

# FOOD CORRIDORS

Empowering rural & urban food connections within  
European regions

<https://urbact.eu/food-corridors>

## INTEGRATED ACTION PLAN

Union of Municipalities of Bassa Romagna, Italy



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**June 2022**

*«In the territory of the Union Bassa Romagna Municipalities  
the agri-food sector has been an essential  
base for both social and economic development.  
Building opportunities to support  
this economy, with a particular focus on innovation  
and sustainability, has to be a political priority for the Union.  
FOOD CORRIDORS represents an incredible  
chance to foster and support the urban/rural  
connections by creating more links among the actors within  
the food chain. The project has empowered local stakeholders,  
in sharing new ideas and in reinforcing  
existing synergies and forging new ones.  
This experience is reported into the  
Integrated Action Plan: a strategic document  
that will be the starting point for the creation of a common  
political view on food policy and governance in Bassa Romagna,  
to sustain and plan future actions  
while contributing significantly to the growth of this sector».*

**Eleonora Proni**

President of the Union of Municipalities of Bassa Romagna

## Table of Content

<b><u>FOOD CORRIDORS IN A GLANCE</u></b>	<b>8</b>
<b><u>PART I) PRESENTATION OF CONTEXT AND PROCESS</u></b>	<b>9</b>
<b>1. CITY PROFILE AND FOCUS</b>	<b>10</b>
1.1. UNION OF MUNICIPALITIES OF BASSA ROMAGNA IN NUMBERS	10
1.2. ECONOMIC CONTEXT	10
<b>2. POLICY CHALLENGE</b>	<b>11</b>
2.1. EXISTING STRATEGIES AND SECTORAL POLICIES	11
2.2. GOVERNANCE SYSTEM	11
2.3. CHALLENGES AND OPTIONS FOR SOLUTIONS	12
<b>3. INTEGRATED ACTION PLAN'S FOCUS</b>	<b>13</b>
3.1. FOCUS AND ASPIRATIONS	13
3.2. THE IMPORTANCE OF FOOD POLICY FOR LOCAL COMMUNITIES	15
<b>4. DESCRIPTION OF THE PROCESS</b>	<b>15</b>
4.1. MAIN STEPS TOWARDS THE IAP	15
4.2. GEOGRAPHY OF LOCAL ACTORS	17
4.3. ROLE AND RESPONSIBILITIES	18
4.4. ENGAGEMENT INSTRUMENTS	19
<b><u>PART II) ACTION PLAN</u></b>	<b>20</b>
<b>5. OBJECTIVES AND EXPECTED RESULTS</b>	<b>21</b>
5.1. A FOOD BASED TERRITORIAL VISION	21
5.2. MAIN STRATEGIES	21
5.3. MAIN OBJECTIVES	22
5.4. EXPECTED RESULTS	22
<b>6. ACTIONS AND ACTIVITIES</b>	<b>23</b>
6.1. FOOD PARLIAMENT	23
6.2. OPEN INNOVATION SYSTEM	24
6.3. RECORD OF LOCAL PRODUCERS AND PRODUCTS	26
6.4. BASSA ROMAGNA TERRITORIAL MARKETING	28

<b>6.5. ACTIONS' CONSISTENCIES AND COORDINATION</b>	<b>29</b>
<b>7. SMALL SCALE ACTION: BASSA ROMAGNA FOOD</b>	<b>30</b>
<b>8. RESOURCING</b>	<b>34</b>
<b><u>PART III) WHAT'S NEXT</u></b>	<b>37</b>
<b>9. COMMUNICATION STRATEGY &amp; PUBLIC CONSULTATION</b>	<b>38</b>
<b>10. RISKS ANALYSIS</b>	<b>40</b>
<b>11. MONITORING AND EVALUATION FRAMEWORK</b>	<b>42</b>
<b>12. THE FUTURE</b>	<b>44</b>
<b>13. APPENDICES AND SUPPORTING INFORMATION</b>	<b>45</b>

# THE IAP IN A NUTSHELL



## Union in numbers

- 101.469** Inhabitants
- 9** Municipalities
- 1** Common territorial vision
- 1** Integrated Action Plan on food policy

## State of the art

**Strength:**  
Potential of the agri-food value chain

**Weakness:**  
Lack of policy, governance and political will on food

## The vision

[...] the Union wants to become **a laboratory for food production, consumption and innovative experiences.**

The Union will continue to shape a sustainable future where food is at the center of our thought, political agenda and in everyday life activities" [...]



## Objectives

- # **No more food waste**
- # **Re-connect** urban/rural dimensions
- # Promote **local and healthy food**
- # Achieve an **innovative food ecosystem**

## The scope of the SSA "BASSA ROMAGNA FOOD" digital app

- # To promote the **km0 approach** among citizens
- # To become a **territorial marketing tool**
- # To boost **social solidarity and innovation**

## Actions

- 1. Food Parliament**
- 2. Open Innovation System**
- 3. Digital records of producers and products**
- 4. Bassa Romagna territorial marketing**





# Food Corridors in a Glance

## Introduction

We would like to stress that the process followed to produce this **Integrated Action Plan** has been shaped by the circumstances arising from the outbreak and subsequent development of the **Covid-19** pandemic, with all the imbalances and changes that this has brought about. Overall, the Covid-19 pandemic has highlighted **the importance of ensuring access to healthy food for everyone** and the risks underlying a globalized food system that is not exempt from various negative externalities.

In the context where the planet's population will reach 8 billion, and urbanization is overgrowing, cities face the challenge of providing their citizens with clean air, access to healthy and sufficient food, employment, housing, etc. These are among the basic priorities outlined in the **UN Sustainable Development Goals**, which help frame the **New Urban Agenda**.

## FOOD CORRIDORS: The concept, the project

**FOOD CORRIDORS** is a **network of European cities** committed to designing food plans that extend from the urban and peri-urban areas through a corridor that facilitates an **urban-rural re-connection**. This approach enhances production and consumption environments based on a base of economic, social, and environmental sustainability integrated into development policies.

The network seeks **solutions to unemployment**, the **adverse impact on the environment** of economic activity, **adequate health** and **education** for their inhabitants, the **loss of identity**, the need to offer the **quality of life** to citizens, and the **decline** of nearby **rural areas**. Food appears to be a common link related to every one of these sectoral policies.

This Integrated Action Plan developed within the framework of the FOOD CORRIDORS network comes at a critical moment of change for the EU, launching a new **Common Agricultural Policy** and an ambitious proposal such as the **European Farm to Fork Strategy** all within the scope of the **European Green Deal**.

The themes and sub-themes presented below connect with the problems and challenges faced by partners along with the FOOD CORRIDORS network. In the following chapters, these connections will be made visible and their relation to the actions to be locally implemented and how these could be facilitated.

A total of **six priority themes**, developed in **fifteen specific sub-themes**, form the backbone around which each partner of the network has structured a **set of actions in the context of an Integrated Action Plan that seeks to respond to a problem linked to the territorial/local food system**.



## **PART I) PRESENTATION OF CONTEXT AND PROCESS**

# 1. City profile and focus

## 1.1. Union of Municipalities of Bassa Romagna in numbers

The territory of the **Union of Bassa Romagna Municipalities** is located at the **heart of the Province of Ravenna**, in **Emilia-Romagna Region**, covering a surface of 480 sq km, crossed by rivers and channels over the countryside. The Union has an overall population of **101.757 inhabitants** (ISTAT updated to 31/12/21) and it is characterized by urban centers of medium-little dimensions. In fact, it consists of **9 Municipalities** (Alfonsine, Bagnacavallo, Bagnara di Romagna, Conselice, Cotignola, Fusignano, Lugo, Massa Lombarda and Sant'Agata sul Santerno), with the main Municipality being Lugo with 32.243 inhabitants.

The **strengths** of the Bassa Romagna district are the importance and diversification of the **manufacturing industry**; the potential of the **agri-food chain**; the competitiveness of the **logistics system** due to its central position with respect to the major communication arteries; the particular commercial vocation hinged on **historical centers and markets**; the **architectural balance** and the absence of urban congestion phenomena; the presence of landscape and **natural resources**; an important historical and **artistic tradition**; a marked **cultural vitality**; the **high quality of typical products**; a substantial **endowment** of educational, social and health **services**, well balanced among the nine main towns. For all of these reasons, Bassa Romagna is also known as the “**Terra del Buonvivere**” (Land of Fine Living), a land on a human scale.

## 1.2. Economic context

The **economic context** of the Bassa Romagna, in line with the national one, was **severely hit by the Covid-19 pandemic**. According to the latest available ISTAT data on the workforce, at the end of December 2020 the active population of Ravenna was equal to 179,8 thousand units, of which 167,4 thousand employed and 12,4 thousand unemployed. The inactive population, made up of people over 15 years old who are not looking for work, amounts to 157,3 thousand. In the Province, the active population, or workforce, fell by 1,009 units compared to the previous quarter.

The analysis of the Bassa Romagna supply chains highlights that, despite low-knowledge services (personal services, catering, etc.) representing the most important share (25.6%) of the economy, the **agri-food sector is highly important for the territory**. Indeed, the Bassa Romagna has the **highest level of specialization compared to the supply chain at a national level** and the area is peculiar for many Protected Geographical Indication (PGI) products (in italian, *Indicazione Geografica Protetta*), such as *piadina*, *squacquerone* (a soft cream cheese), or Slow food varieties of fruit seeds (*buco incavato peach*), with ancient wine varieties which have also been re-discovered (*burson wine*, *rambela*) etc.

For the agri-food transformation industry, there are some large-sized companies such as Unigrà (Conselice), Unitec (Lugo), Fruttigel (Alfonsine), Conserve Italia (Cotignola and Massa Lombarda); but it is also worth noting that the Cooperatives are the most common company typology, with a long history and tradition in the area.

For what concerns distribution, there are mainly large-scale retail stores, but markets have a big tradition in Lugo and in other municipalities of Bassa Romagna, too. In recent times, organic markets and producers' sales in those markets are increasing, as well as direct sales in the farms, or in a coordinated way.

## 2. Policy challenge

### 2.1. Existing strategies and sectoral policies

Since the International Expo of 2015 “**Feeding the Planet, Energy for Life**”, in Italy **food policy is getting attention** from policy and decision makers at the local level. There is indeed a proliferation of strategies, action plans and policy documents focusing on food policy and how to optimize food resources.

At the national level, the **Law Decree 111/2019 about climate** sets a new panel with positive impact on the food sector sustainability. There are **incentives for “green corners”** in shops and supermarkets: a corner aimed at selling loose and on tap products. In 2019, a new national legislation, whereby all labels must indicate the food origin, was established. Regarding food waste prevention the **Law 166/16 “Provisions concerning the donation and distribution of food and pharmaceutical products for social solidarity and waste limitation purposes”** was approved.

At the regional level, historically speaking, **Emilia-Romagna has a strong tradition in promoting a high quality of agri-food production** and in incentivizing citizens towards more responsible consumption models. Considering the relevance of the topic, investments for improving food policy are also included in the “**Pact for work and climate**”: a strategic document signed in 2020 by the region and the main regional stakeholders. In this regard, recently the Emilia-Romagna Region has launched its **Action Plan for “Strengthening regional innovation policies to build sustainable food chains”**. The Action Plan focuses on optimizing and increasing cooperation between producers, retailers and the packaging industry with the final aim of innovating the regional supply chain. The attention to the no waste topic is increasing and the region is implementing a pilot-project called “**Too Good to Waste**” financed by the Ministry of Agriculture, Food and Forestry Policies through which rethink the traditional production chain with the scope of reducing food waste, making them available as new raw materials for the market and the food industry. To testify the growing attention on food production and consumption, the **Emilia-Romagna region** and the regional **Chambers of Commerce** have launched the **Agro-food Observatory aiming at monitoring the agro-food system since 1994**.

At the local level, currently there isn’t a strategy or a specific policy document addressing food as a multidimensional and cross-sectoral issue. However, in the updated version of the document “**FROM THE STRATEGIC AGREEMENT TO EXTRAORDINARY FORUM FOR THE RECOVERY - Policies to cope with the Covid-19 crisis**” adopted by the Union of Bassa Romagna in 2020, food, rural land and sustainable agriculture are at the top of the political mandate. This was possible thanks to the lessons learned by implementing the Food Corridors project, which has contributed to the increasing of local political awareness on the matter. Themes considered strategic are: a **short supply chain**, introduction of **sustainable and innovative agriculture practices** and increasing attention on the **quality of products** which together have been supported as the way to cope with the pandemic effects as well as to promote a more sustainable lifestyle in the long run.

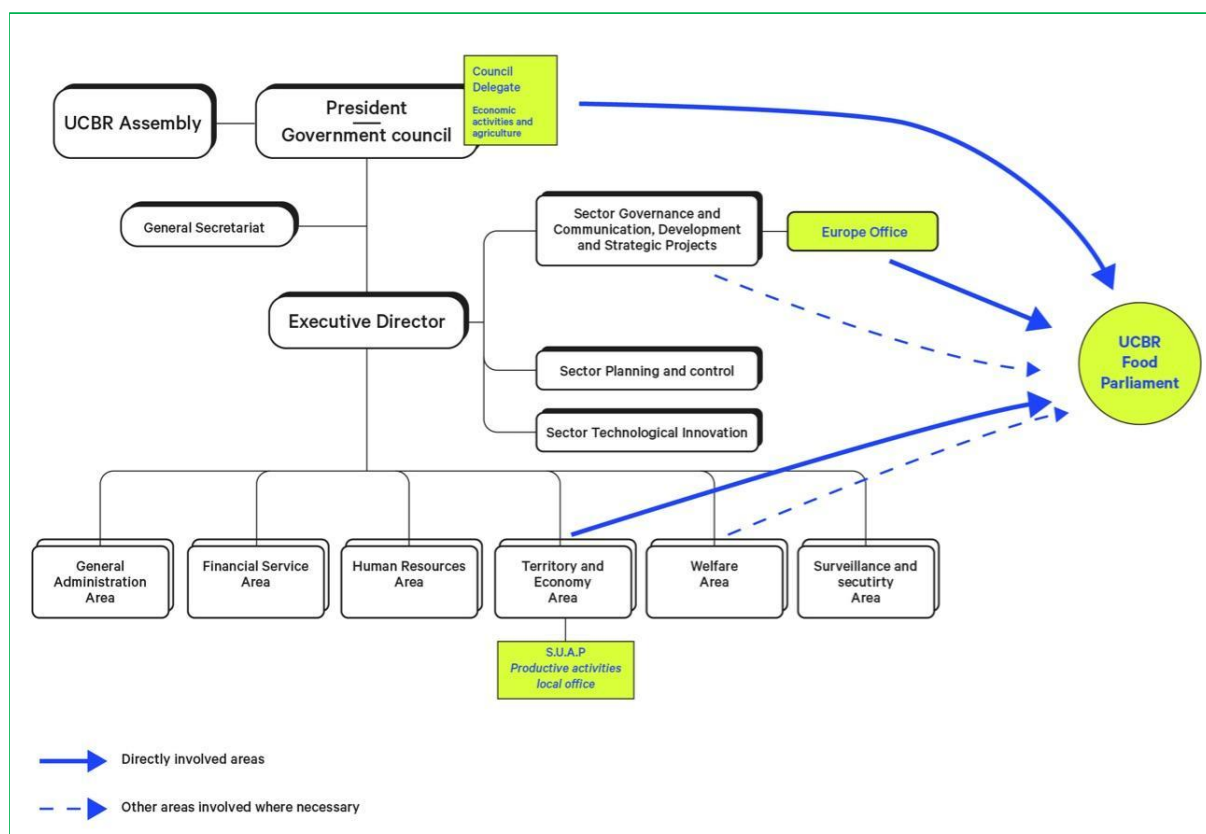
### 2.2. Governance system

The territory of Bassa Romagna has always been characterized by a long and consolidated tradition of cooperation and associated work, which has led to the establishment, from the 1st January of 2000, of the Union of Municipalities of Bassa Romagna. Today it is a unique reality, a **territorial system with its own identity and a role recognised both at the regional and national level**.

The Union has a very special relationship with its particular environment, consisting of nine different Municipalities located in the territory of Bassa Romagna: Alfonsine, Bagnacavallo, Bagnara di Romagna, Conselice, Cotignola, Fusignano, Lugo, Massa Lombarda e Sant'Agata sul Santerno.

The organizational structure shows a clear assignment of roles and responsibilities (see charter below).

*Figure 2.1 - Governance Model of the Union of Municipalities of Bassa Romagna*



Both the Cultural and the Public Works Areas remain under direct control of the individual Municipalities, but still need the coordination of the Union. Currently, there are **no Areas that deal with Food Policy**.

From a political point of view, each one of the Mayors has a specific delegation of competences whose he's responsible for. **The closest Mayor** to the food policy would be the one of Lugo, that happens to have the **Economic Activities and Agricultural Policies delegations**. In parallel to the existing institutional framework, the IAP activities implementation will be supported by the food parliament – a hybrid governance body that will see the participation of both institutional and non-institutional actors. From the Union two are the sectors that will play an important role: the delegate of Economic Activities and Agricultural Policies delegations (political body) and the Europe Office (technical body). Together the bodies will be active during the food parliament activities.

### 2.3. Challenges and options for solutions

Since food policy is considered a new responsibility upon local authorities, there are a number of **challenges** to be overcome like political will, institutional governance structure and mechanisms of coordination, private involvement and cultural behavior.

As far as the **political will** is concerned, the current (post)pandemic debate on food policy seems to be promising since the political bodies are aware of the importance of developing a more environmental and socially sensitive food chain. In this respect, the idea is to foster a 0 km chain, for example, creating producers' direct markets network and, at the same time, attracting research labs and start-ups. The Union of the Municipalities of Bassa Romagna interest in food is at 360° and it is strongly interconnected with other topics, such as environment, ITs and social inclusion.

Also, of great importance is the **governance structure** needed to adopt a more coherent and efficient food policy. Indeed, there is no dedicated body in charge of food policy except for some sectoral bodies, such as the Service for the territorial productive activities (SUAP) and the social service structure (sector) of the Union of Bassa Romagna, that are currently managing food policy but from the perspective of social exclusion of specific social categories only. In this regard, a solution such as the introduction of a "permanent body" or a "platform of actors" responsible for managing the issue of food policy is certainly seen positively.

As food policy cannot be seen as a mere public duty, it is also important to **involve private actors** much more than in the past. In Bassa Romagna there is a proliferation of private actors currently engaged as producers, retailers, and consumers in the local food chain. However, the lack of coordination and the absence of a common vision or strategy has not allowed the creation of an effective "food ecosystem". A solution could be the involvement of private actors in the new food policy governance structure as well as the development of tools that can facilitate the inter- and intra-institutional coordination.

Yet importantly, despite a growing attention on food and its socio-economic implications, there is a need to **educate citizens towards a more ethical, sympathetic and sustainable way of consuming food raw materials**. This can be put in place by promoting public initiatives aiming at socializing these issues as well as increasing awareness among the youth. The involvement of primary and secondary schools, associations and any form of organization is welcomed.

## 3. Integrated Action Plan's Focus

### 3.1. Focus and aspirations

The **Integrated Action Plan (IAP)** is the **tool** used to put in practice the scope of FOOD CORRIDORS. It has been drafted by and with citizens, with the participation of a number of actors and stakeholders from the Union of Bassa Romagna as well as from the outside.

The IAP focuses on the definition of a **strategic and operational framework** around a series of themes and sub-themes which were previously outlined in the Baseline Study of the project, and serves as the beacon for decision makers, policy makers, stakeholders, private actors as well as for the citizens to define the **main territorial priorities concerning food policy**.

### Thematic coherence Matrix

Thematic Framework	Food & economy	Short food supply chains	Healthy food systems	Culture identity and territorial food brands	Sustainability
No waste and solidarity	X (Sub-themes: Reducing food loss and waste; circular economy for food)		n.a		X (Sub-theme: sharing food cities)
Innovation: incubator & startup	X (Sub-themes: circular economy for food; food innovation)		n.a		X (Sub-theme: green jobs)
Rural-Urban Connection	X (Sub-theme: food innovation)	X	n.a		X (Sub-theme: green jobs)
Marketing: Tourism & Local Food			n.a	X	

As it is highlighted in the table above, 4 out of the 5 themes defined in the Baseline Study were successfully addressed by the participatory process and, consequently, by the IAP. The theme **“Food and economy”** plays a pivotal role, given also the fact that the collaborative economy is part of the agenda of Bassa Romagna. The sub-themes of the **reduction of food waste and loss and the circular economy for food** were addressed during the first two meetings, which were aimed at developing initiatives that support a responsible use of food resources through an inclusive and supportive perspective of marginalized social categories or groups of citizens. As a result, the importance of a sharing economy, particularly the aspect of the exchange of food, is identified as a mechanism for achieving a sustainable city: reducing consumption, conserving resources, preventing waste and providing new forms of socio-economic relationships. Moreover, the sub-theme of **food innovation** is very much present in the IAP, as Bassa Romagna aspires to promote local food production through

innovation and start-ups and supporting business initiatives at the local level. Innovation is also intertwined with the economic recovery and the possibility to stimulate the creation of new job opportunities – the so-called “green jobs” that can be achieved by putting in connection rural and urban areas and promoting the short food supply chains. Finally, the IAP focuses as well on the topic of **culture identity** and territorial **food brands**.

As an integrated document, the **IAP** elaborated within the FOOD CORRIDORS project in the Bassa Romagna contains the main principles, the values, and the main objectives to be pursued at the local level. As an action plan, it **establishes the actions, measures, and mechanisms of implementations transforming ideas into real projects**.

The final scope of the Integrated Action Plan is to **provide local communities with a compass for the implementation of a tailored food policy**.

### 3.2. The importance of food policy for local communities

The current pandemic has definitely highlighted the importance of food policy not only in terms of economic assets, but also for what concerns its **social implications**. According to the majority of ULGs participants, COVID-19 has emphasized the existing lack of access to food for a growing slice of citizens. The lockdown as well as the economic crisis that is accompanying the pandemic has shown that a growing number of citizens has no access to an acceptable quantity and quality of food. On the other hand, the current food chain produces a high percentage of waste, underused raw material as well as inefficient uses of natural and social resources.

According to the recurrent opinion of the stakeholders involved, having a local IAP is extremely important as it will help to **push for more initiatives at the local level concerning food policies**, it will **increase the coordination between different local actors** and it will allow to **support innovative solutions to connect urban and rural areas** (as spaces of consumption and production, respectively).

## 4. Description of the process

### 4.1. Main steps towards the IAP

Project activities with local stakeholders, involved in the Local Group (ULG), resumed in late December 2020 after a period of rescheduling them in light of the epidemiological emergency from Covid-19.

Inspired by the URBACT methodology, based on the development of two consecutive Phases, the second one containing **three differentiated stages**, we have followed this route to build the IAP:

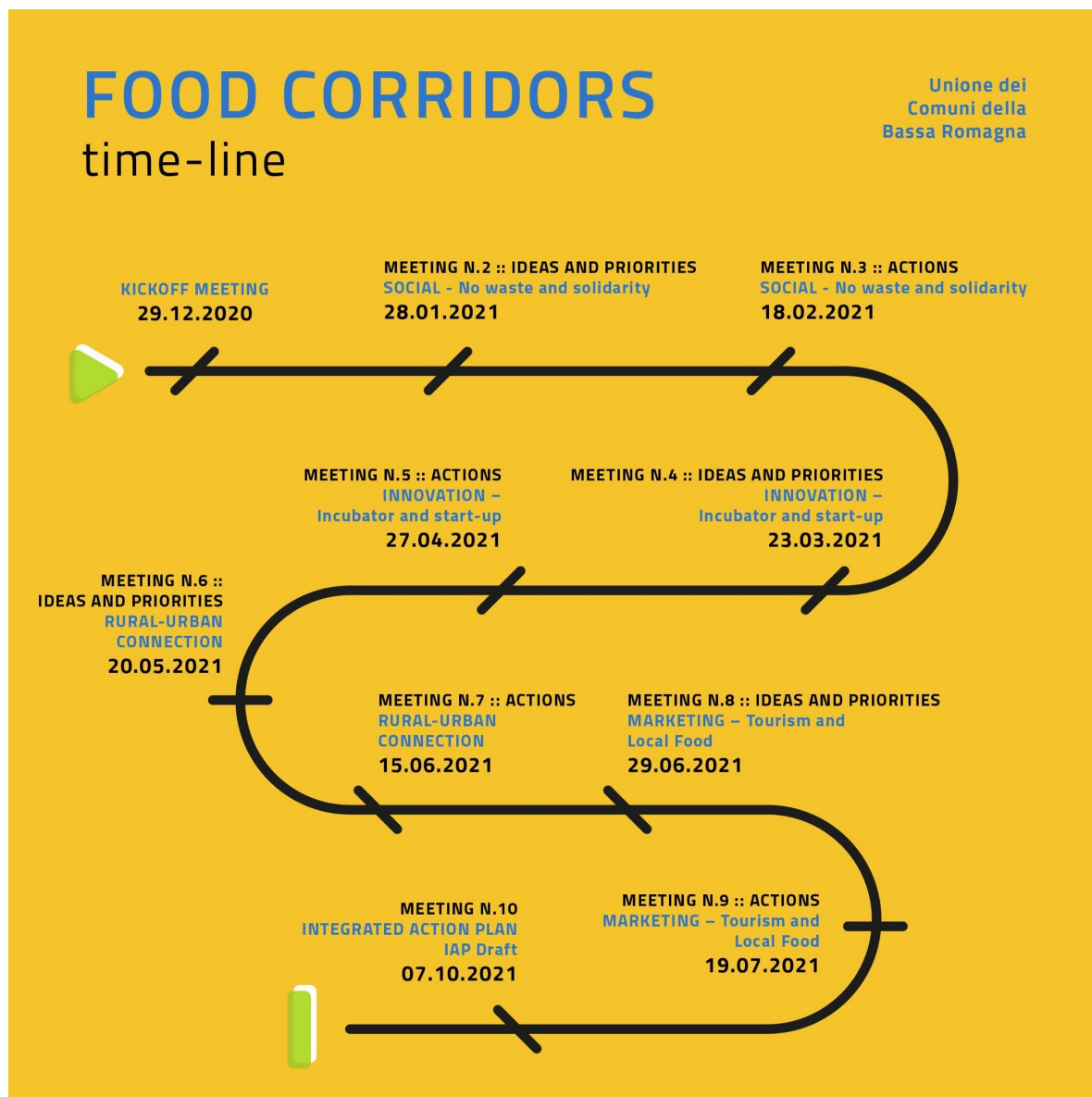
- ❖ **Activation** (May - December 2020)
- ❖ **Planning Actions** (December 2020 – September 2021)
- ❖ **Planning implementation & IAP Final** (January-August 2022)

Under the guidance of Ad Hoc Experts of Khora Lab ETS and the support of the Lead Expert of the network, an ongoing capacity-building process has taken place, according to the URBACT general outline for the co-production of the IAP.



Throughout 2021 the participatory and co-design process has been realized, developing the following plan:

- ❖ **n. 1 presentation meeting;**
- ❖ **n. 8 meetings on 4 thematic focuses identified and developed during Phase 1 of the project** (2 for each thematic issue);
- ❖ **n. 1 conclusion meeting.**



The **four thematic focuses** that were worked on and the respective objectives of the meetings are:

#### **Social no waste and Solidarity**

**Objective:** co-develop initiatives aimed at a responsible use of food resources with a view to inclusion and solidarity towards marginalized categories or social groups.

### Innovation – Incubator and Start-Up

**Objective:** co-develop ideas for the purpose of developing and/or accompanying local business initiatives that have a focus on food production through innovation.

### Rural-Urban Connection

**Objective:** identify what content a technological tool should have in order to support and encourage production, consumption and sales initiatives based on the concept of km 0.

### Marketing – Tourism and Local Food

**Objective:** deepen the realization of a digital platform in relation to territorial marketing based on a wine and food offer which considers at the center "good, healthy and fair" food.

The choice to address each thematic focus with two meetings allowed to address two different steps of the path of participation and engagement of stakeholders, namely: Step 1 - brainstorming and design of innovative proposals and Step 2 - identification of priority actions according to an approach of credible, feasible and sustainable projects.

The co-design meetings have been organized using the participatory methodology of the Focus Group and digital tools capable of guaranteeing listening, comparison between ULGs participants and the achievement of the objectives of each meeting (use of digital boards, analysis and project Canvas, specific facilitation methods).

## 4.2. Geography of local actors

The **URBACT Local Group** is composed of multiple actors, whose involvement in the process of co-design of the IAP was fundamental in order to identify strategies and action plans for the Union of Municipalities of Bassa Romagna. The categories of actors respond to the territorial needs and forms of organizations based on a four-helix approach: **professional associations; research institutions, NGOs and citizens.**



Yet importantly are the local and supralocal experiences that have contributed to stimulating the collective imagination and discussion among ULGs participants during the participatory and co-design process.

### Local

- ❖ the research “*Alle radici della cucina del territorio*” (RA) aimed at detecting the tourism potential and cultural identity of the Union of Municipalities of Bassa Romagna in order to promote the territory in an integrated way;
- ❖ the short supply chain network called “*Campagna Amica*” and promoted by Coldiretti (RA);
- ❖ the sustainable packaging research within the company Melandri Gaudenzio s.r.l. (RA).

### Supralocal experiences

- ❖ Innovation center Giulio Natta (Milano) founded with the aim to offer services for innovation in the food sector by applying practices of regenerative agriculture in a perspective of circular economy;
- ❖ Squisseat start-up (Bologna), that has created a marketplace app that connects suppliers and potential customers, available for both B2c and B2N markets, with the aim of reducing food waste;
- ❖ “Comunità Frizzante” (Trento), a generative welfare project that involves a circular path of production of sparkling beverages designed by the community and in the territories on which the collection of herbs, fruits, and plants takes place.

The role of the actors in the co-implementation of the IAP are various and depend on the nature of actors themselves. In particular:

- ❖ **Institutional actors** will serve as a “platform of organization”, as they will play the role of facilitators among the different categories of actors involved having in mind the IAP logics, principles and main objectives;
- ❖ **Local stakeholders** as associations will play the role of “sounding board” supporting the implementation of the IAP among their associates;
- ❖ **NGOs** will play the role of “tasters and implementers” that will test the validity of the actions implemented by the IAP in order to collect innovative experiences from the ground;
- ❖ **Citizens** will be the main beneficiaries of the IAP implementation as well as the impartial judges on the goodness of actions taken.

**All together will take part in the Food Parliament** that will facilitate the implementation of the IAP as well as of any other initiatives dealing with food policy.

### 4.3. Role and responsibilities

The nature of involvement and engagement modalities of actors was threefold:

- ❖ **Soft involvement** - actors have been invited to participate in workshops organized based on their needs and interests. Make up this category those actors that have attended all or some of the activities organized with no specific task or responsibility;
- ❖ **Direct involvement** - actors have been invited to present their experiences as stakeholders that have direct or indirect interests on the implementation of the project;
- ❖ **Responsibilization** - actors have been responsabilized in order to take action for the implementation of specific actions (i.e. Coldiretti for the management of the App., for instance).

### 4.4. Engagement instruments

The participatory process included a number of **engagement instruments**:

- ❖ A timely and target **communication activity** based on ad hoc social media management;
- ❖ A continuous **update on the participatory process** – each participant has received the report of each meeting (reports are also published here<sup>1</sup>);
- ❖ **Mailing list** – the Union has developed and update the mailing list of the participants and main actors involved;
- ❖ **Ad hoc invitations** – thanks to a continuous monitoring of actors involved, in some cases the Union has invited specific categories of actors according to the meetings topic;
- ❖ General communication through **web journals, blogs** etc.

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<sup>1</sup>

[RURBAN food - Empowering Territorial Food Corridors within the European Union - Progetti Europei - Unione dei Comuni - Unione dei Comuni della Bassa Romagna](#)

## **PART II) ACTION PLAN**

## 5. Objectives and expected Results

### 5.1. A Food based territorial vision

Effective food policies can drive change in all corners of the food system, but to do that a **common vision** is necessary. The food based territorial vision of the Bassa Romagna Union of Municipalities has the scope to frame, share and implement a more sustainable and socially acceptable food policy to guide its territory towards the achievement of the **SDGs goals** (especially Goal 2 “End hunger, achieve food security and improved nutrition and promote sustainable agriculture”, Goal 8 “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, Goal 12 “Ensure sustainable consumption and production patterns” and Goal 17 “Strengthen the means of implementation and revitalize the global partnership for sustainable development”).

**The vision is shaped around these concepts: no more waste, strong interdependence between urban and rural and so between consumers and producers, and a more innovative food ecosystem.**

In this regard, the Bassa Romagna Union of Municipalities and its citizens have the Vision to become a **space of experimentation for food production, consumption and innovative experiences**. The Union will stay at the forefront of the research and policy initiatives to what sustainable food systems will concern, and it will continue to exchange knowledge with local, regional and national actors. In doing so, the Union will continue to shape a **sustainable future** where food is at the center of our thought, political agenda and in everyday life activities.

### 5.2. Main strategies

The strategies have been identified according to the **four flagships** addressed:

- ❖ **No waste and solidarity** - Developing initiatives that support a responsible use of food resources through an inclusive and supportive perspective of marginalized social categories or groups of citizens;
- ❖ **Innovation: Incubator and start-up** - Promoting local food production through innovation and supporting local business initiatives. The focus aimed at highlighting the promotion of local food production through innovation and start-ups and supporting business initiatives at the local level. By addressing the topics related to the small-scale production, waste management, the re-use, repair and refurbishment and recycle of materials and products through the lenses of innovation, it is possible to stimulate the creation of new job opportunities – the so called “green jobs” – which are showing an increasing potential for the sustainability of the territorial food systems;
- ❖ **Rural-Urban Connection** - Promoting local food production through support of social and business initiatives and encouraging innovative entrepreneurs and start-ups. This connection also addresses the topic of the short food supply chains, which involve a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers;
- ❖ **Marketing: Tourism and Local Food** - Developing marketing initiatives (i.e. common visual brand) based on the richness of food that places "good, healthy and fair food in territorial promotion" at the center of any activity.

### 5.3. Main objectives

For each strategy, several **objectives** have been identified.

#### Ob. 1 - No waste and solidarity

- ❖ **Ob. 1.1** - (From isolated initiative to an effective ecosystem) Increase the level of cooperation between profit and nonprofit organization with the final scope of enhancing territorial capacity to respond to the food system challenges;
- ❖ **Ob. 1.2** - (From waste to resource) Move towards shared and innovative forms of food consumption and distribution to achieve the goal of no wasting food;
- ❖ **Ob. 1.3** - (From top-down to a shared governance model) Explore and experiment new food governance models that include social actors in dealing with food policy.

#### Ob. 2 - Innovation: Incubator and start-up

- ❖ **Ob. 2.1** - (Think global and eat local) Enhance the quality of the local food chain by urging businesses to introduce innovative solutions while at the same time guarantee a high level of product quality;
- ❖ **Ob. 2.2** - (From competition to cooperation) Improve networking resources and skills between the various players in the local supply chain in order to create further synergies and new opportunities of development within the Union community.

#### Ob. 3 - Rural-Urban Connection

- ❖ **Ob. 3.1** - (inform and engage) Improve communication skills of both institutional and non-institutional actors with the aim of informing and engaging the local context about problems and opportunities relating to food;
- ❖ **Ob. 3.2** - (Develop connections) Improve the (inter)connection from the scratch or implement existing ones between the urban and rural contexts;
- ❖ **Ob. 3.3** - (Map and activate) Map producers that adopt the Km0 approach and activate them in order to improve the relation between producers and consumers.

#### Ob. 4 - Marketing: Tourism and Local Food

- ❖ **Ob. 4.1** - (Link and promote) - Increase the territorial networking among actors that are part of the local food chain in order to experiment new forms of cooperation and collaboration in promoting territorial marketing initiatives;
- ❖ **Ob. 4.2** - (Promote and support) - Promote the emerging of territorial brands aiming at effective integration of local actors within a common territorial framework.

### 5.4. Expected results

The **expected results** from the **implementation** of the Integrated Action Plan are as follow:

- ❖ **R1** - Increase the institutional capacity in addressing territorial needs and potentials, and in framing innovative policies;
- ❖ **R2** - Enhance the territorial capacity to cooperate for the achievement of common goals;
- ❖ **R3** - Learn, experiment and exchange knowledge and good practices with institutional and non-institutional actors;



- ❖ **R4** - Increase the leading role of territorial actors, their awareness towards the importance of food policy and their role therein;
- ❖ **R5** - Learn to identify, analyze and develop pragmatic solutions to the set of risks associated with the development of food policies;
- ❖ **R6** - Explore, develop and adapt alternative channels of public funding at different levels (EU, national, regional and local);
- ❖ **R7** - Implement the resulting actions created under the IAP.

## 6. Actions and activities

The participatory and co-design process, which has involved the ULG partners and many other local and supra local stakeholders, had the aim to collectively build a **system of activities** that must be pursued **within the Local Group's territorial context**. The resulting actions give an operative and practical dimension to the objectives within the IAP strategies and follow the general coherence of Food Corridor's thematic issues.

### 6.1. Food Parliament

#### Main Goal

To provide a governance platform focused on food policies, capable to tackle local challenges and to harmonize priorities coming from different stakeholders.

#### Description of the action

The Food Parliament (FP) is a **permanent working group** that coordinates and facilitates relations among the local actors, which are involved in the different aspects of local food production, promotion, and distribution. The FP will contribute to the **sharing of ideas** and **debate about measures** related to the elaboration of **tailored food policies** and disseminate the group's approach during meetings that could take the form of **"roadshows"** hosted in different places of the territory.

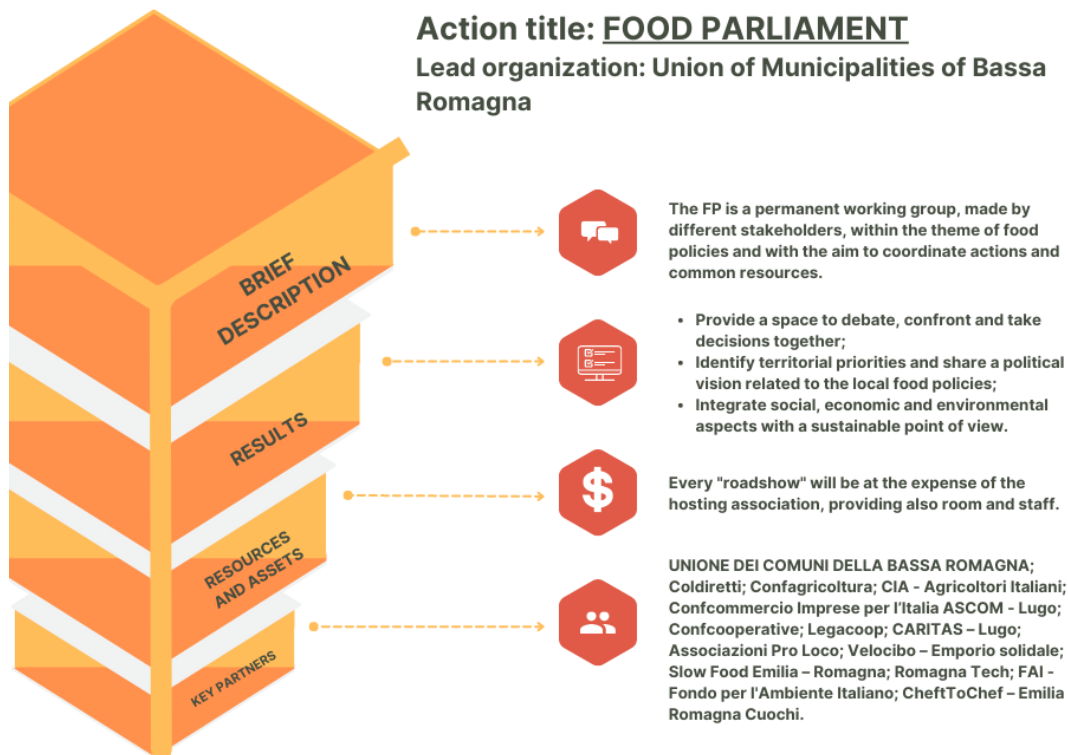
The FP will have as its own output the **"Food Policy Manifesto"**, signed by all its members and symbol of their commitment to the **values of ethic production, distribution and consumption of food** in the territory of Bassa Romagna.

#### Actors and responsibility

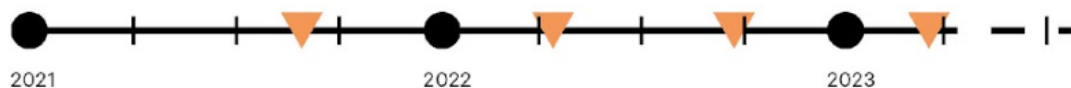
The leading organization is the **Union of Municipalities of Bassa Romagna**, which will be the **referring actor** for the network of stakeholders. The local municipalities of the Union of Municipalities of Bassa Romagna will have the role to guarantee the diffusion within the territory by hosting the round table along with the FB members. The **ULG members** (third sector associations, bank foundation, and enterprises) are the **core of the FP** and have the role of sharing proposals, monitoring and evaluating actions and to condition and enhance local food policies.

#### Beneficiaries

As an informal governance body, the Food Parliament will give a direct benefit to the different participants of the round table. The permanent table will offer the possibility to share, discuss, and take decisions in coherence with the current economic and relational resources. Moreover, the FP will produce indirect **positive effects on local communities and the food chain system** (farms, food transformation, distribution, and restaurants).



TIMESCALE: Started in 2021 -> permanent (at least one roadshows/year)



## 6.2. Open Innovation System

### Main Goal

Create an **ecosystem of innovation between companies, researchers, and young innovators**, in order to develop local initiatives that have a focus on food and food policy through the **exploration of productive interconnections**. The final aim is to support local actors and companies to move from closed innovation – characterized by an introspective attitude – to open innovation that promotes exchange and cross-fertilization.

### Description of the action

The action aims to create a pro-innovative ecosystem of activities, meetings, and interconnections between local companies, researchers, and innovative creators in order to share resources, ideas, and skills. Open Innovation System is generally understood as **"a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market,**

as the firms look to advance their technology”<sup>2</sup>. On these bases, the Open Innovation System promoted by Union of Municipalities of Bassa Romagna will give the opportunity to the actors involved to share their ideas, preferences, and desires in order to mix them with the contextual needs and aspirations. Inspired by the format of the "roadshow" – a marketing technique used by large companies to publicize their brand or sponsor the release of a new product – the action aims to highlight the **importance of sharing innovative ideas** and the possibility of developing them within the **different local production/consumption environments**. Beside roadshows, additional actions to involve local actors might be:

- ❖ **Call to actions** – calls targeting specific themes dealing with food policy;
- ❖ **Start-up ideas competition** (mainly addressed to youth and studies for stimulating their business ideas);
- ❖ **Incubation and expert support** – the scope is to support the emerging and consolidation of ideas through open innovation approaches.

This action allows further connecting companies to the territory, opening to new challenges involving key partners and stimulating the debate on **measures** related to the development of **tailored food policies** as well as new forms of economies. It will pave the way for experimentation and innovation of the current food chain system, as well as consolidate the existing food district that characterizes the Union of Municipalities of Bassa Romagna’s territory.

### Actors and responsibility

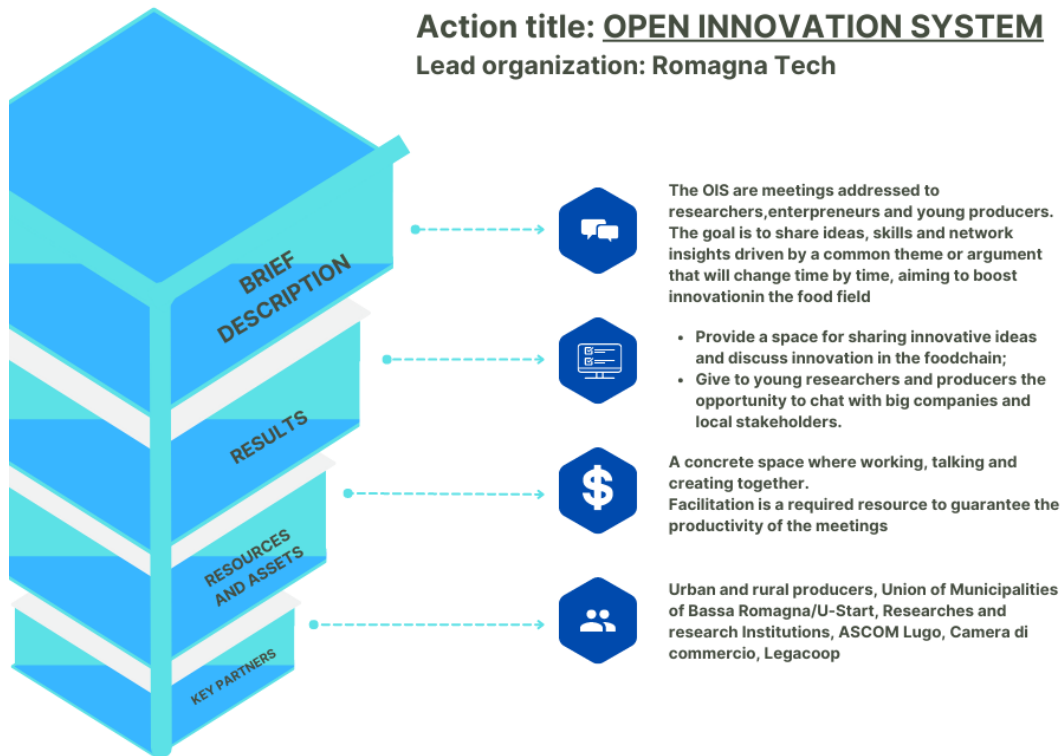
**RomagnaTech** is the organization that will be responsible for the planning of these activities. Together with the Union of Municipalities of Bassa Romagna, whose U-Start incubator will have an essential part in the implementation of the OIS, RomagnaTech will define and disseminate **“call to actions”** that stimulate researchers and young entrepreneurs to propose innovative ideas to the local productive entities. RomagnaTech, the Union of Municipalities of Bassa Romagna, and producers will define together the conditions of development and evaluation of the ideas emerged during the Food Parliament’s "roadshows", which consequently will act an innovative platform for the emerging, selection and consolidation of innovative ideas, initiatives, and start-ups.

### Beneficiaries

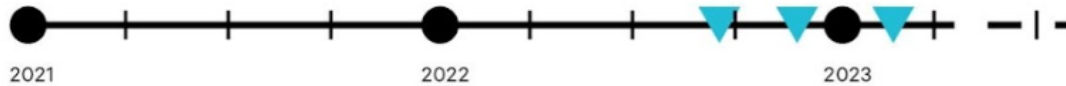
The direct beneficiaries of the Open Innovation System will be the **local producers of the food chain** as well as those actors that are involved in the process of food transformation and innovation. They will have the opportunity to develop new business ideas through the innovation of productive relations. **Researchers and young innovators** will be beneficiaries too, thanks to the opportunity of sharing their ideas and developing them in a resourceful environment. Moreover, the OIS will produce indirect positive effects on **local communities** and the food chain system.

<sup>2</sup>

[“Open innovation” and “triple helix” models of innovation: can synergy in innovation systems be measured? | Journal of Open Innovation: Technology, Market, and Complexity | Full Text \(springeropen.com\)](#)



**TIMESCALE:** First meeting in the late part of the third trimester of 2022. Others meetings will follow with at least two meetings per year.



### 6.3. Record of local producers and products

#### Main Goal

To support and facilitate the **consumption of KM0 products** by giving relevance to local producers.

#### Description of the action

The digitalized and geo-localized record of local producers and products is a platform that **develops connections between rural and urban producers** by providing a “window” for informal and formal communication about issues and opportunities concerning food waste. Moreover, it aims at **mapping KM0** producers and giving them relevance at the local level, being at the same time an easy and accessible tool for citizens interested in short supply chains. The record of local producers and products will be based on the WebSIT of the Union of Municipalities of Bassa Romagna, which is the Territorial Information System of the Municipality. It is a free IT platform that contains a series of interactive thematic maps in which citizens, professionals and companies can find precise information

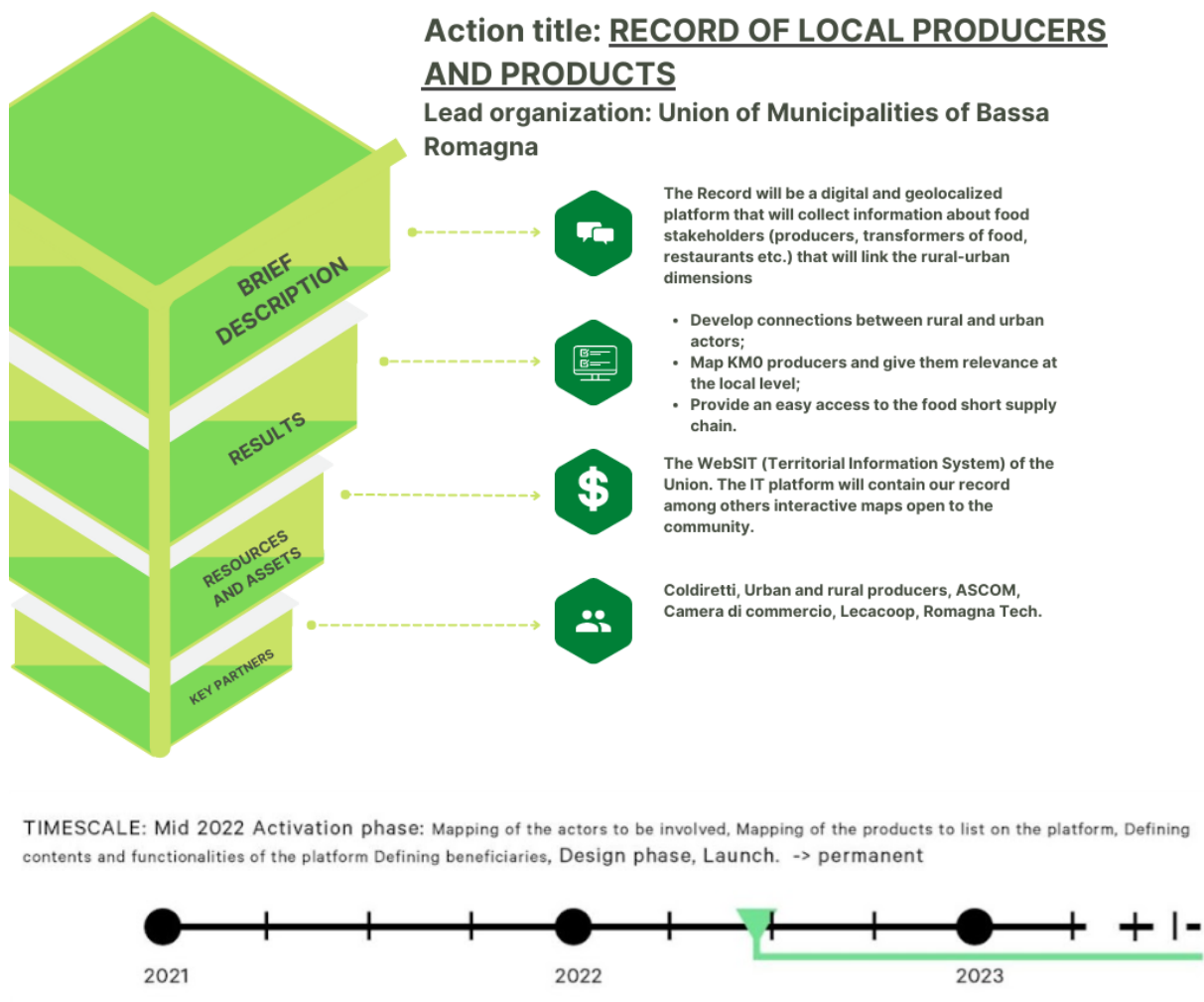
about any type of local service (such as welfare opportunities, free buildings, existing companies, etc.)

### Actors and responsibility

The leading organization is the Union of Municipalities of Bassa Romagna, particularly the **Department for manufacturing activities** (in italian, *Sportello Unico Attività Produttive*) which will be the actor responsible for the implementation and management of the platform as well as for the visibility of the digital record through its institutional channels. The key partners involved are Coldiretti, Campagna Amica (Ravenna), Slow Food Emilia-Romagna, ASCOM, CNA, Camera di Commercio, Consumers' Association, Legacoop, Romagna Tech, urban and rural producers and all the local actors that are involved in the agri-food sector.

### Beneficiaries

The direct beneficiaries of the digital record will be the **local producers** in the agricultural sector but also bars, restaurants, bakeries and all those smaller shops and producers which will be listed in the records.



## 6.4. Bassa Romagna territorial marketing

### Main Goal

To share and promote, through a graphic and **visual identity**, common values related to local food products and policies.

### Description of the action

The Territorial brand aims to support and promote local products and producers by a **visual identification of the KM0 origin of food** and by the producers' commitment to a **shared ethic in food policy**. This commitment will be possible through the sign of the **Food Policy Manifesto** which will be prepared by the Food Parliament and presented during the Parliament activities. The link between this action and the 6.1 action is a pivotal aspect of this IAP and gives an operative sense to the "Innovation: Incubator and start-up" and "Marketing: Tourism and Local Food" goals. The brand will be formalized throughout a logo: the visual identity of the territorial brand of the Union. The creation of the logo's graphics will follow a **creative call to action** that can be the opportunity to involve schools and under 35 creative professionals.

### Actors and responsibility

The **Food Parliament** will be responsible for the development of the Food Policy Manifesto that will be the discursive platform where common values are framed in order to engage local stakeholders. The **Communication Office** of the Union of Municipalities of Bassa Romagna will guarantee the coordination of the brand development: from the preparation of the visual identity to the use of the brand from food producers and associations.

### Beneficiaries

The main beneficiaries of the brand are all **the firms and producers that can demonstrate** their actions and **values to consumers and clients**. Moreover, the brand will be a guarantee of shared values and KM0 origin that can boost new consumers' chain, through the recognition of the brand as a local definition of innovative territorial marketing.



## Action title: BASSA ROMAGNA TERRITORIAL MARKETING

Lead organization: Union of Municipalities of Bassa Romagna and the Food Parliament



Creation of a brand that will act both as an identity mark and as an engagement tool. It will be visible as graphic logo aiming to increase number and quality of food actors involved in the FP and in the Local Record of producers and products.



- Develop a visual identity for the Union of Bassa Romagna Municipalities and for the Manifesto's signatories;
- Engage food actors and stakeholders;
- Promote local food and KMO approach to production.

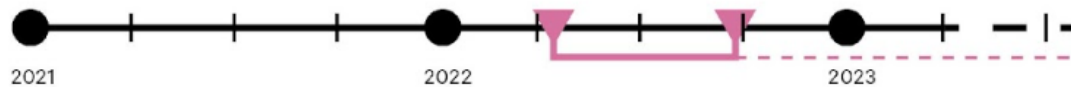


"Open call to action" for the realization of the logo. Since producers and associations involved will benefit from this brand, they could equally financially contribute to it. The call will be coordinated by the Communication Office of Bassa Romagna.



Schools, ASCOM, Coldiretti, Fondazione Cassa di Risparmio di Ravenna e Banca del Monte di Lugo, Proloco associations.

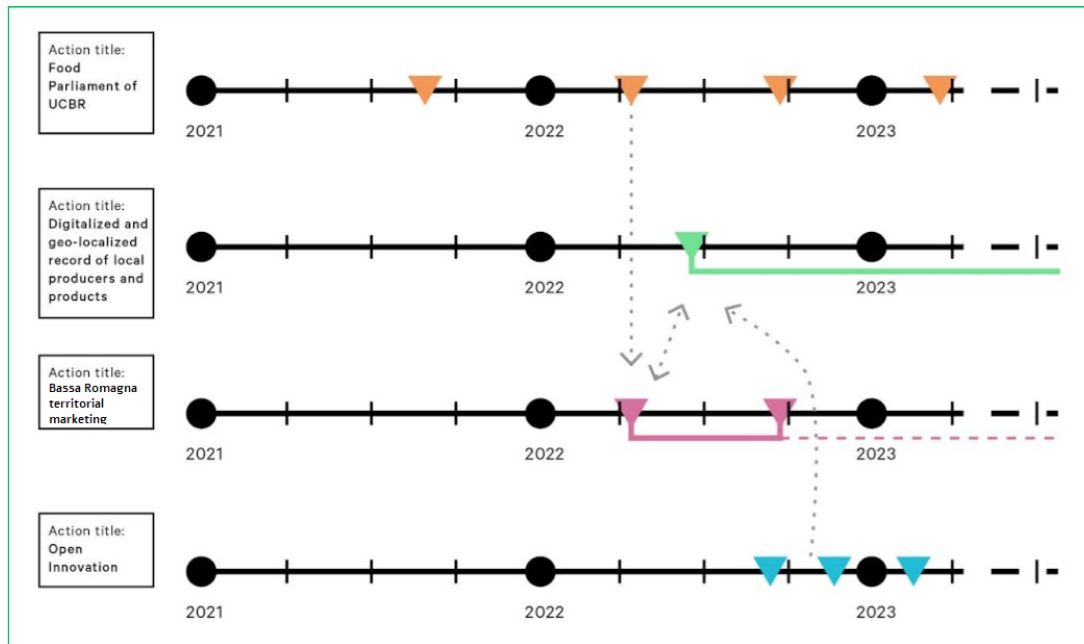
TIMESCALE: Mid 2022 -> late 2022 (preparation of the *manifesto* and design of the logo)



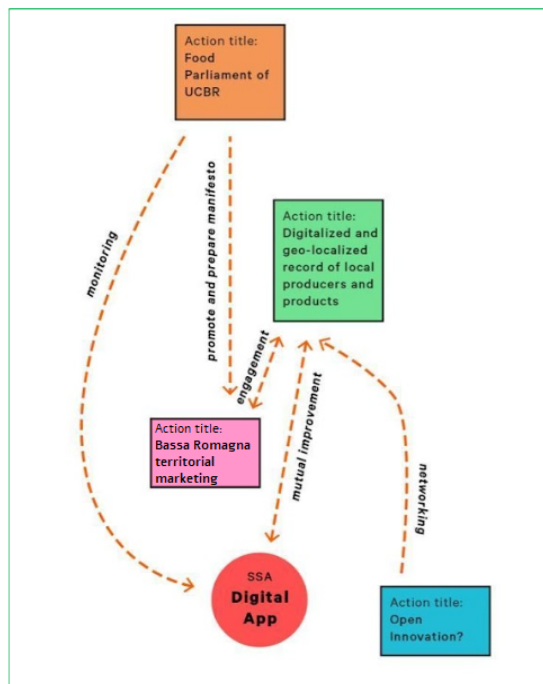
### 6.5. Actions' consistencies and coordination

The four actions are **strongly interrelated** and functional to each other as the following table shows. The process of actions' development has been organized in order to be complementary and logically consequent. This will facilitate the coordination and the implementation mechanisms, ensuring that each addressed activity will be consistent with the whole picture.





The activities presented will further concur to the articulation of the **Small Scale Action** and its incremental development steps (see figure below).



## 7. Small Scale Action: Bassa Romagna Food

### Main Objective

The App has **three main objectives**:

- ❖ To support the development and the consolidation of the **km0** approach among citizens;

- ❖ To become a **territorial brand tool** where producers can promote their products and value;
- ❖ To develop a digital platform capable of promoting producers that, by their very nature, **limit food wastage** and boost social solidarity processes.

The Small Scale Action that came to light after the participatory process is a **digital tool** that will provide **up-to-date information** to the local community regarding **food companies** and **producers** which share **common values about healthy and ethical food**. The digital instrument will work as a multilevel software, with a user's access both from mobile and desktop computers. Farms, food companies, grocery shops, markets, can add their data and information (products typology, origin, contacts, discounts and surplus) in the app, so that users can access directly within the app all the information related to products and producers, and how to get in touch. The application works on three levels: one is the opportunity to promote local food and producers, the second is to create a network of producers and consumers and, the third is to limit food waste and promote km0.

### Actors and responsibility

The technical development of the application has been coordinated by the **Union of Municipalities of Bassa Romagna** and **Romagna Tech** and practiced by the company **SOFOS**. As designed during the participatory process, Coldiretti and other other associations representing the agricultural sector will be the meeting point of the digital application: they can access the stored information and activate the network of their members.

Farms, food producers, farmhouses, grocery shops in the Bassa Romagna area are the key actors in this chain, they have the opportunity to promote ethical production processes and raise the citizens' awareness on sustainable shopping by simply by uploading information in the digital application.

### Types of beneficiaries

- ❖ **Direct Beneficiaries type A:** The main beneficiaries are all the consumers who live in the Union of Municipalities of Bassa Romagna territory that can have access to information and data about healthy and KMO food production.
- ❖ **Direct Beneficiaries type B:** Farms, producers, farmhouses and supermarkets can take advantage from using the App both with the aim to reduce food waste (costs and storage spaces) and with the opportunity to be part of an ethic network, which can give them a new value in the marketplace.

### APP function and roles of the actors involved

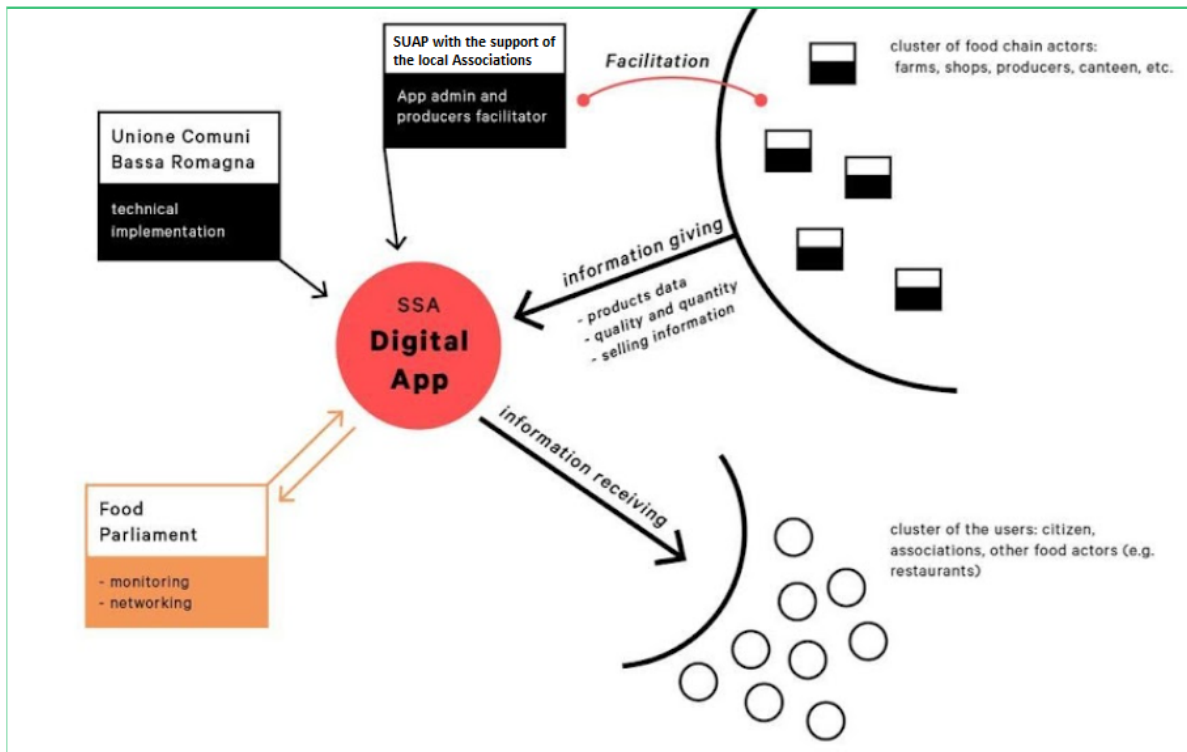
The APP development and management is the outcome of a successful cooperation among local actors. This cooperation connects in a number of activities each of the actors involved. More specifically, the **Union of Municipalities of Bassa Romagna** has the responsibility to coordinate the process where the **members of the Food Parliament** have identified (through a participatory process) the nature and features of the technology; the Union of Municipalities through the **Service for the territorial productive activities (SUAP)** with the support and facilitation of **local agri-food Associations**, as admin is responsible for its management and the coordination of actors to be involved as producers.

More in detail the APP includes:

- ❖ **The Administrator of the App** (SUAP/Agri-food associations)
- ❖ **The data uploaders** (farmers, food companies, etc.)

❖ **The users** (citizens, associations, etc.)

While the administrator is in charge of the correct function, management and the flow of the user's experience of the application, the data uploaders are asked to populate the APP with information about themselves and the products. The users are the final beneficiaries of the services offered by the APP.



**State of Art**

At date, the APP is being finalized and it will be tested soon in the area of the Union of Municipalities of Bassa Romagna. Below a preview on the App graphic design and contents/sections.



**unione dei comuni  
della bassa Romagna**  
ALFONSINE · BAGNACAVALLLO · BAGNARA DI ROMAGNA · CONSELICE · COTIGNOLA  
FUSIGNANO · LUGO · MASSA LOMBARDA · SANT'AGATA SUL SANTERNO



**KM. 0**



**CIBO SOLIDALE**



**PRODOTTI TIPICI**

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**Aziende**

Q A X ☆

<b>ARBOREA</b>	☆
Biomarchè - Piazza Monti	
<b>Associazione ECO – USERI FERNANDA</b>	★
Biomarchè - Pavaglione lato Piazza Trisi	
<b>AZIENDA AGRICOLA BARONCINI MIRCO E FABIO</b>	
Mercato del contadino - Piazza 1° Maggio	
<b>AZIENDA AGRICOLA BERTUZZI GIAN LUCA</b>	
Mercato del contadino - Piazza Marconi	
<b>AZIENDA AGRICOLA GASPARRI ROMANO</b>	
Mercato del contadino - Piazza Marconi	
<b>BABINI ALICE FATTORIA CAVELCA</b>	
Mercato del contadino - Piazza Marconi	
<b>BANDINI PATRIZIA</b>	
Mercato del contadino - Piazza Marconi	
<b>BASSI DANILO</b>	
Mercato del contadino - Piazza Gramsci	
<b>BASSI LORENZO</b>	
Mercato del contadino	
<b>BUZZEGOLI CLAUDIA</b>	
Mercato del contadino - Piazza Gramsci	
<b>CASTAGNOLI ROMINA</b>	

2:22

← **Categorie**

- Frutta ^
- Mele >
- Arance >
- Ciliegie >
- Verdura ^
- Insalata >
- Pomodoro >

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← **Associazione ECO – USERI F...**

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

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[fermandapaolo@alice.it](mailto:fermandapaolo@alice.it)

<http://www.associazione-eco.it/>

Agriturismo: No

**Prodotti**

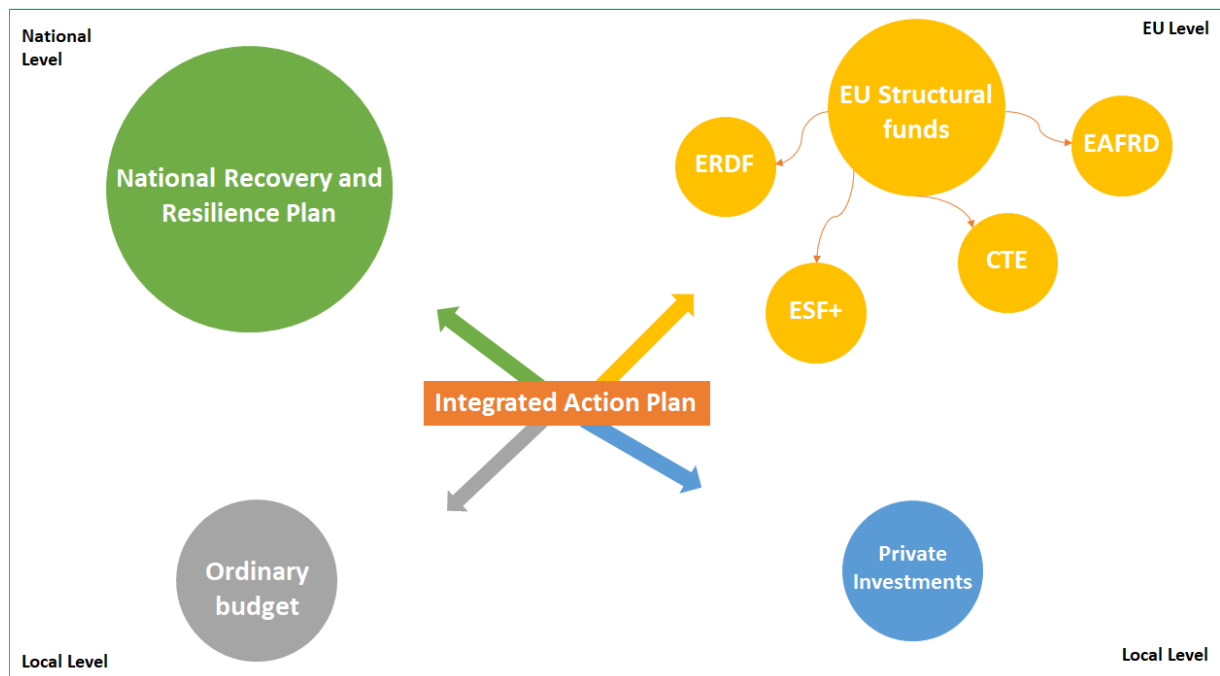
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	<b>Nome del prodotto 2</b> Descrizione 2 per il prodotto 2
	<b>Nome del prodotto 3</b> Descrizione 3 per il prodotto 3
	<b>Nome del prodotto 4</b> Descrizione 4 per il prodotto 4

## 8. Resourcing

In the period 2014-2020, the Province of Ravenna has realized more than 2500 projects with European funds, attracting a total amount of over €148.8 million, of which €68.8 million from the European Regional Development Fund and €4.5 million from the European Social Fund (OpenCoesione, April 2021)<sup>3</sup>. From this amount, the Union of the Bassa Romagna Municipalities has received €14,5 million, with the municipality of Lugo being the largest beneficiary with €9 million (OpenCoesione, April 2021). Therefore, the per capita allocation of European funds in the area of the Union has been, on average, of around €144, which is the second lowest allocation only after the municipality of Russi. Among the projects realized with these funds, three deserve a special mention: the renovation of Theatre Goldoni in Bagnacavallo, the restoration of the imposing rectangular portico and the fossils of its pavement in the city center of Lugo and the San Rocco museum in Fusignano.

Furthermore, in the same programming period, the Province took part in several European Territorial Cooperation programmes (ETC) with 21 projects that involved every Municipality of the territory (except for the Municipality of Russi). Of these ETC Programmes, the Union of Bassa Romagna has been the Lead Partner for one Interreg Central Europe project named “**ENERGY@SCHOOL**” and has been Project Partner for the URBACT project “**FOOD CORRIDORS**”.

In the coming years the Union of Municipalities of Bassa Romagna **will have access to multiple sources provided by the EU and national budget**. The integration of those funds will be crucial for the IAP implementation. The following section will discuss the potential funding axes at different levels (EU, national, regional, and local) that can be mobilized for the implementation of the IAP.



## EU Level

The current **EU programming period of 2021-2027** will deliver important funds for what concerns sustainable development. In particular, the Union of Municipalities of Bassa Romagna will benefit from a multiple range of resources. Those resources might be of interest for financing the IAP implementation of part of it. In particular:

- ❖ **INTERREG** (European Territorial Co-operation) programmes like Interreg ADRION, Interreg Central Europe, Interreg Mediterranean, Interreg Italy-Croatia, Interreg Europe;
- ❖ Other programmes (**URBACT**, **LIFE+**, **Creative Europe**, **Horizon** etc.)

In addition, to answer the increasingly complex challenges about the environment, climate change and digitalization, a creative and innovative financing solution could be the answer. The **Urban Innovative Actions (UIA)**, the ambitious initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges could be a resource which the Union must exploit fully.

## National Level

The main fund which will certainly contribute to the IAP implementation is the **National Recovery and Resilience Fund** (in italian PNRR) and its specific missions and investments foresees. Particular relevance will play the mission **M2C1 – Circular Economy and Sustainable Agriculture**, which among the others, will support investment concerning the “Develop a sustainable agri-food chain” for a total of 2.8 billion Euro. More in detail the PNRR will dedicate:

- ❖ **Investment 2.1** (800 million Euro) - Logistic development for the agri-food, fishing and aquaculture, forestry and floriculture;
- ❖ **Investment 2.3** (500 million Euro) - Innovation and mechanization in the agricultural sector and food chain;
- ❖ **Investment 3.3** (30 million Euro) - Culture and awareness of environmental issues and challenges.

## Regional Level

At the regional level, besides the regional ordinary budget, it should be mentioned the EU programming package:

- ❖ **ERDF/ESF+ Regional Operational Programmes**;
- ❖ The **European Agricultural Fund for Rural Development**, which can support the implementation of part of the IAP (those included in the strategic line of urban-rural connectivity).

Coherently with the EU programming period (and regulation) which requires a place-based approach in using structural funds, the Emilia-Romagna region has decided to adopt integrated territorial strategies (**ATUSS - Agenda Trasformativa Urbana per lo Sviluppo Sostenibile**) for better involvement of local units in achieving cohesion policy objectives. The **Union of Municipalities of**

**Bassa Romagna** has been selected as one of the local units **responsible** for defining and implementing the Bassa Romagna ATUSS. **The strategy dedicated a specific list of actions (and connected funds) to the implementation of the IAP main content.**

### Local Level

At the local level, the Union of Municipalities of Bassa Romagna will dedicate **part of the ordinary budget to cover some costs**. However, it will be necessary to attract more funds in order to guarantee a fully and efficient IAP implementation.

Yet importantly, the combination of these diverse funding mechanisms will be a main challenge for what concerns the implementation of the IAP.

Finally, the Union will also explore diverse **private channels** to gather additional funds through the mechanism of **co-financing** specific actions or parts of them.



## PART III) WHAT'S NEXT

## 9. Communications Strategy & Public Consultation

The communication activities as well as the public consultation will be delivered in coherence with the communication activities delivered during the participatory process developed in 2021. More in detail, **two main types of communication channels** can be distinguished:

- **EXTERNAL COMMUNICATION** – between the **ULG members** and the **broader local audience** with the scope to inform citizens on the activities of the ULG, the IAP content and progress made as well as to gather inputs, opinions and additional suggestions that can derive from (consultation). These external communication processes will be delivered by **press releases, reports, and social media**. At the level of each action, there should be also communication activities during detailed planning (like co-creation sessions with stakeholders, target groups) and implementation;
- **INTERNAL TECHNICAL COMMUNICATION** – this activity will be delivered in order to increase the interest **among ULG members, administrative experts and specialists**. The final scope is to ensure the coherence between the activity of different sectors and the actors during the implementation of each action;
- **INTERNAL INSTITUTIONAL COMMUNICATION** – this activity seeks to coordinate the **institutional actors of each Municipality and those of the Union** in order to guarantee the implementation of the IAP or part of it. This communication activity should be targeted to decision and policy makers at the local level as well as those that might be interested at the provincial and regional level.

Moreover, the **Food Parliament** will be in charge of organizing **periodic public consultation** (annually based) in order to monitor and inform citizens on the IAP activity phases and to collect data for monitoring and evaluate the impact of the SSA and the other actions.

Communication Strategy and Actions Matrix				
	<i>External</i>	<i>Internal technical</i>	<i>Internal institutional</i>	<i>Notes</i>
<b>Food Parliament</b>	Periodic communication action for citizens and participants (before and after each meeting). For this purpose, the food parliament should activate online and offline communication tools.	Update about the decision taken before, during and after each meeting (i.e. application on specific call etc.). This can be done by emails and/or online calls	Official communication campaign towards institutional actors concerning the decisions take	Based on its very nature: each activity of the Food Parliament should be communicated to the citizens using online and offline communication tools

<b>Bassa Romagna territorial marketing</b>	Online and offline periodic communication activities/open calls for participating (i.e. competition for its logo)	Internal technical communication activities should focus on organizing the territorial brand campaign	High level institutional meetings for defining long-term scope and content of the territorial brand	To implement a proactive territorial brand it is fundamental to involve citizens in various ways (i.e. operative workshops, competitions, students' laboratory etc.)
<b>Record of Products and Producers</b>	Call for action through which invite producers to be part of the list	Cross-check the info obtained by the call and ensure the correct integration within the app.	No specific communication tool/initiative is need at this level	The communication activity should be as much as possible inclusive and targeted to local producers
<b>Open Innovation System</b>	Communication activity: - opening social accounts (Facebook and LinkedIn among the others); - organize of communication based on the activity conducted; - open calls	Interactive communication tools aiming at organizing each activity (mailing list, operative calls)	High level institutional meetings	No notes
<b>Digital APP</b>	The launching of the app should be promoted as much as possible by activating an ad hoc communication campaign targeted to its main potential users (students at each level, professionals etc.)	It will be necessary to organize operative calls and mailing list with ICT sector, the manager of the APP. and the consultant team in order to guarantee tempestive interventions in case of need	Non specific communication tool/initiative is need at this level	The app itself is a communicative tool so what is relevant is ensuring its pervasively (distribution) with the local community that will be the final consumer of the app's services.

## 10. Risks analysis

The implementation of the IAP is exposed to a number of risks that might affect the success of the instrument, which eventually relies on the **capacity of actors to anticipate probable risks and to identify mitigations' measures and activities** as follows.

RISK	RISK TYPE	PROBABILITY	INTENSITY	MITIGATION PLAN
Unstable political will of decision makers	Behavioral	Low	High	Three mitigation actions: <ul style="list-style-type: none"> <li>- Include the IAP within the political agenda for the next five years;</li> <li>- Link the IAP with the implementation of the Recovery Fund.</li> </ul>
Lack of technical resources	Staff	Medium	Low	Two mitigation actions: <ul style="list-style-type: none"> <li>- Enhance public administration capacity to support the implementation of the IAP</li> <li>- Enlarge the current working group by involving experts from other sectors</li> </ul>
Lack of public interest in using the APP	Other	High	High	Three mitigation actions: <ul style="list-style-type: none"> <li>- Improve an ad hoc communication campaign in order to increase the audience of the users</li> <li>- Develop a discount sale as an enrolment/download reward</li> <li>- Create public moments of dissemination and proposals collection</li> </ul>
Loss of interest of stakeholders already involved (IAP)	Behavioral	Medium	High	Two mitigation actions: <ul style="list-style-type: none"> <li>- Increase the number of roadshows to better engage actors</li> <li>- Develop one-to-one or collective team-building among actors</li> </ul>

Difficulties in the engagement of new stakeholders	Operational	Low	Medium	One mitigation action: - Create public moments of dissemination and proposals collection
Lack of dedicated funds	Financial	Medium	High	Two mitigation actions: - Mapping of funds opportunity connected to the specific actions of the IAP - Engage new sponsors/partners
Lack of integration and coordination among IAP's actions	Operational	Medium	Medium	Two mitigation actions: - Identify who is responsible for what (one responsible for each action); - Definition of intermediate assessment and milestone (and achievements) than can be measured
Difficulty to select <i>KMO producers</i> due to the lack of common criteria	Operational	Medium	Low	Two mitigation actions: - Define criteria to the KMO productive approach and develop a map of local food productions; - Promote and make known of the Food Manifesto prepared by the Food Parliament

## 11. Monitoring and evaluation framework

Monitoring is the regular, systematic collection of data about the implementation of the action plan. The monitoring framework will be based on the following set of monitoring indicators (directly linked with the intended objectives previously described).

Main Objective / strategies	Specific Objective	Result indicator			Output indicators
		Baseline	Target	Source	
<b>Provide a governance platform focused on food policies, capable to tackle local challenges and to harmonize priorities coming from different stakeholders.</b>	To better coordinate the activities among Union of Municipalities of Bassa Romagna and food's stakeholders	n. 0 meetings	n. 2 meetings/year	Food Parliament	n. of meetings/year
		n.1 actions developed (2021)	n. 3 actions developed (2022)	Food Parliament	n. of actions mutually developed
	Identify territorial priorities and share a political vision related to local food policy	n. 10 (2021)	n. 15 (2022)	Food Parliament	n. of stakeholders involved
<b>Promote local food and the KMO approach</b>	Develop A digital application	n.0 companies/producers	n. 25 companies/producers (2022) n. 40 (2023)	BASSA ROMAGNA FOOD	n. of companies that are registered in the BASSA ROMAGNA FOOD
		n. 0 app downloads (2021)	n. 200 app downloads (2022) n. 400 app downloads (2023)	BASSA ROMAGNA FOOD	n. of BASSA ROMAGNA FOOD download by users
		0 € (mid 2021)	10.000 € (mid 2022)	Union of Municipalities of Bassa Romagna	Use of the available budget

		0% (2021)	+5% (2022)	Digital Form (for producers)	Increased capacity to sell Km0 products within the Union of Municipalities of Bassa Romagna area
	Boost Km0 food consumption	0% (2021)	+10% (2022)	Digital Form (for producers)	n. of new clients after the activation of the actions
		no respondent (2021)	50% of the respondent (2022)	Digital Form (for consumers)	% of consumers aware of Km0 approach
<b>Develop a visual identity for the local area (Union of Municipalities of Bassa Romagna) and to the Manifesto's contributors</b>	To promote local companies which undersign the "Food Manifesto"	0 companies (2021)	20 companies (2022)	BASSA ROMAGNA FOOD	n. of companies that use the logo Brand in their products
	Engage more food actors and stakeholders (restaurants, grocery shops, etc.)	n. 20 companies expected (2022)	n. 40 companies (2023)	Food Parliament/solidapp	n. of actors that share the Manifesto's ideas and use the logo
<b>Promote the link among rural and urban dimension</b>	Map the Union of Municipalities of Bassa Romagna food actors	0% of existing producers (2021)	95% of existing producers (2022)	registry of local producers	% of food actors mapped
	Promote the integration of rural producers and urban makers and companies through	n.0 O.I. roadshow	n. 2 O.I. roadshows	Food Parliament / Union of Municipalities of Bassa Romagna	n. of implemented events



	Open Innovation roadshows	n.0 companies engaged (2021)	n.8 companies engaged (2022)	Food Parliament / Romagna Tech	<i>n. of companies engaged</i>
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## 12. The future

The implementation of the IAP will certainly improve the starting condition of the Union of Municipalities of Bassa Romagna to what concerns food policy. The **IAP activities** will bring **innovative projects** and the increasing of political interests on the food matter.

The ambition is to **accompany/integrate the IAP with additional funds and/or strategies currently under discussion**. Recently, the Union of Municipalities of Bassa Romagna has been entitled as an intermediate authority in managing the EU Structural Fund for the implementation of an Integrated Territorial Strategy (similar to ITI). Part of the strategy will be devoted to food policy initiative making it a strong political ambition.

The next five/seven years will open up new opportunities for local communities in terms of food policy. Although until now less attractive than other policies, the implementation of the IAP will create the basic conditions for **changing cultural behavior**. In particular, the App will create new **synergy between consumers and producers** in a more **eco-friendly environment**. This new attitude will influence all social categories and especially those familiar with **new technologies**. It is reasonable that private initiatives will take place in order to benefit from institutional projects. **Zero waste** initiative will be implemented in all school levels, as well as new economic opportunities will be available thanks to the explosion of **Km0 approach**. Hundreds of tons of food will be saved and several families with problems in food provision will be supported.

Finally and perhaps yet importantly, the IAP will contribute at creating the bases for a **new and more sustainable environment** not only concerning food policy but in general terms, a new attitude in using natural resources.

In practical terms, the ambitious goal following the IAP will be creating a space within Bassa Romagna territory where all these issues are taken into account. Often poor digital skills, affordability or simply a choice to stay unconnected is stronger in rural areas, thus reinforcing the **urban-rural digital divide**. Without policy intervention, there is a risk that rural “hard to reach” communities and economies will continue to be left behind. This is because laboratories such as a **Digital rural hub** are now felt as necessary. The presence of a place, within a community, where people and businesses can use and learn about digital technology linked to the rural aspects of the territory **could help all the nine Municipalities of Bassa Romagna become more connected** and overcome issues of both physical and social isolation. In turn, this can **attract new businesses, create new employment** and thus help **boost the local economy**. Because of its inner spirit of innovation for the territory, the Union’s ambition will be winning the **Urban Innovative Actions (UIA)** financing, the initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges.

## 13. Appendices and supporting information

Here is a list of useful documents elaborated during the Food Corridors activity:

- [Food Corridors institutional webpage - RURBAN food - Empowering Territorial Food Corridors within the European Union - Progetti Europei - Unione dei Comuni - Unione dei Comuni della Bassa Romagna](#)
- 10 Reports of participatory process
- Actions' synoptic tables
- 2 promotional videos - CAMPAGNA AMICA:  [Digital Study Visit - Campagna Amica](#); VELOCIBO:  [Digital Study Visit - VELOCIBO, l'Emporio solidale](#)

In addition, a number of journal articles and press release have been published:

- [Primo incontro on line per il progetto europeo 'Food corridors' - Cronaca - ilrestodelcarlino.it](#)
- ['Food corridors', al via gli incontri per la sostenibilità alimentare in Bassa Romagna - Ordine dei Biologi dell'Emilia-Romagna e delle Marche \(ordinebiologi.it\)](#)
- [Bassa Romagna: Food Corridors, continua il lavoro per la politica agro-alimentare del territorio - RavennaNotizie.it](#)
- [Bassa Romagna: nuovo incontro online di Food Corridors, dedicato all'importanza delle risorse alimentari - RavennaNotizie.it](#)
- [Food Corridors, nuovo incontro online dedicato all'importanza delle risorse alimentari - news - Guida ai servizi - Comune di Alfonsine](#)
- [Bagnacavallo l'incontro conclusivo del percorso partecipato Food Corridors - Ravenna24ore.it](#)