



FOOD TRAILS

Deliverable 2.2

List of consolidated
11 FOOD 2030
Living Labs

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Introduction

This document represents the Deliverable 2.2 List of consolidated 11 FOOD 2030 Living Labs and investigates some specific characteristics related to the start-up of the living labs of the partner cities in the Food Trails project. The document should be taken as a step in the broader process of the project's WP2 development.

It draws its basis from the deliverables developed during the first year of the project that dealt with participatory policies in urban contexts related to food (D1.3 Report food-based urban participatory policies), identification of learning needs (D1.5 11 short tailor made reports on good practices in partner cities), food policy action canvas framework (D2.3 Report of the virtual workshop on codesign of pilots) and food policy value propositions (D2.1 CRFS report related to FOOD 2030).

Each of the above-mentioned deliverables results from a joint work of research partners and cities, with the support of the entire consortium to develop a shared roadmap towards solid co-design of solutions for more sustainable urban food systems. The support provided by experienced researchers and the daily activity of city officers are the two key ingredients of the project and should guarantee an advantage to pilot solutions.

The first stepping stone in the development of successful and sustainable solutions is the establishment of Living Labs and the deliverable explains the key aspects, as well as a first overview on the stakeholders involved by partner cities. The present document aims to present the methodology followed by the Food Trails project establishing Living Labs in the 11 cities, through the identification of the local stakeholders for the co-creation of impactful solutions.

1. Establishing a Living Lab on food system in cities

1.1 Resources and tools to co-create food actions with local actors

Food Trails mapping of participatory policies

Food Trails aims to translate into practice an approach of systemic change in cities working on the long-term environmental, social and economic sustainability of their food systems. In particular, the project carried out a mapping of existing good practices and experiences from grey literature, scientific publications, projects results and Milan Pact Awards practices. The mapping activity condensed a large piece of knowledge about «food&cities», focusing on successful and recent experiences.

One of the objects of study of the mapping was participatory policies, which resulted in the document D1.3 Report food-based urban participatory policies and provided a few key indicators and practical recommendations for cities to consider when building participatory policy-building processes.

The results, available in the box herebelow, represent a significant input for the partner cities in the next phase of the project. Each city is activating a Living Lab and has to keep a participatory approach, facilitating the inclusion of a wide range of local stakeholders and maintaining the participation of vulnerable groups in the process.

General principles on participatory processes

1. Importance of involving all relevant stakeholders for a truly systemic approach.
2. The active involvement of vulnerable citizens is a challenge, but doing so makes for more inclusive and effective food policies because more knowledge and able to identify needs.
3. Food Councils can be a valuable instrument for co-creating and implementing participatory processes.
4. Having a council department which is formally responsible for encouraging and managing the development of participatory processes within the city greatly facilitates their occurrence.

5. An existing tradition or culture of citizen involvement in policymaking within the city emerged as being instrumental – although this is context specific and cannot be improvised, it can be encouraged and supported.
6. For municipalities, the decision to support and engage with civil society and other stakeholders can only result from a cognizant political choice as it does not happen spontaneously.

Practical recommendations to help structure and organise individual projects towards the creation of a comprehensive urban policy relate to:

- a) ensuring best practices and experiences are shared among different departments within the municipality, through formal and informal channels;
- b) setting up/supporting a Food Policy Council and splitting it into subject-specific working groups;
- c) systematically communicating and informing stakeholders on ongoing projects;
- d) systematically and informally referring to lessons learned, past experiences, project knowledge and best practices, and sharing these with other municipalities working on similar topics;
- e) collaborating with organisations, academia and external experts to integrate available knowledge and facilitate processes and negotiations;
- f) using platforms such as social media to engage with citizens;
- g) framing the policy objectives in terms of actors' interests and highlighting potential gains and benefits;
- h) ensure civil society can rely on accessible entry points and technical expertise in the municipality when it comes to food related issues;
- i) identify local leaders to act as entry points and engagement catalysers for marginalised groups in local communities.

<https://foodtrails.milanurbanfoodpolicypact.org/resources/report-food-based-urban-participatory-policies/>

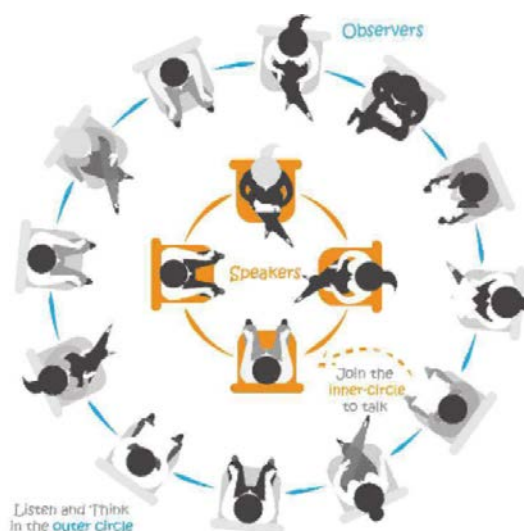
URBACT experiences in managing multistakeholder groups

In addition to the findings on participatory policies in cities, the project also looked into relevant tools that are already available to municipalities for stakeholder engagement. The European Commission is committed to promote more inclusive participatory processes, addressing the issue in call for proposals and therefore guiding cities to keep this aspect on top of their agenda. The toolkit developed by the URBACT exchange and learning programme for the set up of multi-actor platforms is one of the most interesting instruments and is completely accessible online to cities, oriented to the implementation of integrated solutions and urban policies. Below an extract of the more useful tools for Food Trails are enlisted:

URBACT developed in its implementation participatory policies' tools to engage local stakeholders in the action-planning processes.¹

WORLD CAFÉ² is an easy-to-use method for creating a living network of collaborative dialogue around questions that matter in service to real work.

The **FISHBOWL**³ tool aims at getting maximum participation and perspectives from all participants about a specific topic. It is an interactive and participatory method that supports conversation and debate between multiple participants. The fishbowl tool enables the facilitation of large group dialogue by focusing on a small group discussion in an inner circle while the rest of the group listens and observes from the outer circle. Participants join the inner circle when they want to in or ask questions and leave the circle once they have contributed enough. This technique can help bring transparency to the decision-making process and increase trust and understanding about complex issues.



¹<https://urbact.eu/tool-category/engaging-stakeholders>

²<https://urbact.eu/world-café>

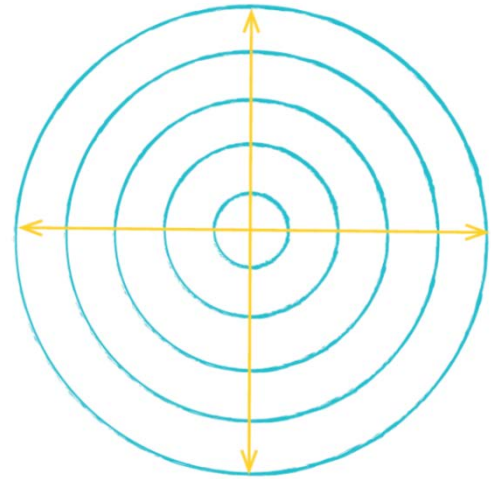
³<https://urbact.eu/fishbowl>

The **CRITICAL FRIEND**⁴ aims at getting critical but yet friendly feedbacks and advices from participants of a transnational meeting or a studyvisit. Who is the toolfor? When should the tool beused? City practitioner in charge of multi-stakeholder groups – Local stakeholder – Expert – Communication Officer – Project coordinator, It should be used when organising national and transnational meetings and when organising study visits and workshops. It's helpful for feedback and peer-review purposes. In Food Trails, it is expected to use a similar methodology as part of the replication exchanges between cities.

The **STAKEHOLDERS ECOSYSTEM MAP**⁵ tool aims at identifying and mapping stakeholders based on the sector they belong to and on their level of importance.

Who is the tool for? When should the tool be used?

City practitioner in charge of multi-stakeholder groups - Local stakeholder - Expert, It should be used at the beginning of the project and can be repeated several times during the project cycle to adapt the group if needed.

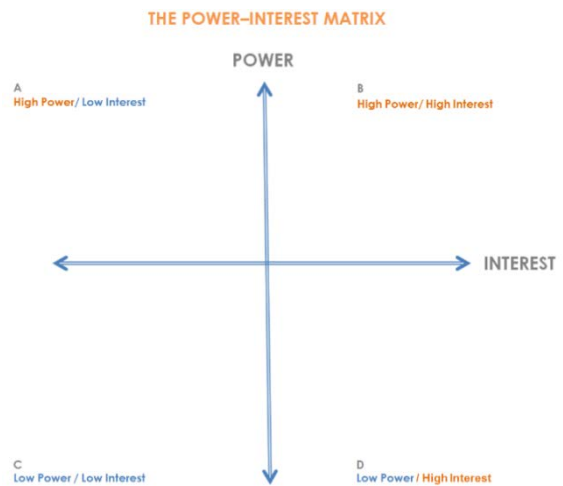


The **STAKEHOLDERS POWER/INTEREST MATRIX**⁶ aims at identifying, mapping, as well as, prioritising stakeholders. Its scope is to think about the right approach to take with each of them.

Who is the tool for?,When should the tool be used?

City practitioner in charge of multi-stakeholder groups – Experts , It should be used at the beginning of the project and can be repeated several times during the project cycle if needed. It can be used for brainstorming and for idea knowledge exchanges.

These last two tools are going to be crucial in the current document as they were used by Food Trails cities.



⁴<https://urbact.eu/critical-friend>

⁵<https://urbact.eu/stakeholders-ecosystem-map>

⁶<https://urbact.eu/stakeholders-powerinterest-matrix>

1.2 Food Policy Action Canvas and Stakeholder's analysis

After the work phase following the knowledge mapping of participatory methodologies, the development of a theoretical and practical framework for the creation of multi-actor platforms specific to the Food Trails cities began. The process involved the drafting of Deliverable 2.3 Report of the virtual workshop on codesign of pilots and therefore the definition of a tool called Food Policy Action Canvas (FPAC): a framework based on the «business model canvas» adapted to the urban food policy context and validated with partner cities.

The FPAC is then a framework ready for cities to start working on the core activities foreseen in Food Trails: activation of a Local Living Lab, co-design of a food action and implementation of a pilot of the action. Based on the elaboration of the Politecnico di Milano, the FPAC is composed of 9 sections :

a) Value proposition

The objective of this block is to identify problems and areas of improvement. The user can be inspired by the existing frameworks of FOOD2030, Milan Urban Food Policy Pact (MUFPP) and the Agenda 2030 for Sustainable Development with the Sustainable Development Goals (SDGs) and specific targets to think about “opportunities to be gained, threats to be avoided and urgent issues to tackle”.

These frameworks provide different approaches to rationalise modern-day, urban issues, from societal to environmental ones, tightly connected with sustainability topics. Indeed, Ilieva (2017) provided evidence that food systems strategies have the potential to facilitate a more synergistic approach to SDG implementation. Moreover, a report from European Commission (2019) confirmed the consistency between MUFPP and FOOD2030 categories.

b) Beneficiaries

This block corresponds to the beneficiaries addressed by the food policy action. In most cases, food policies target food security, i.e. ensuring that “all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life” (World Food Summit, 1996). As such, most food policies target those suffering from malnutrition (e.g. undernourishment and obesity) with limited access to quality food, especially children and elderly people. However, food policies can also address the workers of the food chain as direct beneficiaries (e.g. farmers, wholesalers and food entrepreneurs who invest in social, sustainable or circular food systems). The beneficiaries should be consistent with the value proposition of the policy action.

c) Beneficiaries' relationships

Once the beneficiaries are identified, they should be involved to increase the awareness and acceptance of the initiative, thus its successful implementation and sustainability over time, through participatory approaches, such as surveys and polls, Living labs, creation of communities, volunteering work, and so on.

d) Key channels

Key channels refer to the ways to physically reach the beneficiaries. This includes the geographical scale (urban/rural/a mix of the two, city-wide/concentrated in certain areas, ...) and the tangible channels (e.g. urban markets, school canteens, soup kitchens, etc.) and intangible channels (e.g. communication channels), legislative tools such as procurement rules, urban planning laws, etc.) required to perform the Key activities.

e) Key stakeholders

This block aims at defining the relevant stakeholders and how to engage them. Different policies require different partners and thus stakeholders to involve in different steps of the policymaking. However, this step is required regardless of the circumstances. Stakeholders should be consistent with:

1. The activities to perform;
2. The food supply chain stage affected, considering both primary (production, processing, distribution, food service, consumption, ...) and secondary activities (technology, waste management, ...).

The relevance of stakeholders is defined in terms of interest in the food policy action (high/low) and power/influence in the innovation process (high/low). The aim is to identify the "key players", i.e., those stakeholders who have both a high interest and a strong influence on the food policy action, therefore should be managed closely, engaged, and consulted regularly and eventually involved in the decision-making process (Reed et al., 2009).

f) Key activities

This block considers the activities needed to develop, implement, and carry on the food policy action. The user should identify what is necessary to be done to set a schedule and to have a better understanding of the timing necessary for the implementation and the generation of expected results. When reflecting on specific activities, it could be useful to look at past policy reports and relate what has been done to the specific context of the user. Lastly, the "innovative aspects" should also be considered: to what extent is a certain practice innovative in its environment as they bring opportunities and risks / complexity. By this description, the Key activities block is tightly linked to many other blocks (Channels, Value proposition, Key stakeholders, Key resources, Beneficiaries' relationship).

g) Key resources

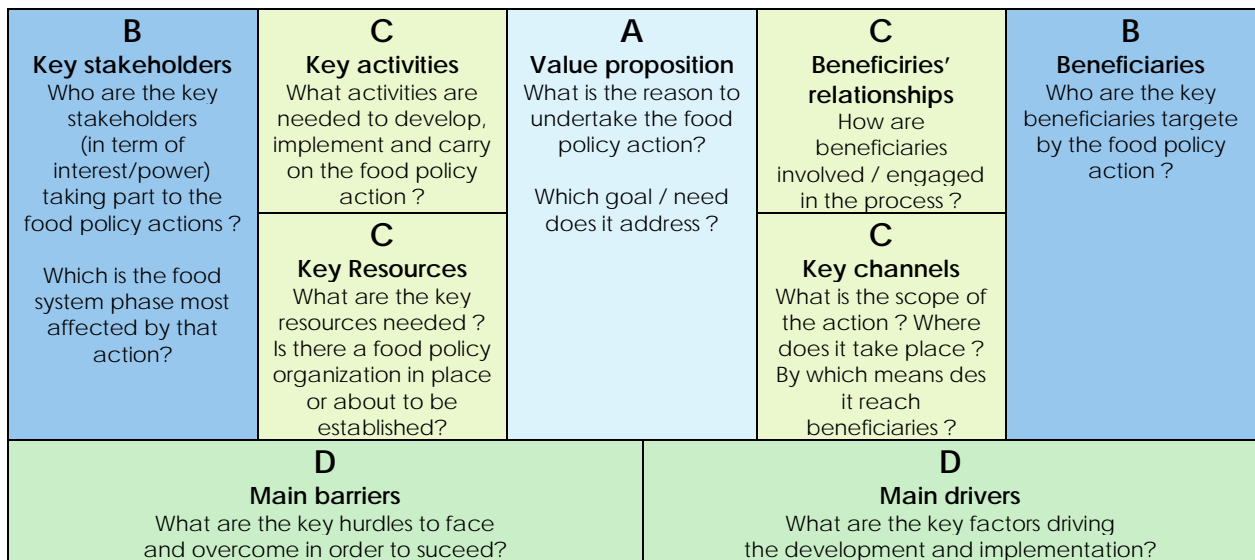
This block refers to the type of organizational structure and level of experience/maturity in matters of food policies of the proposing Municipality, as well as the access to capital (grants, low-interest credit, procurement funds), tangible (infrastructures, equipment, etc.), intangible resources (know-how, patents, etc.) and legislative tools such as procurement rules and urban planning laws. Cities should consider the resources they have access to, and thus what they need, to facilitate and enable the policymaking process.

h) Main barriers

This block considers the major issues to be countered while planning, developing and implementing the food policy action. The barriers can be related, for example, to political, legal, economic, social, technological, environmental aspects, as well as the inability to engage different stakeholders and/or the lack of capital human capital, limited readiness of the Municipality and a lack of political commitment.

i) Main drivers

This block considers the main drivers for the development of the food policy action, i.e., factors that most affect its feasibility and success: political commitment, public interest, public infrastructure, favourable regulatory environment, technology push, relevant city based stakeholders and access to financial resources. Drivers should be considered as ways to overcome the Main barriers.



In this context, Food Trails cities have been working to identify a value proposition useful for guiding the project activities and more broadly the development of a local vision for their food system. The process went through an initial phase of mapping existing best practices and potential learning needs (Deliverable 1.5), then moved to the expression of an actual value proposition, available in the Deliverable 2.1 CRFS report related to FOOD 2030⁷.

As a next step, cities moved to the selection of stakeholders for the Living Lab. In this phase the methodology to involve different local actors should only be consistent with the peculiar rules required in different national contexts, while a **stakeholders analysis** for each city has to be carried out to maintain an homogeneous reading of the different Living Labs and to facilitate a more deep understanding of cities about their stakeholder environment.

⁷<https://foodtrails.milanurbanfoodpolicypact.org/resources/crfs-report-related-to-food-2030/>

1.3 The Living Lab governance

Living Labs in the Food Trails project are open innovation ecosystem of stakeholders that engage different food system actors. The Living Lab will integrate all the innovative processes among the members, from research to practitioners, from public to private, from institutional bodies to private sectors and/or grassroots movements. Like the city pilots, it should be considered a permanent space to share ideas and co-create meaningful solutions. The Living Lab will also work to co-assess the impact monitoring of the actions.

Concerning the definition of key roles for the establishment and workflow of the Living Lab, the H2020 project FoodSHIFT2030 provided an interesting explanation of roles and responsibilities in the establishment of the FoodSHIFT Accelerator Labs (FALs) which is also useful for Food Trails. The methodology adopted foresees the definition of fixed roles for the good functioning of a multi-actor lab. It explains how these roles could come down even on just one actor coordinating the lab.

Consistently with the rhetoric of the project, the main role in the coordination and organization of the Living Labs is given to the cities. Partner cities are in charge of the governance of the Living Lab and are responsible for the maintenance of the process of stakeholder engagement. This is to ensure an alignment between the ongoing goals of the city and the actors collaborating specifically on food system actions.

The two main roles identified for the establishment of Food Trails Living Labs are explained below:

- **Living Lab Manager:** is responsible for the establishment and management of the Living Lab, he convenes and coordinate the meetings, defines the agenda, establishes positive relations with all the stakeholders engaged in the Living Lab. Could be a political representative or a technical position with a mandate of the political representative.
- **Living Lab Team:** support the manager in the organisation of the meetings, minutes of meeting, update of the LL archive, communication activities, this team could be embedded in the municipalities as well engage some of the resources of the stakeholders that takes part in the living lab.

1.4 Next steps and timeline for Living Labs

The activity of the living Labs planned in each city partner of the project officially begins in autumn 2021. It includes some next steps common to all, as well as possible additions and peculiarities based on the needs of each city.

Each living Lab foresees, as has already been said, the **participation of numerous local stakeholders** and a **variable geography** based on the needs of the city.

It is important to underline that, based on previous experiences and collected sources, the life of the Living Lab should not be understood as a fixed meeting with static modalities of local actors in cities, but rather an activation and participation tool that can foster **effective collaboration between the municipality its stakeholders and that for this it must necessarily be flexible** in the timing of the meeting as well as in the methodologies with which the exchange takes place.

Based on the activities planned for the Food Trails project, each Living Lab will be active at least twice a year to guarantee different types of support to the city. As explained, the main function of the Living Lab is the co-design of pilot action/s that the city will begin to implement, starting in 2022. Based on the different needs, it is possible that Living Labs will also be called upon to intervene on the necessary adjustments of the pilot action subsequently.

The second objective of enormous importance for the **success of the pilot** and for the contribution of the city to the **project impact evaluation**. In concrete, the development of a monitoring infrastructure based on quantitative and qualitative indicators useful for tracking the progress of the pilot will be carried out by cities (with the great support of research partners of Wageningen Research and Politecnico of Milan). Cities will be able to make use of the support of the actors part of the living Lab to observe the progress of the action through data collected, and possibly validating the methodology at the same time. This activity will have a constant trend over the next three years of Food Trails.

The Living Lab will therefore remain a constant presence over the next three years with possible further declinations in different contexts such as in cities where a consultation /participation body already existed and therefore covers a role of great importance for that context.

1.5 Continuous evaluation of the process

Based on the guidelines produced by the **Horizon 2020 project Fit4Food2030**, the continuous evaluation of the relations within the living lab actors, allows the Living Lab Manager to assess the evolutions of the relations among the different actors.

Is important observe through questionnaires, brainstormings, dedicated meetings and interviews, the cluster of actors to discover the advancement and change attributed to the work of the Living Lab. There are several ways in which a Living Lab can evolve. Below are listed a set of operations that a Living Lab Manager can observe.

GROWING



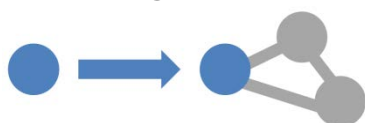
A Living Lab can attract growing numbers of contributors or participants. Grow this often achieved by increased visibility and competencies. You can grow your lab by enlarging the amount or type of stakeholders involved.

REPLICATING



Replicating refers to the translation of the ideas, models and practices of the Living Lab into another context. You may also utilize the initial lab idea to “spin off” collateral labs on specific topics.

EMBEDDING



Embedding is another way to make the Living Lab sustainable with an institutionalization of a Lab through structural anchoring in a competence unit within an existing organization. When a lab is embedded, it becomes mainstream.

PARTENRING



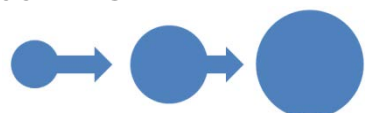
The Lab could partner up with another Living Lab. By partnering, the Lab gains advantages of pooling synergies and resources but also from identified opportunities for collaboration to increase impact.

INSTRUMENTALISING



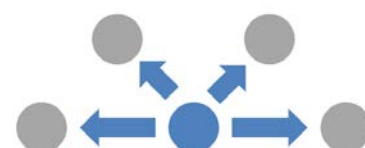
Instrumentalisation is the strengthening of a lab by exploiting opportunities in the governance context. Depending on the lab’s ability to present itself in an attractive way and being able to navigate.

SCALING



Promising lab practices could be scaled out to other parties to test and refine. Encourage networks of people who are working on food system change to share information, horizontally across the system.

SCALING UP



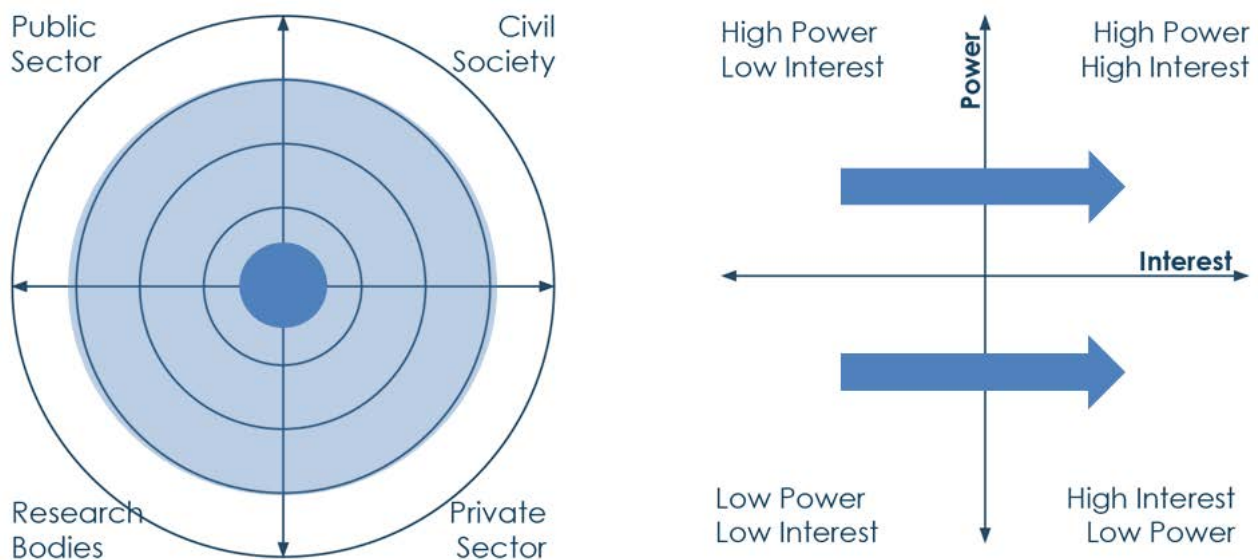
Successful lab practices to the system level means to ensure that results are sustainable. Engaging in cross-regional, trans-national activities and schemes can be a fruitful way forward.

2. Living Labs in Food Trails cities

The stakeholder analysis was carried out thanks to the contribution of each partner city, on the input of the Milan Municipality as task leader of the activity. The methodology required cities to insert in an excel the list of stakeholders who are participating in the Living Lab, including the following information: main activity, **FOOD 2030** related priority (Nutrition, Climate, Circularity, Innovation), the **Food System Phase** on which the stakeholder is working (Production, transformation, logistics, distribution, consumption, waste), the kind of actor based on the **quadruple helix of innovation** (Public, Private, Research, CSOs).

Starting from this, the exercise planned to rank each partner on the level of importance, based on the city's perspective, in a range from 1 to 5 as required by the "**Stakeholder Ecosystem Map**" tool. And then indicate, on the basis of the **Power / interest Matrix**, a value between high and low regarding the power and interest of that partner for the co-design process of a pilot action for the local food system.

The tools involved were taken from the URBACT methodology, mentioned above.



It should be noted that information regarding the name of individual stakeholders is not present in this document, in line with GDPR rules. However, it is possible that the names of the Living Lab members will be disclosed at a later stage of the project.

In the following section it is possible to read a summary sheet for each Food Trails city based on the information provided. The graphics summarize the diversity of the actors involved in Living Labs and express the different ways in which cities have applied the proposed approach to involve relevant actors in the co-creation of solutions.

The stakeholder analysis is a key step to help Food Trails cities and partners to understand the local environment of stakeholders, allows you to see who are the most important actors of each Living Lab, who actually holds the power to transform the identified priority and stimulate a debate among the cities of Food Trails.

The stakeholders' analysis tools can also be used on a regular basis during the life of the project, to give Living Lab Managers valuable tools to manage their actors.

The comparative analysis between the different Living Labs is helpful in observing the different trends, for the actors involved and their power on the selected value propositions (D2.1).

BERGAMO

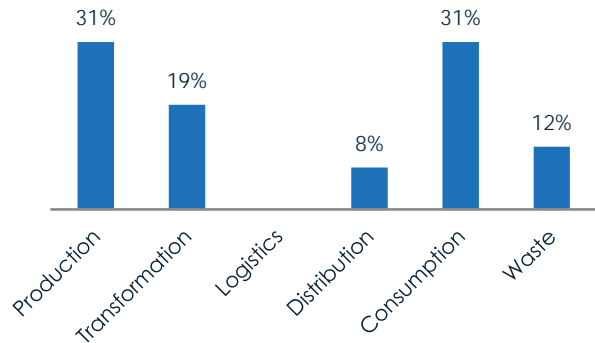
22 local actors engaged

Bergamo in relations to its value proposition selected 22 actors, the majority from the **civil society organization** and primarily active on **nutrition** and **innovation** priorities.

About their food system knowledge the cluster of actors is more positioned on **production** and **consumption**.

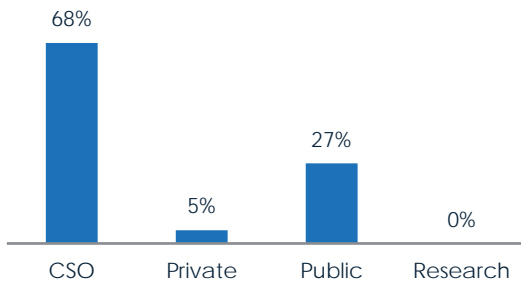
Food System main activities

Main competencies of the actors involved, based on the different food system phases.



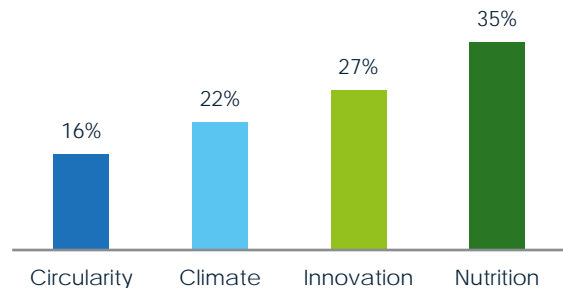
Kind of actors

Division of the actors according to the quadruple helix of innovation.



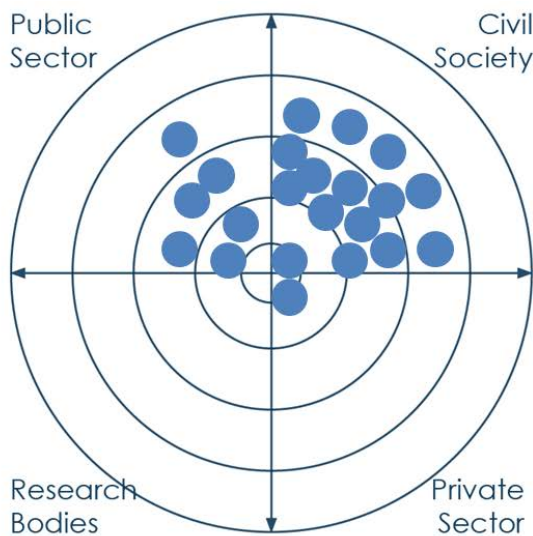
FOOD 2030 priorities

Main competencies of the actors involved, based on the FOOD 2030 priorities.



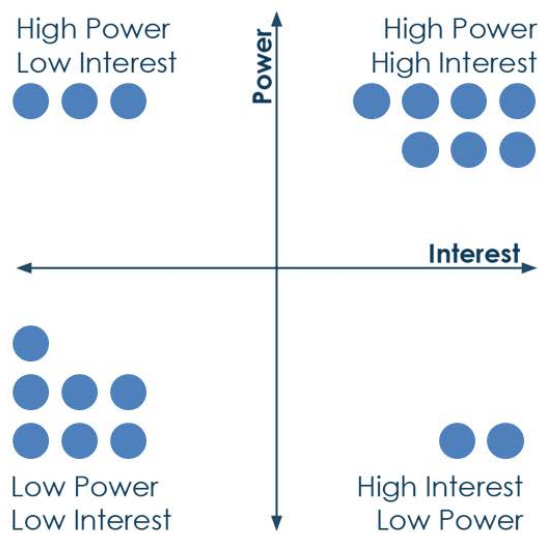
Stakeholders Ecosystem Map

Relevance assessment of the actors engaged.



Power/Interest Matrix

Understanding of the stakeholders influence on the value proposition.



BIRMINGHAM

20 local actors engaged

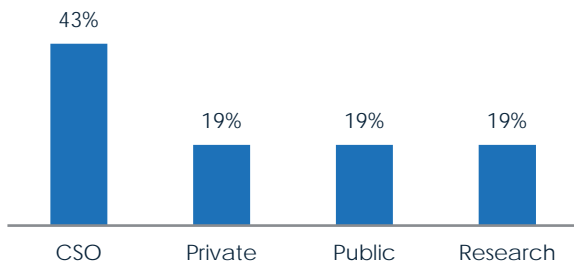
Birmingham in relation to its value proposition selected 20 actors, the majority from the **civil society organizations** and then well balanced among private, public and research bodies.

These actors cover well all the FOOD 2030 priorities with a predominance of **climate** and **circularity**.

About their food system knowledge the cluster of actors are more positioned on **transformation**, followed by **consumption**.

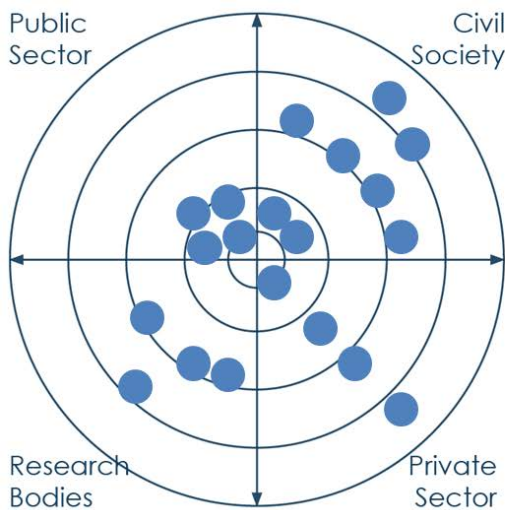
Kind of actors

Division of the actors according to the quadruple helix of innovation.



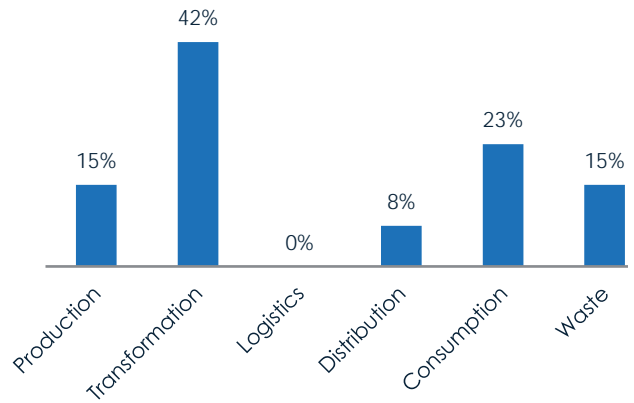
Stakeholders Ecosystem Map

Relevance assessment of the actors engaged.



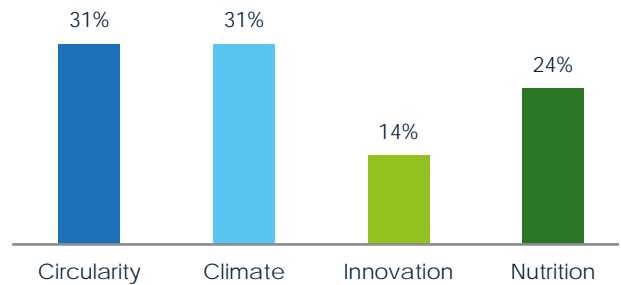
Food System main activities

Main competencies of the actors involved, based on the different food system phases.



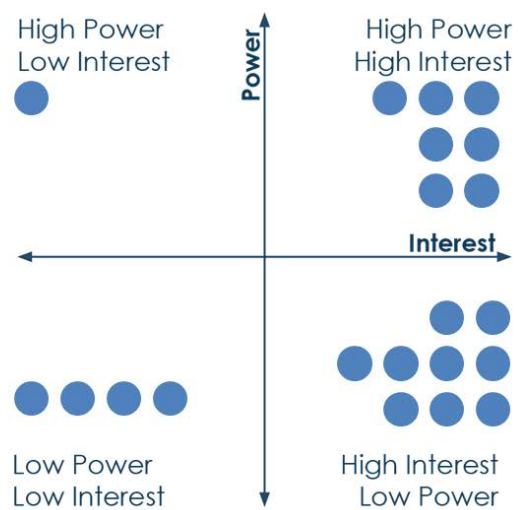
FOOD 2030 priorities

Main competencies of the actors involved, based on the FOOD 2030 priorities.



Power/Interest Matrix

Understanding of the stakeholders influence on the value proposition.



BORDEAUX METROPOLE

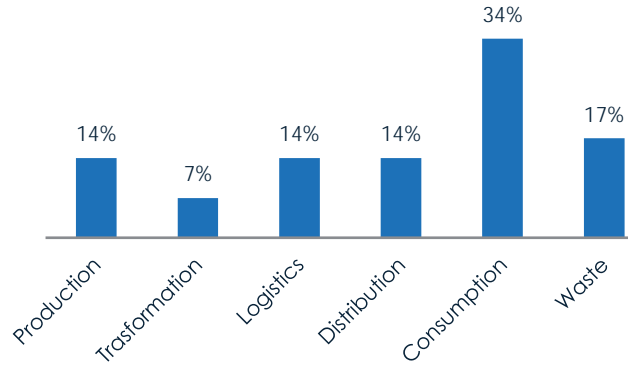
19 local actors engaged

Bordeaux in relations to its value proposition selected 19 actors, the majority from the **public sector** and **civil society organizations**, followed by private. These actors cover all the Food2030 priorities with more focus on **nutrition**.

About their food system knowledge the cluster of actors are positioned primarily on **consumption**.

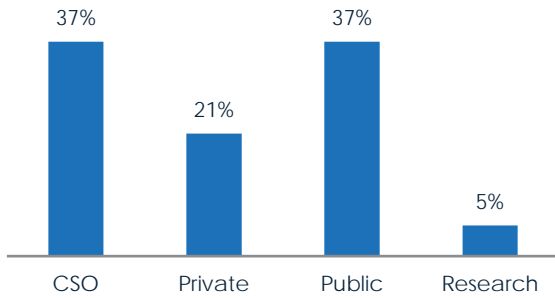
Food System main activities

Main competencies of the actors involved, based on the different food system phases.



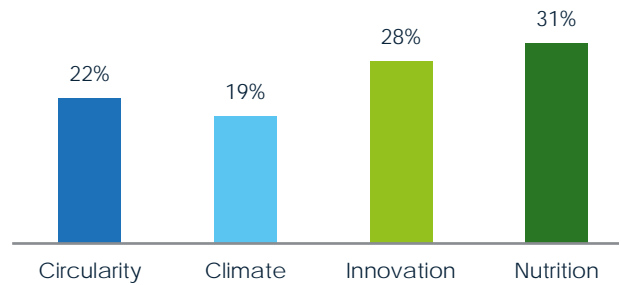
Kind of actors

Division of the actors according to the quadruple helix of innovation.



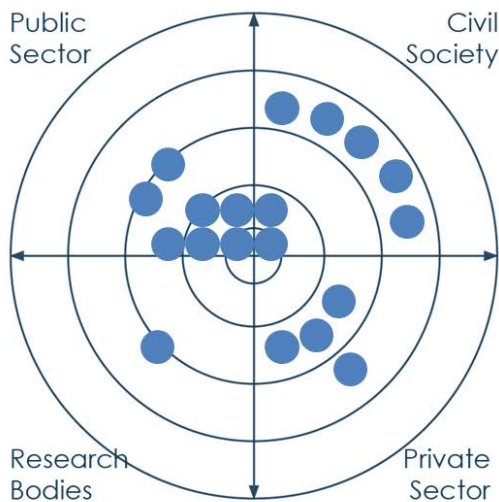
FOOD 2030 priorities

Main competencies of the actors involved, based on the FOOD 2030 priorities.



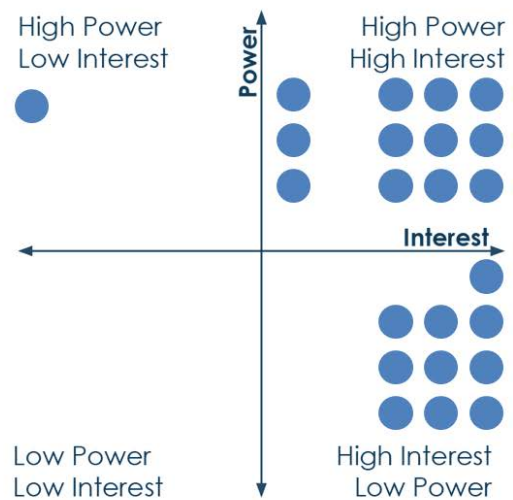
Stakeholders Ecosystem Map

Relevance assessment of the actors engaged.



Power/Interest Matrix

Understanding of the stakeholders influence on the value proposition.



GRENOBLE

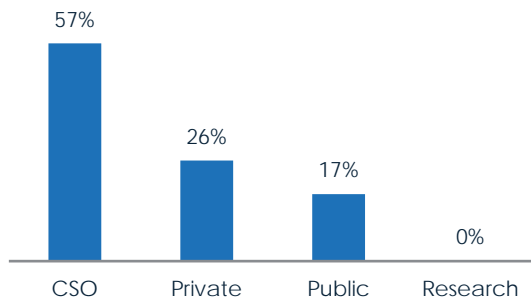
23 local actors engaged

Grenoble Alps Metropole in relations to its value proposition selected 23 actors, the majority from the **civil society organization** and then private and public bodies without research organization. Actors with high interest but low direct power on the goals. These actors covers mainly the Food2030 priorities of **innovation**.

About their food system knowledge the cluster of actors are positionated in all the food system with a predominance of **consumption** and **production** phases.

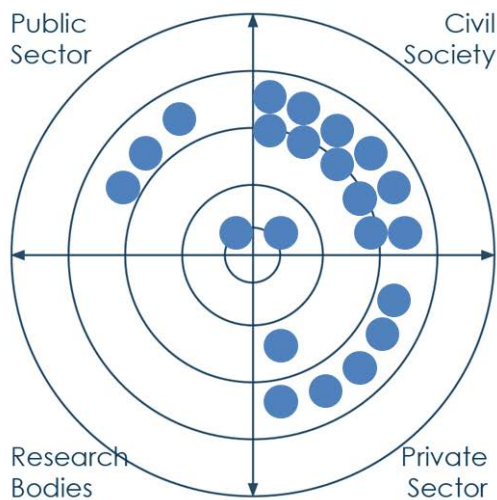
Kind of actors

Division of the actors according to the quadruple helix of innovation.



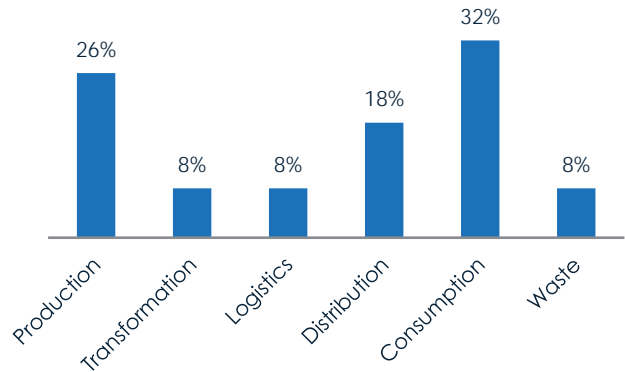
Stakeholders Ecosystem Map

Relevance assessment of the actors engaged.



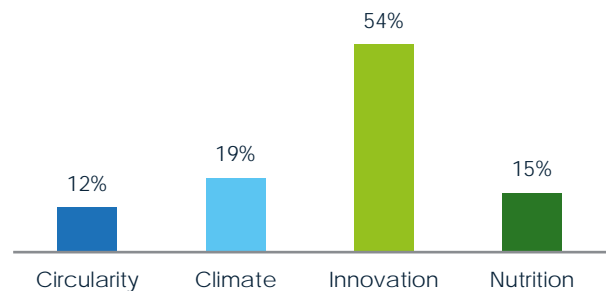
Food System main activities

Main competencies of the actors involved, based on the different food system phases.



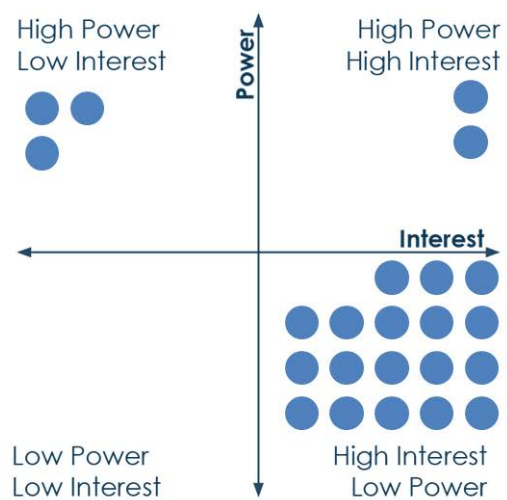
FOOD 2030 priorities

Main competencies of the actors involved, based on the FOOD 2030 priorities.



Power/Interest Matrix

Understanding of the stakeholders influence on the value proposition.



MILAN

17 local actors engaged

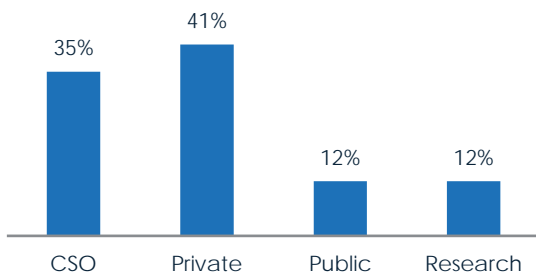
Milan in relations to its value proposition selected 17 actors, the majority from the **private sector** and **civil society organizations**.

These actors covers mainly the Food2030 priorities of **circularity**.

About their food system knowledge the cluster of actors are positioned in all the food systems on **food waste**, then **consumption**.

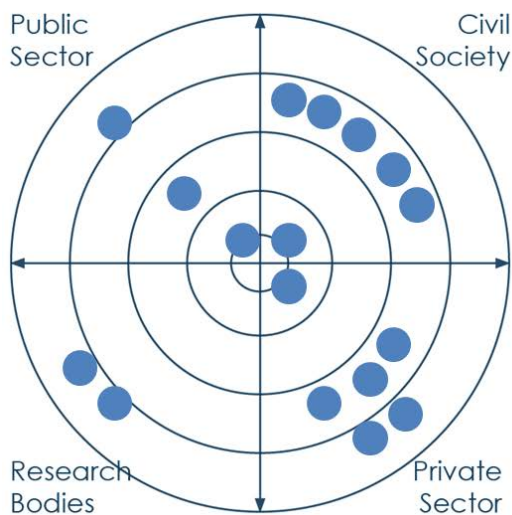
Kind of actors

Division of the actors according to the quadruple helix of innovation.



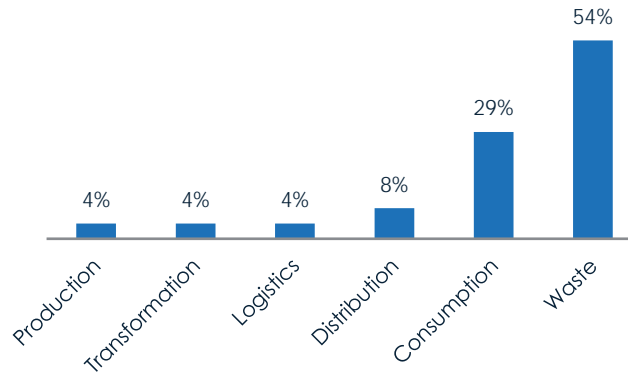
Stakeholders Ecosystem Map

Relevance assessment of the actors engaged.



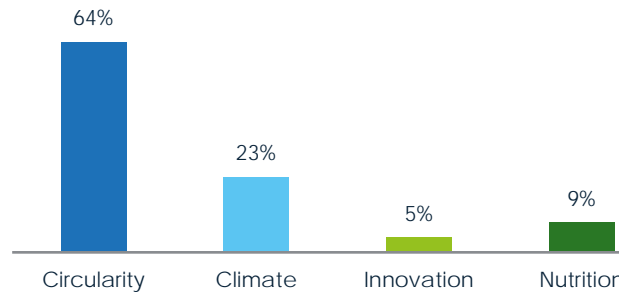
Food System main activities

Main competencies of the actors involved, based on the different food system phases.



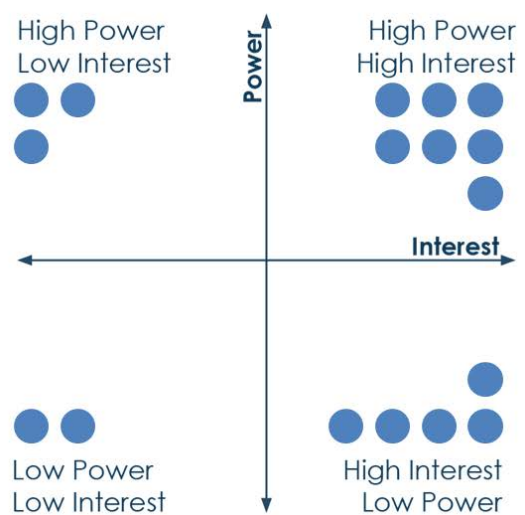
FOOD 2030 priorities

Main competencies of the actors involved, based on the FOOD 2030 priorities.



Power/Interest Matrix

Understanding of the stakeholders influence on the food policy priority goal.



COPENHAGEN

The city of Copenhagen is in the phase of selecting the actors. As described above, the deliverable is a living document. This part of the deliverable will be updated before the M18 internal reporting deadline.

FUNCHAL

The city of Copenhagen is in the phase of selecting the actors. As described above, the deliverable is a living document. This part of the deliverable will be updated before the M18 internal reporting deadline.

GRONINGEN

The city of Groningen is in the phase of selecting the actors. As described above, the deliverable is a living document. This part of the deliverable will be updated before the M18 internal reporting deadline.

THESSALONIKI

The city of Thessaloniki is in the phase of selecting the actors. As described above, the deliverable is a living document. This part of the deliverable will be updated before the M18 internal reporting deadline.

WARSAW

The city of Warsaw is in the phase of selecting the actors. As described above, the deliverable is a living document. This part of the deliverable will be updated before the M18 internal reporting deadline.

Conclusions

The analysis of the partners that emerges from the fact sheets on the cities of Food Trails allows us to draw some conclusions both on the effectiveness of **using European tools** already validated, and to draw **some observations regarding the specific context** of the project.

When looking at the results coming from the Stakeholder's Ecosystem Map, it is worth mentioning that **cities have the capacity to further involve stakeholders** in the quadrant low interest/high power and low interest/low power. Involving them in the Living Lab and making use of the participatory tools there is the opportunity to engage them and **stimulate their interest** in the pilot solutions. It is also important to notice that engaging for the large majority stakeholders high interest/low power maybe a risk for the success of the action.

This factor, if combined with a predominant kind of actor (e.g. private sector or public actors, etc) could lead to an imbalanced Living Lab and should be readjusted in the life of the project. This may depend on the **level of maturity of each city** in managing multistakeholder groups, both on co-creation of solution and pilot implementation. Nevertheless, the tool is fully functional to identify these kind of shortcomings and can help reshaping gradually the Living Lab environment.

The approach and background work to develop this information about local stakeholders has proved to be very **accessible for local teams** of the municipalities ready to start with the activities, even for cities with a smaller advancement on food actions. The methodology and outputs could merge into a specific tool. The idea that will be discussed later among the partners is to spread the approach to stakeholders analysis, and it could provide a valuable input also for cities outside the project and actively learning from Food Trails, e.g. Eurocities Working Group Food cities, as well as the 21 Fellow cities of the MUFPP community.

References

URBACT programme resource on multi-stakeholder platforms:

<https://urbact.eu/how-set-and-run-multi-stakeholder-group>

FIT4FOOD2030 City Labs and Food Labs:

<https://fit4food2030.eu/city-labs-and-food-labs/>

FoodSHIFT2030 Accelerators Labs:

https://foodshift2030.eu/wp-content/uploads/2020/11/D1.1.-Establishment-of-FoodSHIFT2030-Accelerator-Labs_v1-1.pdf