BERGAMO











LIVING LAB OVERVIEW

Bergamo Living Lab is promoting healthy and sustainable diets by strategically developing a comprehensive City's Food Policy Strategy.

In the Living Lab, the city met stakeholders in the city's school food system and designed a bold action that promotes eating styles aimed at the consumption of local, seasonal, organic, and plant-based food, reducing animal protein.

The actions are also focused on promoting education among the citizens on healthy and quality food, prioritizing plant-based and local foods, and reducing food waste.

PILOT ACTIONS

Developing a comprehensive food policy strategy

Buona Mensa, sustainable and healthy school meals

Promotion of sustainable and healthy food choices

LESSONS LEARNT

Thanks to the peer learning with Funchal, we realized the importance of working with the different offices of the municipality regarding the planning and implementation of the different food policy actions. In Bergamo for the second year of the pilot, we created a working group with the City's Botanic Garden, education department, environment department and European projects office to co-design the pilot actions. This inter-office working allowed us to create an integrated action that saw an increase in the effectiveness of the interventions. Clearly, the fact that there are so many people from so many different offices brings with it the risk of slowing down processes, but since the European planning office informally took on the role of coordinating the action from above, this risk was averted.

With the approval of the Manifesto for a Food Policy of the Municipality of Bergamo the City learned that by setting goals and actions in an official strategy the implementation of some actions has been speeded up and consolidated. This is because formalizing an act that officially enshrines the institution's commitment to the pursuit of certain food goals ensures that the actions already put in place do not lose their effectiveness at the conclusion of their operational phases but are integrated into a broader framework. E.g. the "Menu Green", that was one of the actions of the pilot action "The Good Canteen" of the European project Food Trails, thanks also to the Manifesto, is intended to be extended to bars, restaurants (in order to include plantbased dishes everywhere) and to promote it

among the citizens.

Living Labs dedicated to the topic of food waste taught us to better address such a complex challenge (especially in primary school canteens). First of all, data collection and analysis were much more problematic than expected, but careful planning and cooperation with the catering staff allowed us to collect a meaningful amount of data and to make sense of it. Second, and more importantly, we learnt that the transition toward plant-based dishes in the schoolcanteen needs to be extremely careful, since a sudden change in students' diet (e.g. substituting animal protein with legumes), especially when introducing flavors which are unusual to them, can lead to a massive food rejection and waste, therefore jeopardizing any benefit that plant-based food would bring. Hence, the palatability of the food served is a point that needs to be addressed with attention.





BIRMINGHAM



LESSONS LEARNT





1,141,400 Inhabitants



Urban Food Policy



Food Council

LIVING LAB OVERVIEW

In line with the food strategy, Birmingham's Living Lab aims to increase opportunities for citizens to access healthier, sustainable, affordable food through the creation of new business models.

The city is developing a project that is bringing growing into the city, on top of the multi-storey car park. It is going to shorten supply chains by connecting farmers outside city boundaries with local food purchasers. A feasibility study for this project was funded within Food Trails.

Another action focused in helping local people to reduce and separate out food waste from the general waste. Participants will be helped to start to compost their food waste, assuming that this would lead to food growing.

Lastly, the city has launched an initiative to instigate behavioral change, specifically targeting young people to promote the consumption of beans and pulses.

PILOT ACTIONS

Testing sustainable Urban Growing

2 Community-supported food waste separation and composting

"Full of Beans" - increasing legume consumption of youth through holiday activities

Key learning from the pilot on urban growing has to be attributed to the outcomes of the research on feasibility of urban growing in the city. This is summarised in the Proof of Concept and Transferability Study – both documents will be available soon. The pilot has also tested different models of collaboration between city departments - Public Health, Planning, City Design, BPS, Regeneration (East Birmingham Inclusive Growth Team), Transport. The pilot has opened external collaborations with partners like the hospitality sector, peri-urban growers, architects, third sector organisations and communities (Jewellery Quarter Development Trust). Learning from this is likely to result in a permanent post to be created in the East Birmingham Team linking planning and public health objectives, including planning for food production.

A key learning from the Full of Beans Pilot is the importance of co-producing the intervention and resources with key stakeholders. The resources had to be suitable for a diverse range of children and holiday clubs. Through co-production, we were able to build adaptability into how the activities could be run and ensure that they were suitable for use by the holiday clubs.

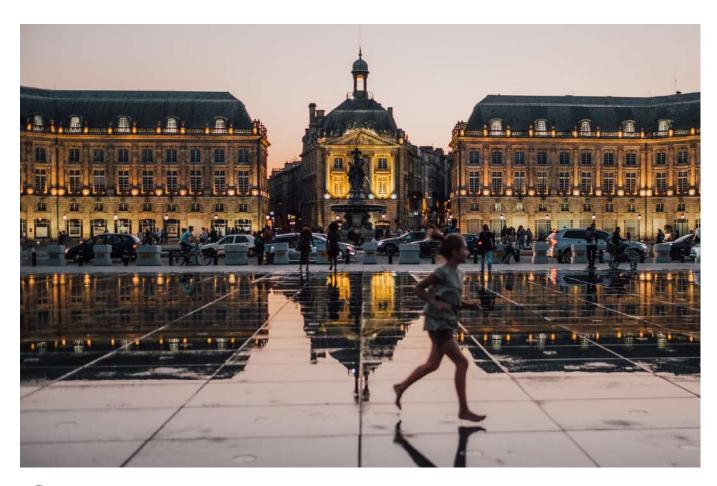
It has been helpful to draw on the resource of community composting champions to motivate individuals to engage in food waste separation. This is not just from a technical aspect (how to do it), but also from a community connection aspect (building relationships through common conversations with participants to create lasting behaviourchange). The pilot has already gone above its initial remit as it has also reached out to a local school and motivated them to separate out their food waste. The community champions have helped to create an opportunity to discuss the benefit of food waste separation and have helped to change the perception of food waste questioning 'Who said this is rubbish?'





BORDEAUX METROPOLE

LESSO



- 774,000 Inhabitants
- Urban Food Policy
- Food Council

LIVING LAB OVERVIEW

Bordeaux Metropole food team has chosen to define the Food Policy Council as the Living Lab and specific groups of stakeholders were created to choose and implement the pilot actions, which aim to facilitate and enhance a territorial food networkpromoting sustainable procurement of collective catering.

In the Living Lab Bordeaux Metropole is changing the local food system together with more than 100 stakeholders, public services, researchers, farmers, canteens, NGOs, SMEs, we build the food policy.

PILOT ACTIONS

- Improvement of the Food Policy Council
- 2 Consolidating sustainable procurement from local and organic sources

LESSONS LEARNT

Building trust takes time but it is necessary

Building trust over time is the key to develop an operational and efficient Living Lab. All the members of the Living Lab should have the space to share their needs and aspirations, in order to improve the facilitation of the network to answer to their needs. The facilitation of a Living Lab requires time not only to create collectives' tools and organize meetings but also give a support to each member if needed. To reach all the stakeholders of the food system, the objectives of the Living Lab must be cross-disciplinary and concrete. Attentiveness and availability/time are key criteria to build trust with all the potential partners. Also, to ensure a clear understanding of the Living Lab's roles, the stakeholders involved in the Living Lab must define its objectives and write together the rules and regulations of the network that include the governance tools, the members' powers, and the collective objectives of the network.

Collective catering as a lever to distribute and promote sustainable and heathy diets

By giving food to the school pupils, civil servants, elderly person, and other person every day, collective catering is a real lever to support and develop local production and create local supply chains. A holistic approach to the purchasing act (what do I buy? To whom? For how much? Is it in coherence with my local food plan?) and the important number of food stakeholders involved in collective restaurants' procurement gives an overview of the opportunities for collective catering to be a key stakeholder in building local supply chains. Also, collective restaurants are the perfect places to promote local, sustainable, and healthy diets. Workshops, special events, menus with themes, meetings with farmers... a lot of activities can be though to help the consumers thing about what a sustainable and healthy diet is. A very important action is to train the canteens staff to welcome guest properly and share the good messages.

Fight against food waste can not be separated as the work done on procurement

Bordeaux Métropole organized some workshops with the staff canteens and the conclusion was the same for all the municipalities: they need help to decrease and redistribute food waste. It was not included in our first action plan to support the municipalities on this subject, but we are changing our objectives for 2024. The municipalities also shared that they want to have connected scales to follow the weight of food waste during the year easily. Our advice is to see the canteens' support as a all: write sustainable procurement, connect the local production to their needs, educate people eating in the canteens and the staff, find solutions to fight against food waste.





COPENHAGEN



LESSONS LEARNT









LIVING LAB OVERVIEW

Copenhagen's Food Trails Living Lab aims to develop a climate-friendly new standard for the public plate, adjusting to various nutritional needs, along with actions and training designed to anchor behavioural change in terms of reduced emissions in the food culture of the public sphere.

The Lab seeks to tap into the unutilised potential of the public food procurement process for the implementation of political goals and systemic change of the food system. All the actions of the Living lab are linked and impact on procurement.

PILOT ACTIONS

Procurement policy coherence for a sustainable food system

Reallocation calculation for pricing sustainable healthy diets in food procurement

Teaching materials for pupil's education on sustainable farming

Co-Innovation of procurement and canteen kitchen practices

1 Importance of cross administrative involvement

A shared learning from our pilots is the importance of cross-administrative involvement in the pilot development. In the development of "The dialogue app" we initiated the process with involvement of different specialists within the municipality to understand the opportunities in the existing IT systems. This both led to awareness about our activities in the organization and we ended up supporting the municipality in getting experiences in using the existing App solution. By prioritizing cross administrative involvement, the kitchen dialogue app ended up being more than just a pilot in Food Trails it ended up supporting the existing activities within the municipality. This makes it highly likely that the app will live beyond the Food Trails project. It has ended up being a pilot for the whole municipality who needed a smallscale example testing the app solution in the existing IT solution.

2 Involvement of experts from other departments within the administration

Quality of involving people from many different departments increases the number of perspectives to improve the quality of the budget model. The process has ended up being longer, but the involvement has spread the word about the movements towards a more sustainable food system and it has increased the interest in the new food budget model. It is our hope that this work pays off with a long-lasting budget model, which will be replicable for other administrations.

Experience with Farm to School twinning

In the potato-kit pilot it was the first time for implementation of an educational tender requirement in the municipality of Copenhagen. The Food Trails participation inspired the project team to involve a scientist in the data collection. The combination of our own collection of quantitative data and the collection of qualitative data gives us formalized documentation of the learnings. The documentation and knowledge are useful for coming public food procurement tenders where we would like to continue the work with supplier involvement in educational perspective.





FUNCHAL



LESSONS LEARNT



105,795 Inhabitants

Urban Food Policy

Food Council

LIVING LAB OVERVIEW

Funchal Living Lab aim to empower and train the population in making more conscious choices, stimulating healthier and sustainable lifestyles.

Food related events were organised as well as educational activities dedicated to different audiences, healthy show cooking, training for teachers and regular distribution of food literacy leaflets. The food literacy activities were also promoted in the social housing districts of the city, on topics such as prevention of food waste and cooking with surplus, to foster a culture of circularity.

Thanks to Food Trails, Funchal launched its first Food Strategy, co-designed after a great deal of bottom-up engagement work with local stakeholders and citizens.

PILOT ACTIONS

Community engagement and food literacy

2 Empowering residents of social housing on circularity



Citizen's involvement

One lesson learned was the importance of involving the population as a way of ensuring the participation of various actors. This way, the co-creation methodologies had a very positive input, which brought a well-accepted participation as well as healthy project engagement.

Having partners and citizens onboard is key to guaranteeing a diverse approach to the city's food system.



Living Lab potential

From the Living Lab's point of view, we started working on food issues, creating specific educational resources. This space was key to the development of the project and an important hub for growth. We were evaluated very positively and recognized by schools and the community.

In terms of food literacy, we are continuing to explore and develop more attractive and innovative activities, with a lasting impact. Working on social neighborhoods and integrating food education is another way to empower residents, and improve their self-esteem, addressing challenges that people face when they try to improve their food pattern. This community work can bring social changes, as well as address issues of food security.



Importance of networking

Another big lesson was the possibility of enhancing synergies, through networking. This allowed us to convert small actions into a lot more relevant and impactful results.

Networking and partner engagement is a big achievement for Funchal, through the partnerships with the Madeira University, ERPASS- the entity responsible for the regional food strategy, associations and various partners.

Although work was being carried out, it was isolated and with occasional difficulties. The project merged the combination of synergies towards a common goal, providing motivation and enthusiasm. This was reflected in the interest of the public and all the positive feedback received.





GRENOBLE ALPES METROPOLE



- 450,000 Inhabitants
- Urban Food Policy
- Food Council

LIVING LAB OVERVIEW

Grenoble Alpes Metropole aims to adapt agriculture and food production to climate change, reduce the environmental impact of agricultural activities in suburban and rural areas, ensure food availability and food quality in school canteens for the most vulnerable communities and develop a city innovation ecosystem around sustainable food transition.

The metropolitan authority prepared a yearly event dedicated to food transition (Month of Food Transition) highlighting various initiatives and together with municipalities, the metropolitan authority worked on transforming school canteens' practices to make them more sustainable.

PILOT ACTIONS

- The Month of Food Transition
 - 2 Sustainable diets in school canteens
- Establishing the Metropolitan Food Council

LESSONS LEARNT

- Governance of the inter-territorial project: the elected representatives involved in the steering committee of the inter-territorial food project are vice-president of different administration. Thus they can't make decisions by themselves for their own administration. They will always have to refer to their Council before taking a formal decision. As a consequence, each decision taken by the inter-territorial food project steering committee might take time, especially if it is a controversial one.
- NGO's: the mobilization of NGO's without subsidizing them is complex and competed by all actors (municipalities) also wanting them to be involved on different participative projects. This requires coordination first, but also a more solid strategy to involve them on the long term.

NGO's also appeared to have limited interest in transforming their ways of thinking and doing to address new actors or new public as far as food behavioral changes are concerned, probably because of their fragile financing capacities and necessity to be very focused on concrete and effective actions.

Realising that after gathering municipalities to discuss sustainable school canteens operations we need to private catering companies and producers' engagement to go further. Indeed if they are not involved into our project then they might feel ignored or not heard which is not the objective.

To strengthen our action on sustainable school canteens and especially on local and sustainable procurement we have to include these actors into our working groups and make sure they share their own obstacles and barriers with municipalities and learn about the municipalities' challenges.





GRONINGEN





- 200,000 Inhabitants
- **Urban Food Policy**
- Food Council

LIVING LAB OVERVIEW

Groningen has an existing food policy, which is now being partly implemented via Food Trails Living Lab activities.

The motto is "healthy and sustainable food for all" and the focus is on disadvantaged areas. Groningen's pilots aim to actively stimulate access to healthy and local food for everyone with a strong focus on people living in poorer neighborhoods.

The city wants to include vulnerable groups further, develop new initiatives, connect and better align existing.

PILOT ACTIONS

- Cooking together in Groningen: cookbook & courses for schools and community centres
- Tuin in de stad/Westpark: growing food in the city
- Selwerd and Toentje: food action at neighbourhood level
- Improved governance on food systems and protein transition

LESSONS LEARNT

The importance of internal cooperation to be more effective outside

The City of Groningen has a long tradition in working on Food. It has taken the municipality a long time to realise that this is a integral topic that potentially aligns with lots of other policy fields (like health, circularity, waste and poverty). By working together we can getbigger impact for the city and its inhabitants. Allocate structural funding for food is needed and involvement on political level as well. To be externally effective one needs to organize internally – which is easily said but hard to achieve.

Aligning internally with the different policy fields is hard work and requires constant attention (and time). Having a set of concrete goals helps the conversations. Talks about money (making things very concrete) are needed as well. Focus on people who want results does the trick. For the protein transition approach we have hired (external) experts to help us determine what is the best way to go.

Working with local initiatives needs continuous attention & an open mind

Groningen has worked with lots of local initiatives in Food Trails, these contacts are very important for the realization of our food policy. Active attention with the initiatives is needed, also talks about what they need, evaluation what went well and what could be changed. Listening is an important part here, and we need to be prepared to change things when needed, we need to have an open attitude towards the initiatives. In the end it is them doing the work in practice and it is we who need to be facilitating for the best results and the most impact. We have gotten to understand that small projects where things can be tried are really helpful.



MILAN







1,400,000 Inhabitants



Urban Food Policy



Food Council

LIVING LAB OVERVIEW

Milan is enhancing the circularity its school canteen system. The city's Living Lab is striving to attain zero food waste in school canteens. This includes examining how the school canteen system can enhance its circular economy practices through collaboration with key stakeholders. Food losses and food waste are being reduced in collaboration with Milano Ristorazione, the public company responsible for the school meals. Nudging actions are being implemented to measure the impact. The City of Milan is also exploring the upcycling of biowaste and evaluating the potential installation of a bio-digestor in the school kitchen. Finally, a joint protocol is being established by the City of Milan to engage all relevant stakeholders in the collection and distribution of food surplus to assist those in need.

PILOT ACTIONS



Monitoring for food waste prevention and healthy diets in school canteens

2

Scaling up the information system for food waste redistribution

3

Feasibility analysis for biodigesters in kitchen centres/canteens

4

Communication campaign on food waste and healthy diets

LESSONS LEARNT



Combining a concept strategy that connects the different actions to be applied in the living lab in Milan was a fundamental choice. Milan focused all the actions on the increasing the level of circularity in school canteens. However, the strategy must be linked to a parallel fundraising strategy. The project funds are in fact only used to activate the actions but their upscaling can be done with municipal funds or with external resources (private from foundations or public through regional, national, European tenders). In Milan, the nudging actions tested with Food Trails, which consisted of the environmental redevelopment of 4 school canteens to encourage the appreciation of food among children, are scalable thanks to a "Refectory Fund" that the Municipality activated with the own municipal budget to extend the interventions to other schools in the city.



The European Food Trails project has been a driver of innovation, not only for Milan's Food Policy but above all for Milano Ristorazione Spa, the public company that manages the school canteen system. For Milano Ristorazione, Food Trails was intended as an opportunity to systematize different types of actions: management of real estate assets, valorization of food waste and communication/dissemination of good eating habits to prevent waste.

At the same time, Food Trails was a tool for creating knowledge among the Milano Ristorazione staff through learning the "culture of the European project" and dedicated moments such as replication visits (on the topic of public procurement – increasing the purchase of goods from local supply chains) and the deployment of experimental actions reported in the living lab. This is a crucial process innovation that will continue with other European projects such as School Food 4 Changeworking on school canteens.



Process innovation must also concern administrative processes to activate publicprivate partnerships between the Municipality and external private actors. Regarding the redistribution of excess food that can be recovered and still consumed, the project tried to expand the network of NGOs to expand the service. The difficulties of coordination between NGOs are not easily overcome except through technological tools for managing surpluses proposed by startups which, however, must be engaged through public procurement which remains a barrier element. Another case is the development of technical solutions or feasibility studies that could be provided by innovative startups as preliminary studies for the investment that the Municipality or Milano Ristorazione could make. For example, for the optimization of packaging logistics or the upcycling of food waste for other uses.





THESSALONIKI







☑ Urban Food Policy

Food Council

LIVING LAB OVERVIEW

Thessaloniki aims to foster healthy nutrition, increase of regional food producers and food for all and;

- Increase knowledge and awareness about sustainable and healthy food consumption, urban agriculture, food waste and of vulnerable groups' needs;
- Encourage sustainable and healthy food consumption;
- Increase local food producers, vegetable gardens and social assistance programmes to increase supply of healthy, sustainable food.

The Thessaloniki living lab generated a food council and focused the actions on urban agriculture initiatives.

As part of the UNESCO Gastronomy City, Thessaloniki, the stakeholders and the civil society are deploying the urban food policy strategy, aiming to become the driver towards a more sustainable food system. Starting from supporting local organic products, healthy habits, actions against food loss and food waste and the growing gastronomy planning/planting.

PILOT ACTIONS

Establishing Thessaloniki's Food Policy Council

2 Urban Vineyard, urban agriculture projects and food learning

LESSONS LEARNT

The great value of participation in the design of urban policies (the role of local partners and local experts)

In the process of setting up and running the Food Policy Council and in the process of developing the urban food policy, the valuable role of local partners and local experts, each from their own perspective, in the development of the food policy was highlighted. The use of previous local partnerships and networking was very useful in building the pool of participants who ultimately contributed to the formulation of the urban food policy.

The importance of institutionalising responsibilities and procedures related to nutrition (the role of officials in nutrition policy)

In addition to the participation of external partners (representatives of institutions and local experts), the involvement and active participation of the competent services (organisational units) of the municipality is particularly important. To make this possible, it is important to establish new roles and responsibilities that may not exist as nutrition is not a traditional jurisdiction of local authorities in our country. In other words, we should not neglect to graft the organisational chart of the municipality with roles and responsibilities related to nutrition policy (modification of the internal service organisation).

The importance of political commitment to food policy objectives (the role of elected officials)

Political commitment is also very important for the formulation and adoption of urban food policy. Simply signing the MUFPP through a decision of the collective body is not enough and political commitment needs to be regularly restated. As for example with the approval of the food policy text but also with the approval of the food strategy and the individual business plans that should follow. To achieve maximum political commitment and support we need to be able to demonstrate that the nutrition policy is not isolated but articulated with the strategy for urban resilience and also with the strategy for climate neutrality etc.





TIRANA



LESSONS LEARNT



800,00 Inhabitants

Urban Food Policy

Food Council

LIVING LAB OVERVIEW

Tirana Food Trails Living Lab aims to accelerate the transition towards more healthy, resilient, sustainable food systems and reduce food waste.

To do so, the Municipality develops 2 pilot actions to:

- promote organic and local products. To accomplish this objective, for the first time, the City of Tirana is offering the city the Agropark, where local and organic producers can find a proper marketplace and reach final consumers.
- reduce food waste by creating awareness among citizens and companies on the consequences of food waste as well as strengthening actions for surplus food recovery and redistribution to vulnerable citizens, in collaboration with the local food bank and other food-aid organizations.

The city is also developing the first food strategy at municipal level as main legacy of Food Trails project.

PILOT ACTIONS

Connecting the food service sector network for the management of food surplus

Preventing food waste in the local food service sector

- The importance to coordinate all public interventions and initiatives related to the promotion of health food consumption and to food waste prevention with local and national regulation in order to have the possibility to implement the foreseen activities in the best way
- 2 The importance of a continue dialogue between public institutions and the world of civil society for two main reasons: 1) to be sure that all public policies will satisfy and reply to real needs of the citizens, 2) to be sure that all publicpolicies will be implemented from private businesses that belong to the territory and that works with the territory
 - The importance of educating and raising awareness of the citizens. In order to reach a good result and be sure that any public policy principles will match the target needs is real important that citizens collaborate with the public institutions and to do this they must be aware about the importance of the health food transition and about the importance to prevent food waste and reallocate the food surplus to people in needs. Schools, civil society and business' associations are very useful to support the municipality in the implementation of a successful awareness campaign





WARSAW



LESSONS LEARNT



6

1,400,000 Inhabitants



Urban Food Policy



Food Council

LIVING LAB OVERVIEW

The City established the Warsaw Food Lab together with the SWPS University of Social Sciences and Humanities to implement an institutional change and bring together local authorities, business, academic sectors, NGOs and citizens to co-create innovative solutions for a sustainable food transformation. It aims to function as a space to co-create and test food innovations and solutions and as a cooperative platform that could evolve into multi- stakeholder food governance structure.

The war in Ukraine caused an unprecedented humanitarian crisis in the city and the refugee crisis has reinforced already existing issues related to food logistics and distribution in Warsaw. The Food Lab team and the Food Bank decided to collaborate to optimise the food donor/receiver distribution mechanism.

PILOT ACTIONS

1

Food waste prevention and reduction in small restaurants

2

Optimization of the donor/receiver distribution mechanism in the context of the refugee crisis

We need an active municipal interdepartmental government body for advisory and decision making of food policies and programmesbut.... Such a body should not be a board of 'high' experts but a real team regularly working together. Such a team should design and test evidence-based public policies and interventions. Local authorities tend to create programmes to make citizens 'aware' and 'fix' their behaviour. Our lesson from the Warsaw Food Lab is that authorities should rather create a supportive architecture of good choices and create incentives for the right behaviours. This is why a 'municipal interdepartmental government body' must also include researchers and service designers and behavioural economics scientists.

The second lesson from the Warsaw Food Lab is that we are sorely lacking in food system data. We don't have a clear and concrete understanding of the city's food system, we don't have a methodology for studying it and collecting data, and we lack food-related data. To create ambitious food policies we need to base them on up-to-date and reliable data. Our suggestion would be to design guidelines on how to conduct an urban food system diagnosis and create a database on the methodology one could use to collect food system-related data in the city.

The third conclusion of the Warsaw Food Lab is that there is a chaos in the regulations governing the distribution of surplus food on the market (how the food at risk of getting wasted can stay on the market and still be consumed). This is due, among other things, to the general conceptual confusion on the subject. For example, the stakeholders of the Warsaw Food Lab, i.e. e.g. caterers and grocers, are not sure how food is defined. They do not know what should be considered waste. In general, we all come into contact with food daily, but when we want to explore food-related issues, colloquial terms are not enough. It also appears that the Polish legislation supports the prevention and reduction of food waste only to a limited extend, while it also contradicts the EU legislation in some aspects. Our suggestion would be to create a concise

and clear compendium regarding the food waste legislative context at the EU level and at the local level.



