). The 1st national food systems dialogue (23 March 2021) involved food systems stakeholders at national level and discussed 8 future statements developed on the basis of the five Action Tracks of the Food Systems Summit, and of the food systems approach of the 2030 Sustainable Development Strategy put out for public consultation by the Swiss Federal Council, the executive branch of the federal government, until 4 February 2021, as well as of other strategies of the Federal Council. The 2nd round of dialogues focused on context-specific discussions in selected cities representing three linguistic regions, namely Zurich/Basel (German) Geneva/Lausanne (French) and Bellinzona (Italian). The aim of the City Dialogues was to take up current key topics of the cities related to sustainable food systems and to involve a broad range of stakeholders to discuss concrete, feasible measures in these topics. The cities of Zurich and Basel proposed the following priority TOPICS for the dialogue:

- 1. INTERLINKAGES AND NETWORKS IN FOOD SYSTEMS:** The complexity of food systems requires a joint, intersectoral approach beyond thematic or departmental "silos". Food systems are an interplay of actors from business, society, research and the public sector. How can this interaction be better utilised to make the urban food system more sustainable and thus make a contribution to greenhouse gas reduction, sustainable resource use, public health and economic development? What are the examples of good cooperation and networks between actors along the value chain? How can effective cooperation be promoted more strongly and synergies used, and what incentives are effective for this?
- 2. FOOD LOSS AND WASTE REDUCTION:** On the one hand consumers always expect a full range of food products everywhere. On the other hand, a considerable amount ends up in the rubbish bin or gets lost along the value chain. What are the challenges in reducing food waste and loss and how can they be reduced at the different stages of the production and consumption chain? Who can contribute what and how do the different actors best work together? What can we learn from successful examples in the city and region of Basel? What challenges need to be overcome to make further progress?
- 3. PUBLIC PROCUREMENT OF FOOD:** By procuring food, a public authority like a city has an important leverage to promote sustainable nutrition and food systems. At the same time, there are framework conditions and requirements from the public procurement law that must be complied with. Where do the stakeholders see the challenges in the supply chain? What can and do the stakeholders/suppliers achieve and how do they deal with the requirements of a city for ecological, health and social sustainability? What is the city of Zurich already doing, what are the goals and challenges for the future and how can solutions be found through effective multi-stakeholder collaboration?
- 4. COLLECTIVE AND LARGE-SCALE GASTRONOMY:** There is big potential for companies in the collective and large-scale catering sector to orient their offer more strongly towards sustainability criteria and trends. The city of Zurich has set itself concrete goals in this regard. Where do the stakeholders see effective entry points for progress? What changes are feasible and desirable both from a sustainability and economic point of view and from a consumer's perspective? What innovative examples can we learn from?

### ACTION TRACKS

- ✓ Action Track 1: Ensure access to safe and nutritious food for all
- ✓ Action Track 2: Shift to sustainable consumption patterns
- ✓ Action Track 3: Boost nature-positive production
- ✓ Action Track 4: Advance equitable livelihoods
- ✓ Action Track 5: Build resilience to vulnerabilities, shocks and stress

### KEYWORDS

- ✓ Finance
- ✓ Innovation
- Human rights
- Women & Youth Empowerment
- ✓ Policy
- Data & Evidence
- ✓ Governance
- ✓ Trade-offs
- ✓ Environment and Climate

## MAIN FINDINGS

**FROM KNOWLEDGE to ACTION:** There was consensus among participants that there is ample knowledge among stakeholders about sustainable food systems and many are committed to contribute to a positive change. But they face challenges in translating their ideas into concrete action, e.g. to find the right partners, access to funding, expert support in specific topics, or access to networks. It was proposed to establish city contact points or advisory centres that support committed companies, associations or individuals in developing and realizing their projects. These centres would act as network and knowledge hubs. Cities were found to be well placed to take a key role in this facilitation process.

**INTERCONNECTEDNESS as KEY to TACKLE FOOD SYSTEMS in their COMPLEXITY:** The multiple dimensions of food systems requires multiple partners from different disciplines and sectors to collaborate. Dialogue and relationship are the fundament of such collaboration. The local level of cities offers ideal conditions for such close relationships between partners to implement concrete, context-specific solutions.

**LOWERING ENTRY BARRIERS:** Cities can take an important role in fostering innovation in the sustainable food sector by supporting initiatives, start-ups etc. by lowering the initial barriers. For example through provision of unbureaucratic funding mechanisms (e.g. competitive grants), infrastructure (buildings, land) or by facilitating legal processes.

**ROLE OF CITIES in FOOD SYSTEMS = NEW:** The role of cities as facilitators of change in local/regional sustainable food systems beyond the classical thematic silos "environment", "health" and "education" was found to be relatively new. Multistakeholder dialogues like this one are seen as important steps towards consolidating this new role. To be successful in this role, cities need comprehensive nutrition and food system strategies (such as the "Nachhaltige Ernährungsstrategie Zürich") that are anchored in and implemented by all relevant city departments.

**SENSITIZATION AT ALL LEVELS OF THE SYSTEM:** To be willing to take own action, stakeholders need awareness about a) the relevant food system issues at stake, and b) the feasible options which they have at their hand to take action. Participants of the dialogue agreed that for this, strong and broad sensitization work is needed at all levels of the food system: with consumers, caterers, retail managers, cooks, school canteen personnel, farmers, traders, procurement officials etc. Within organizations, sensitization needs to reach all levels from employees to the executive suite.

**REDUCE BUREAUCRATIC BARRIERS:** A strong claim was expressed by some participants that bureaucratic and regulatory barriers - at city, canton or federal level - need to be reduced in order to promote innovation in the sustainable food system sector, e.g. for building applications, admission of products, funding and tax schemes. Barriers should in particular be reduced for small businesses and start-ups.

**CITIES AS GOOD EXAMPLES:** There was an unanimous claim from stakeholders that cities should perform a convincing role as "good example", both in the internal processes (e.g. public procurement, nutrition at schools) and in their role as facilitator (supporting other actors and initiatives). Cities have high visibility and a strong leverage. They should create space for innovation, foster conscious lifestyles and create incentives. - As a crucial starting point, the cities need a holistic strategy for a sustainable food system. The strategy should provide a common direction for all relevant sectors and departments (health, environment, public procurement, schools, agriculture, allotment gardens, social aspects, etc.), as well as guidance for other stakeholders from business, research and civil society. Good cooperation across departments and with stakeholders is a key prerequisite for the implementation of the strategy.

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	Action Track 4: Advance equitable livelihoods
✓	Action Track 5: Build resilience to vulnerabilities, shocks and stress

### KEYWORDS

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✓	Innovation		Data & Evidence
	Human rights	✓	Governance
	Women & Youth Empowerment	✓	Trade-offs
		✓	Environment and Climate

## OUTCOMES FOR EACH DISCUSSION TOPIC - 1/4

### INTERCONNECTEDNESS IN FOOD SYSTEMS

STATEMENT 1: Thanks to coordinated measures from all sectors, the city of Basel managed to reduce its greenhouse gas footprint in the area of food production and consumption by 25% compared to 2020.

PROPOSED MEASURES: The city should act as initiator and moderator of coordinated measures: create spaces for information exchange, a public map of actors, an online platform with resources. Stronger coordination need was also identified among the departments of the city administration, and connectedness should not stop at the city borders, but include the wider region. Concrete measures include: increase of organic agricultural land (acc. to EU targets); lowering of animal products (production, consumption; definition of a "Zero Waste" target; and technical guidance to businesses on sustainable nutrition. Also, it was proposed to shift from mostly technical solutions (efficiency) towards a stronger sufficiency approach. The GHG reduction target of 25% was considered as little ambitious and should be increased. As important parts of emissions incur abroad: What scope for action do cities have there? Another challenge is the monitoring of reduction targets (what are the system boundaries?)

STATEMENT 2: Thanks to multifaceted networks between actors in the local food industry, new regional value chains and short transport routes have emerged, and the potential for sales of regional products in the greater Basel area is exhausted at 100%.

PROPOSED MEASURES: Fostering of dense networks among producers; creation of a virtual marketing platform for enhanced planning and logistics; the city acting as facilitator of knowledge and experience transfer between regional initiatives. Regionality allows the city to negotiate criteria and conditions with food chain actors. Basel being located in the "three-country triangle": How to cope with standards and regulations of neighbouring countries? Other challenges: What impact will enhance regionality at the landscape level (agricultural land)? How can local producers meet the demand? Is it in the interest of producers to sell only in their region? Participants claimed that the regionalisation at production level needs to go hand-in-hand with sensitization at consumer level (willingness to buy "regional"). It was further highlighted that surrounding areas are to be more closely involved in the cooperation. Short transport routes are only one aspect whereas direct contact and long-term relationships are other decisive factors of regionalisation.

STATEMENT 3: Good cooperation between companies, research, the public sector and civil society organisations (associations, NGOs) has made Basel an innovation hub for sustainable food systems - from food production to consumption and disposal.

PROPOSED MEASURES: To boost innovation, new easily accessible funding mechanisms are needed for initiatives, businesses etc. Financial resources are also required to maintain lively networks and relationships. Good collaboration also needs high transparency of information in food chains and access to relevant data (including IT systems). Another action should be the creation of physical spaces and places in the city where people can experience, see, touch the topic and through which the topic gets a strong presence. The idea of a "House of Food" - an interactive place that informs about the topic sustainable food, with events organized and advice offered by experts. Overall, again the need for a coordinated, regularly convened mechanism of dialogue was highlighted to foster interlinkages between actors of different sectors.

There is ample knowledge and good intentions at the level of many individual actors, but often they act in isolation. Networks and relationship between different actors are a key towards implementing solutions. There should be a focus on fostering and using existing initiatives and to connect these with new ones, in order to use synergies rather than creating redundancies.

Participants identified a strong potential for cities to connect more strongly with partners from the private sector in order to implement innovations in the sustainable food sector.

#### ACTION TRACKS

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## OUTCOMES FOR EACH DISCUSSION TOPIC - 2/4

### FOOD LOSS AND WASTE REDUCTION

Participants discussed three statements:

STATEMENT 1: In the city of Basel, (avoidable) food waste could be reduced by at least by half compared to 2019.

STATEMENT 2: In Basel's businesses and institutions, food loss has been reduced as much as possible throughout the supply chain.

STATEMENT 3: The majority of consumers and businesses are aware of the important contribution that the reduction of food waste and loss makes to the reduction of greenhouse gases and other environmental impacts, and are willing to contribute through own measures.

PROPOSED MEASURES: The fundament of actions, as claimed by the group, is awareness raising about food waste, its origins and the options to avoid it. Stakeholders consciousness on where they produce food waste and loss is often limited - at all levels of food chains, but in particular at the individual household level. Fostering awareness is key at the consumer level (including all age groups) to have an impact at household level, where the bulk of food waste occurs. Sensitization is also needed at all levels within businesses and institutions: from employees to the decision makers. - Topics of sensitization may include: shelf life and conservation of food; innovative and tasteful ways of preparing meals from leftovers; tools to measure individual food waste: how much ends up in my rubbish bin? (make the topic measurable at individual level); or ways of food sharing.

Awareness raising and trainings should further provide insights into the origins, the production and processing methods and the "value chain journey" of foods, in order to stimulate higher appreciation and emotional linkages to food.

The group claimed that food businesses should contribute to the above-mentioned sensitization or, through their campaigns, marketing tools, training of own personnel etc.

Further, the group was unanimous that different types of incentives are needed to prompt businesses and consumers to reduce food waste and loss actively. Incentives can be financial (e.g. "waste costs", premiums for saved food), emotional (e.g. stories behind food) or social (e.g. good examples from peers).

To avoid food waste and loss, or to find an alternative use of non-utilized food, collaborative efforts by different actors are needed in the food chain. Therefore, functioning networks and relationships among value chain actors are crucial for systematic food waste reduction.

As stated by caterers and small food business owners in the group, many clients (consumers) are eager to contribute to saving food. In cities, consciousness about food is a growing trend and part of a "lifestyle". Approaches such as applied by the s"Ass-Bar" (sale of bakery products from the previous day) are popular.

The food law constitutes a main constraint for reducing food waste in gastronomy and retail, since expired products - even if they are in perfect state - may not be sold or distributed. Consumer organizations have been claiming respective changes in the food law since long.

At the individual household level, the group recommended the establishing of an online platform or hotline where consumers can get immediate advise with regard to the edibility and conservation of foods at home. Such a hotline could be hosted by the canton or the federal administration.

Further, there are excellent innovative initiatives around on which further work should build and learn from: TooGoodToGo.ch offers food businesses a platform to sell surplus products to other companies or consumers; SaveFood.ch is an information and network hub on measures to save and share food or to link to local suppliers. Especially for perishable foods such as vegetables and fruits, the group recommends the fostering of exchange hubs between businesses.

The fostering of regional, short food chains, of mainly non or low-processed food is seen as another key factor that will contribute to the reduction of food loss and waste. With short supply chains, the produce is usually fresher when reaching households. The fewer the processing steps in the chain, the lower food losses tend to be (see also points about regionalization under TOPIC 1).

### ACTION TRACKS

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### KEYWORDS

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## OUTCOMES FOR EACH DISCUSSION TOPIC - 3/4

### PUBLIC PROCUREMENT OF FOOD:

**STATEMENT 1:** The city's catering operations achieve the target of "50% sustainable products" in their purchasing. All products meet the city's minimum standards, mainly thanks to innovative offers and good cooperation with suppliers and contractual partners.

**PROPOSED MEASURES:** As a main barrier for consistent inclusion of sustainability criteria in the city's food procurement, the group sees the existing practices according to the procurement law. Therein, the award criteria "price" receives strong weight, and product price often out-weights other award criteria.

The group recommends that price should be given less weight in submissions. Food procurements should include sustainability criteria as valid and strong award criteria. It was also proposed to separate the criteria "price" from other award criteria and to consider that label products tend to be more expensive than non-labelled food.

As a procedural strategy, the group recommended to apply the 50%-rule to entire product groups instead of single products. Specifying ecological criteria in submissions through "technical specifications" is relatively straight forward and less complex than social standards. The group recommends to use this scope to steer the procurements with regard to ecological sustainability criteria.

Potential suppliers should be involved in the submission process at an early stage in order to a) orient procurements better to the existing offer, b) to communicate the city's product requirements (sustainability criteria) to suppliers as early as possible so that they can react to the demand, c) to smoothen the procurement process overall.

Further, the group recommends to orient food procurements (e.g. schools, health centres etc.) consistently to the nutrition pyramid. In the case of Zurich, this is already practiced.

An open question was whether sufficient supply of food complying with claimed ecological standards products exists. To ensure this, close collaboration with suppliers is required up front.

**STATEMENT 2:** In the ordering process, chefs can reliably access information on nutritional value, allergens, label, CO2 equivalence and environmental footprint. With the help of this information, they can meet the legal requirements and reduce the environmental footprint of their purchases by 10%.

**PROPOSED MEASURES:** There are existing good examples of transparent food order platforms such as the B2B-hub [www.hogashop.ch](http://www.hogashop.ch). Further, the group recommends to use guidelines as offered by Eaternity.Org, MyClimate.ch, Beelong.ch, or the Menu Sustainability Index (MNI) developed by the ZHAW and ZFV. - Further, concrete targets and recommendations should be developed for chefs (see also BAFU food recommendations). Also, simple rules should be used as guidance, e.g. one day per week without meat, a daily vegetarian meal etc. At the level of trainings of cooks and catering personnel, sustainability in food chains should be fostered.

**STATEMENT 3:** Centralised logistics reduce the number of journeys per business to a minimum and reduce greenhouse gas emissions and costs. The urban catering businesses buy up to 10% of their goods directly from producers, who also benefit from these logistics.

**PROPOSED MEASURES:** In the "Ernährungsforum Zürich", a working group is foreseen on this topic. The idea of centralised logistics would bring different advantages for collective gastronomy operations. There are existing platforms of which suppliers are part - What would be the added value of a new platform? In procurements, it is often difficult to involve smaller suppliers, but the positioning on sustainability standards offers an opportunity to them. A logistics platform could foster their access to submissions, e.g. through grouped offers.

In the large-scale collective gastronomy sector, sales of regional products are not yet big and thus of low financial interest to businesses. Some participants claimed that public buyers, such as cities, have a leverage to increase the share of regionally traded food products, if procurements /tenders are oriented towards these.

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## OUTCOMES FOR EACH DISCUSSION TOPIC - 4/4

### COLLECTIVE GASTRONOMY / LARGE-SCALE GASTRONOMY

STATEMENT 1: The environmental footprint per menu has been reduced by 30% on average by 2030, thanks to a combination of purchasing, menu planning and food waste management. Guest satisfaction is maintained or even increased.

PROPOSED MEASURES: As a future target, caterers should offer attractive, mainly plant-based menus, using mainly regional and seasonal ingredients that offer clients enjoyment. First step: reduce the offer of meat-based diets. To stimulate awareness and emotional linkages for consumers, the group recommends to invest in broad sensitization, e.g. to work with influencers and "role models" through video messages or social media - bringing the topic of healthy and sustainable diets at home and inspiring individual consumers (bridge between own kitchen and gastronomy).

Some caterers made the experience that an explicit marketing of "Vegi-Days" often provokes more antagonism than if it were just implemented without specific advertisement. The group concluded that besides communication a lot can be achieved in menu planning/cooking by creating sust. default options and nudges. To achieve this, a strong need for training and further education among gastronomy personnel was identified, incl. management. The new orientation requires a complete rethinking both among caterers and consumers. Cities should facilitate the process continuously, based on realistic goals, involving chefs, purchasers and clients actively.

At schools, the following challenges were identified: Sensitization of school management needs to be intensified (bring them fully on board). Also, as stated by one participant: "children are the most demanding and honest clients". A change in dietary regimes needs to go along with appropriate information work in the schools.

STATEMENT 2: Clients do not have to decide about choosing sustainable meals since in 2030, all catering services will meet high sustainability standards. This means that guests can devote themselves entirely to enjoyment.

PROPOSED MEASURES: The group agrees that stories and emotions around food remain key for consumers. They create identification, consciousness, attitude and connectedness to the producers and contribute the experience of eating food. Talking about the origins of food remains important. - Still, the group acknowledges that caterers have great influence on the food offer in terms of number and type of menus, purchase, food waste and cooking practices.

It is suggested that caterers should communicate the sustainability indexes of menus (existing practice with ZFV).

Yet the group recalls that information and stories alone will not be sufficient to prompt consumers to choose the environmentally friendly menu. We are influenced by habits.- How to change these?

STATEMENT 3: A tailor-made, practice-oriented advisory service strengthens sustainable (collective) gastronomy. The caterers benefit from further education offers, a pool of experienced, locally based advisors and are supported by the City of Zurich.

PROPOSED MEASURES: Further education for chefs about food purchase and planning of menus is considered key by the group. It also recommends the adaptation of training curricula by orienting them better to sustainability and health aspects. The group states that the offer of expert advice is valuable in the transformation process, provided a) it happens at eye level (not idealistic, educational); b) clients are involved, c) the process is supported by the organization, and d) the process is based on realistic goals and approaches. Knowledge and experience transfer is considered important, not only through experts but also peer-to-peer. Some participants propose to link advisory services to certain incentives (e.g. financial, publicity etc).

Overall, the group sees the need of clearer, binding targets from politics (see: city of Biel). Such change processes need to be kicked-off top-down by policy makers and management.

Low margins in the gastronomy sector are seen as a main challenge for operations to take risk and do major changes. Cities should play a key role in supporting caterers in this change process.

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## AREAS OF DIVERGENCE

**FOOD AS COMMONS vs. FOOD AS BUSINESS:** There had been controversial debates about the question whether food should be treated as a common good as opposed to the (currently prevailing) approach of treating it as a commodity and business. Some participants claimed that a reallocation of market power is needed to bring about a paradigm shift.

**REAL COST CALCULATION OF FOODS:** In some groups, there were controversial discussions on what the real resp. sales prices of food should be. On the one hand there were claims that consumer prices for foods should integrate all external costs (environmental, health, social). According to certain real-cost scenarios, prices for animal foods such as beef could double, whereas other foods (e.g. vegetables) would be cheaper than today. - On the other hand, there were open questions on the social equity of such new price models, especially for lower income groups.

**INTERCONNECTEDNESS BETWEEN BIG AND SMALL BUSINESSES:** There were non-conclusive discussions in some groups on the question, how small and large businesses (e.g. retailers, caterers, traders) can get equal opportunities to engage in food system transformation processes and how they can best cooperate. Entry barriers for small businesses to engage in innovations are often higher than for large companies with higher risk absorption capacities (financial, staff). Some stakeholders claimed that there should be support programs - e.g. from cities or cantons - targeted at small businesses and start-ups.

**INDIVIDUAL BEHAVIOUR and DECISION:** Several of the proposed measures address the individual behaviour of consumers - e.g. a shift towards sufficiency, zero waste, lower consumption of animal products. Stakeholders differed about the question to what extent individual freedom of decision (personal responsibility) should build the main basis of change, and on the other hand to what extent measures should be guided by limiting or supporting regulations and conditions (positive or negative financial incentives, new norms etc.) which would reduce individual freedom of decision.

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# ATTACHMENTS AND RELEVANT LINKS

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## ATTACHMENTS

- **Feedback-Formular Städtedialog Zürich-Basel (Deutsch)**  
<https://summitdialogues.org/wp-content/uploads/2021/04/Feedback-Formular-Statdtedialog-Zurich-Basel-Deutsch.pdf>