

# CITIES AND CIRCULAR ECONOMY FOR FOOD

## Flagship city application

### APPLICATION INSTRUCTIONS

- Please review the initiative description (Section A) and prerequisites\* before preparing your application
- Please review Terms and Conditions document for full details on programme participation
- Please provide answers to the questions in the 'key questions' section, and send them in the form of a PDF document to the *Cities and Circular Economy for Food* contact email: [citiesandfood@ellenmacarthurfoundation.org](mailto:citiesandfood@ellenmacarthurfoundation.org)
- Applications must be completed and returned by **May 1st, 2019**.

*If you have any question regarding your application, please contact via email at [citiesandfood@ellenmacarthurfoundation.org](mailto:citiesandfood@ellenmacarthurfoundation.org).*

\*We encourage cities that do not meet the prerequisites to communicate their interest to the team since the Foundation will engage additional cities and support them on their journey, beyond the Flagship city programme

The [Cities and Circular Economy for Food](#) (C&CEFF) initiative aims to build a food system fit for the 21st century and beyond. Following the launch of the report at the World Economic Forum 2019 in Davos, over the next three years the Ellen MacArthur Foundation aims to showcase the vision through demonstration projects in Flagship cities around the world. These cities will be acting as global pioneers in food system innovation.

These demonstration projects aim to establish new ways of working between municipalities, local and global food businesses, and waste collectors. They intend to substantially raise awareness in the food system and the broader public of the extent of the possibilities and opportunities, and demonstrate action towards a circular economy for food. The Ellen MacArthur Foundation will collaborate with each flagship city to engage a locally-relevant group of public and private stakeholders who will design, test, and scale food system solutions based on circular economy principles. These projects will demonstrate tangible actions that can be taken by cities to achieve the three ambitions (*Source food grown regeneratively, and locally where appropriate; Make the most of food; Design and market healthier food products*) of a circular economy for food. Demonstration projects will be tailored to each city's unique context, priorities, and existing initiatives, and could include efforts such as (but not limited to): new systems for collecting organic streams from residential and commercial buildings, shaping procurement policies for schools and hospitals to prioritise sourcing regeneratively-grown ingredients, and collaborating with businesses to introduce supportive programmes to encourage circular food innovation and design.

Selection of the flagship cities will be based on the each city's current work in this field, connection with key local food system actors, and readiness to put the Cities and Circular Economy for Food vision into practice.

This document provides further background about the initiative, the prerequisites for cities to apply, and a list of questions for applicant cities - the answers to which will allow the Cities and Circular Economy for Food team to evaluate applications.

## A. Cities and Circular Economy - Mobilisation phase overview

### 1. Ambition

Over the next three years, building on the findings of the [Cities and Circular Economy for Food](#) report, the Ellen MacArthur Foundation aims, together with a consortium of key actors, to stimulate a global shift towards a regenerative food system based on the principles of a circular economy. It will demonstrate the vision in key cities around the world, scale the vision globally by working closely with multinational companies and global platforms, and widely promote the opportunity of a circular model for food in cities.

### 2. Context

On January 24th, 2019, the Ellen MacArthur Foundation launched the *Cities and Circular Economy for Food* report (the 'Report') at the World Economic Forum Annual Meeting 2019 in Davos, after a year-long analysis phase. The Report is designed to initiate a deeper exploration of the role that cities, and the businesses and governments in them, can have in the creation of a circular economy for food. The Report, for the first time, provides a fact base identifying the main system challenges linked to the current linear, take-make-dispose food production system, and offers an alternative vision of a model based on the principles of a circular economy. Over the course of 2018, the team collected information from 200+ articles, publications, and reports; consulted 100+ experts; and engaged a global consortium of 80+ cross-value-chain businesses, NGOs, city authorities, academics, and policy makers during its preparation.

The Report launch has been very well received by audiences around the world, and has attracted wide media coverage including the following examples:

- [WEF - How to build a circular economy for food](#)
- [HuffPost - It's impossible to eat healthfully. Here's why.](#)
- [Forbes - Three Key Reports in the Last Week all Call for Less Wasted Food](#)
- [Fast Company - Cities need to start making their own food](#)
- [Globo News - Impactos da produção de alimentos podem causar 5 milhões de mortes por ano](#)
- [La Tribune - Transition alimentaire : comment les villes peuvent jouer un rôle central](#)

### **Key findings from the Report:**

**The way we currently produce and manage food waste and by-products generates significant negative economic, health, and environmental impacts.** If nothing changes, by 2050, the food system alone will have used up almost two thirds of the remaining global carbon budget to keep the world under 1.5°C; antimicrobial resistance from animal raising and human wastes will have taken twice as many lives as road accidents by 2050; and agriculture will be responsible for more fine dust air pollution than all other human activities combined, including power plants, motor vehicles, and industrial processes.

**These externalities of the food production system are directly linked to the food system's linear nature,** which is highly wasteful and relies on massive amounts of chemical inputs, water, and fossil fuel energy to make, process, and distribute food. In the current situation, the food system is incapable of providing people with healthy food in a healthy way.

**The Report identifies an opportunity to deliver a food system that will work in the long term,** where every meal not only provides the nutrition and energy people need to grow, move, think, and play, but also nurtures ecosystems and the economy. A food system designed as a carbon sink not carbon source, that improves rather than degrades soil, and positively contributes to biodiversity. Food production is diverse and inclusive, with a significant proportion of diet sourced locally. Food designers, food companies, and chefs design and market healthier, more plant-based food, sourced with regeneratively grown ingredients. Avoidable food waste is

designed out, and by-products are revenue streams rather than costly waste streams. Digital capabilities support distributed food production and by-product valorisation activities. Achieving this vision would allow cities to move from passive consumers to active catalysts of change and generate annual benefits worth USD 2.7 trillion by 2050, of which includes USD 700 billion of economic opportunity to be captured.

**As the destination for 80% of all food produced by 2050, cities hold the power to catalyse a system shift.**

**The time is now for cities to shape a new food system.** Consumer trends are rapidly changing, asking for a healthier, more transparent, and less wasteful system. Policies are likely to evolve in the near future to support the development of such a system. Finally, technologies - digitally enabled ones, in particular - will disrupt food and agriculture as we know them. Mobilising the vision of a circular economy for food can deliver major benefits to food companies that want to stay ahead in this new era.

**To deliver this opportunity, a new systems-level change approach is required.** Many local and global efforts across the globe have been initiated in the past decade, however, individually, none of them can on their own provide sufficient impact at the scale and pace necessary to solve the numerous issues and embedded endemic system challenges. A combination of local demonstration with global scaling, and the engagement of private and public sectors required. This is the approach the Foundation will take over the next three years to mobilise the vision.

### **Mobilisation phase - overview and key activities**

Over the next three years, the Foundation will mobilise its vision of a circular economy for food, stimulating a global shift towards a regenerative food system. It will build on its substantial research to date, its global network of food system actors, and its experience with systems level change gathered through its *New Plastics Economy* and *Make Fashion Circular* systemic initiatives. It will be the first global at-scale circular economy initiative ever to catalyse change in the food system by mobilising cities and the businesses in them as key drivers of change.

Actions in cities can help put the food system on a regenerative path by achieving three fundamental circular economy ambitions:

1. source food grown regeneratively, and locally where appropriate;
2. make the most of food;
3. design and market healthier food products.

**The mobilisation will focus on three mutually reinforcing workstreams:**

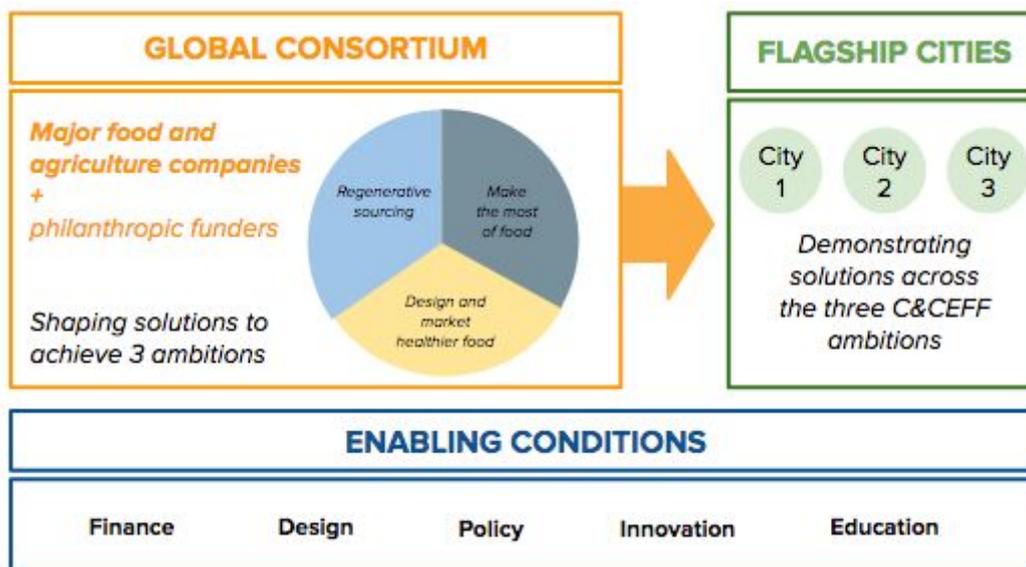
1. **Engaging and inspiring a consortium of global food value chain companies** to mobilise a circular model for food by demonstrating action in conjunction with the three key ambitions. The initiative will thoughtfully engage a group of multinational companies from across the food value chain, and philanthropic organisations, to further iterate on the vision and work together to design and implement solutions that support the global adoption of regenerative food production, as well as the development of a circular bio-economy.
2. **Orchestrating demonstration projects in up to three flagship cities** to illustrate that a circular vision can be achieved at scale. By targeting cities in different parts of the world (Europe, North America, and Latin America), the initiative will illustrate the relevance of the vision in diverse urban contexts and showcase replicable, real-world examples of how innovation and unprecedented pre-competitive collaboration can create beneficial economic, social, and environmental outcomes. These demonstration projects will establish new ways of working between municipalities, local and global food businesses, and waste collectors and processors. They will substantially raise awareness in the food system and the broader public of the extent of the issues and demonstrate what action towards a circular economy for food looks like. Demonstrators will achieve scale by working closely with international food companies and networks

such as the Consumer Good Forum, [C40](#), [ACR+](#), and the [CE100](#) to disseminate lessons learned and replicate initiatives in multiple locations.

3. **Creating enabling conditions** by:
  - A. **Informing policy.** The initiative will aim to raise the profile of food system challenges among policymakers at all governance levels, collaboratively identify gaps and opportunities, and inform policymakers of the related issues. One important point in relation to the role of policy in the food system is in the valorisation of organic waste;
  - B. **Supporting innovation** in the food and ag-tech space by engaging with leading universities and innovators in the Foundation’s network, targeting solutions for organic bio-fertilisers, other high-value bio-economy products, and soil health measurement tools.
  - C. **Informing food design**, to offer guidance to food brands, chefs, and food designers on how to design circular products and recipes
  - D. **Exploring the role of finance** in supporting the transition of the agricultural system to a regenerative path, for example by helping create financial instruments that secure incomes for farmers/food players engaging in this transition.
  - E. **Exploring the role of education** in shaping a new generation of food consumers with a renewed connection to the global food system

Through their activities and interactions, the three workstreams are designed to reinforce one another (see Figure 1). For example, the core partner group will have the opportunity to help craft solutions to test in relevant flagship cities (according to the geographies they operate in), as well as influence the work done in the design sub-working group. Additionally, the policy sub-working group will likely inform the work in flagship cities.

**Fig. 1: Mobilisation phase interaction model.** Illustrating connections between the three workstreams



This mobilisation phase will build on the insights and partnerships gathered in the first phase of the initiative, as well as the powerful extended network of the Ellen MacArthur Foundation across business, government, design, education, (as shown Fig. 2) and catalytic partnerships (such as with UN environment, World Economic Forum, and Consumer Goods Forum). During this next phase, large-scale communications campaigns will be mobilised through innovative communication platforms, leveraging the networks of the C&CEFF initiative and of the Foundation. This campaign will use digital platforms to reach global audiences, in developed and developing economies, collaborating with food system influencers to tell the *Cities and Circular Economy for Food* story.

## OUTCOME TARGETS

By its very nature, systems-level change is a highly dynamic process and as such requires an iterative, entrepreneurial approach that cannot and should not be planned in a linear, deterministic way. Therefore, objectives and target outcomes of the three-year initiative will evolve as understanding of the system dynamics advances.

Currently, the three-year objectives are as follows:

In the demonstration cities, at the end of the three-year period, to have created unstoppable momentum on the path to creating circular food systems. Examples include:

- Signs of transformation of a food- or organic waste-related activity such as increased sourcing of regeneratively-grown food in restaurants and increased valorisation rate of organic waste from households
- Adoption of local, regional and/or national policies supporting the creation of a circular model for food, where food is grown regeneratively, food waste is reduced, and food by-products are valorised
- Commitments from local or global agri-food companies – representing together at least 10% of local food flow – to support a circular vision for food by designing food according to the vision and sourcing ingredients accordingly

At a global level, at the end of the three-year period, concrete actions will have been implemented to catalyse the transition to a regenerative global food system, such as:

- More than 20 cities in the world, home to at least 100 million citizens, have adopted the Cities and Circular Economy for Food ambitions in their food and waste strategies. We would aim to achieve this through the effect of our Flagship cities leveraging our connections with city networks such as C40 and ACR+, our global communications campaigns, and engagement via multinational companies
- At least 10 global food companies representing more than 5% of the global food market have integrated the development of a circular model for food in their strategy. Dissemination will be ensured by leveraging our connection with business networks such as the Consumer Goods Forum
- More than 10 countries across the world have adopted the C&CEFF ambitions in their policy roadmaps and regulations. We aim to achieve this through an ongoing dialogue with key policy-making institutions such as the European Commission and others
- Positive feedback mechanisms have ensured that actions towards the ambitions are reinforced, making possible the triggering of unstoppable momentum to a regenerative food system

## B. Flagship city application

Orchestrating demonstration projects in up to three flagship cities will be a core element of the C&CEFF mobilisation phase. The goal is to illustrate that the circular vision can be achieved in practice and at scale. By targeting cities in different parts of the world, the initiative will illustrate the relevance of the C&CEFF model in diverse urban contexts and showcase replicable, real-world examples of how innovation and unprecedented pre-competitive collaboration can create beneficial economic, social, and environmental outcomes. These demonstration projects will establish new ways of working between municipalities, local and global food businesses, and waste collectors. It will substantially raise awareness in the food system and the broader public of the extent of the opportunities and possibilities, and demonstrate action towards a circular economy for food. Demonstrators will bring their projects to scale by working closely with city networks such as the Consumer Good Forum, C40 or ACR+ for dissemination of the learnings, as well as by engaging food companies with a global footprint to replicate circular initiatives in multiple locations.

**In this initiative, we define cities as urban areas and the combination of all businesses, public bodies (e.g. city governments), organisations, institutions (e.g. schools, hospitals), communities, and citizens located within them. While this request for proposals mostly target city governments, we encourage applications that demonstrate the collaboration of several groups of stakeholders, public and private, within the city's boundaries.**

### PREREQUISITES TO APPLY\*

- Cities must be located in Europe, North America, or Latin America
- Cities must have a population greater than 500,000 and/or be an influential city in their geography
- Cities must have designed or be in the process of designing a food policy
- Cities must be able to engage at least 0.5 FTE\*\* for the full length of the three-year initiative and be willing to host 3-5 workshops and relevant events over the course of three years
- Engagement from leadership within the municipality to support and champion the demonstration efforts

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\*\*0.5 FTE = Half a full time employment of a project manager equivalent

### NOTE ON THE ELLEN MACARTHUR FOUNDATION'S CONTRIBUTIONS TO FLAGSHIP CITIES

#### The Foundation will provide:

- Expertise on determining priorities in relation to the transition to a circular economy for food
- Insights into system level change (see our work in [plastic](#) and [fashion](#))
- Facilitation of collaboration between public and private actors
- Assistance in setting and achieving ambitious targets
- Lead in amplifying the impact of the cities' work and communicating it at a global level

- Connecting flagship cities to a global movement

### Key questions

Please provide answers to the questions below, which will allow the C&CEFF team to select up to three flagship cities.

**Please limit your answer to a maximum of 500 words for each of the six sections. You may provide links to supporting documents.**

Please provide the following contact details:

- **Name of the city**
- **Name of contact person**
- **Role of contact person**
- **Department/agency**

### Selection criteria

As per the questions listed below, the following criteria will be applied to evaluate your application

- Existence of food policy or in process of development
- Existence of dialogues and connections with relevant private and public local food actors
- Familiarity with the concept of circular economy and in particular its relevance to the food system
- Commitment to progress in solving key food related issue using circular economy levers

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#### 1. Overall food landscape

- a. What do you see as the key challenges in regards to agriculture, food, and organic waste in your city?
- b. Are you a member of any international network and/or initiative relevant to this topic? If so, please list them.

#### 2. Source food grown regeneratively and locally when appropriate

- a. Do you have a good understanding of how the food in your city is produced and sourced? (E.g. share of food sourced from peri-urban/ region / country, and methods used for production)
- b. Could you provide an overview on the agricultural activities, types of food production, and farming practices in the areas around your city?
- c. Do you have ongoing dialogues with food producers and farmers in the vicinity of your city?
- d. What are the major initiatives or ambitions regarding agriculture and food sourcing in your city?

#### 3. Make the most of food

- a. Who is responsible for the collection and treatment of organic waste and wastewater in your city?
- b. How is the organic waste and wastewater treated? Do you employ any unconventional practices?
- c. What is the collection rate of organic waste as a separate stream in your city? What is the final destination of the organic material?

- d. What are the major initiatives or ambitions regarding reducing food waste, redistribution of food, and valorising solid organic waste and sewage in your city?

**4. Design healthier food products**

- a. Do you have ongoing dialogues on healthy foods and diets with food players operating in your city, such as supermarkets, restaurants, caterers, and food brands?
- b. What are the major initiatives or ambitions regarding the design and marketing of healthier food in your city?

**5. Project management, partnerships and objectives**

- a. Which departments or agencies within your city are working on the topic of food, how do these groups currently work with one another?
- b. Which partners (such as businesses, universities, NGOs) can you mobilise to achieve the C&CEFF ambitions and support your application to be a flagship city?
- c. What possible restrictions or constraints should we be aware of in relation to your application? For example, do you have restrictions on partnerships with the private sector?
- d. At the end of the third year of the mobilisation phase of C&CEFF, what would success look like for your city?

**6. Further information**

- a. Is there any further information you would like to provide regarding your activities in the topic of food or your application?