

# AGRI - URBAN

## INTEGRATED ACTION PLAN

MUNICIPALITY OF CESENA

### The agri-food district of excellence



Comune di Cesena



European Union  
European Regional Development Fund







Photo: Seasoneat

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« Cesena has an intense agri-food commitment, that has been the base for its social and economic development and for local traditions. Building opportunities to support this rural economy, with particular attention to innovation and youth employment is one of the political priority of Cesena Municipality. Agri-Urban represents the opportunity to foster and support more and more the food supply chain by creating opportunities for sustainable economic growth. The project has allowed debates and sharing of new ideas among local actors, reinforcing existing synergies with a particular focus on innovation and sustainable development. Key pillars for project implementation have been the increase of youth employment as well as the need to create new networks and exchange opportunities among small producers and consumers a by strengthening a short food supply chain and high-quality of local products. These founding values are the starting point for the creation of an action plan which is shared among local stakeholders and that can represent a valuable tool to sustain and plan future actions to support growth and development of this sector».



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Mayor of the Municipality of Cesena



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## KEY CONCEPTS

**AGRI-URBAN:** The Agri-Urban project, funded under the URBACT III 2014-2020 European Territorial Cooperation program, aims at creating a European network of small and medium-sized cities (*Action Planning Network*), with a high potential for job creation in rural and peri-urban areas implementing an integrated approach, that combines social and environmental dimensions with innovative agriculture. The European cities involved in the project have been cooperating to develop proposals to solve local urban challenges and will share best practices and methodologies learnt at European level with their stakeholders.

**URBACT:** The URBACT programme is the European Territorial Cooperation programme that aims at fostering sustainable integrated urban development in cities across Europe. More information on the programme are available at <http://urbact.eu/>

**URBACT LOCAL GROUP (ULG):** the ULG is the core of the URBACT programme; each URBACT partner is required to set up an Urbact Local Group gathering key local stakeholders in order to co-produce the Integrated Action Plan (IAP). The ULG is the vehicle through which the

integrated and bottom-up approach can be realized in urban policies. The Agri-Urban ULG in Cesena is formed by key public and private actors that operate in the agri-food sector and want to address the main criticisms of their area and jointly planning solutions.

Agri-Urban cities' network



**INTEGRATED ACTION PLAN (IAP):** The IAP is a strategic document that defines needs, analyses problems and opportunities and proposes feasible and sustainable solutions. Each city partner in the Agri-Urban consortium is required to develop an Integrated Action Plan, as a result to the participatory process of the Urbact Local Group (ULG).

## The Integrated Action Plan (IAP): a summary

The Integrated Action Plan (IAP) is the strategic document that contains the guidelines for the development of the agri-food sector in the Cesena Municipality and has been developed during two and half years of works in the framework of EU funded Agri-Urban project and with the contribution and collaboration of the Urbact Local Group (ULG), i.e. the group of local stakeholders in the agri-food sector.

Together with the ULG it was discussed how the relationship within the rural and agri-food system of the area has deeply been modified due to the changes imposed by the developments in the urban structure and by the unexpected changes in national and international economic scenarios.

The discussion of this issue has led to an overall analysis of the agri-food economic and production organization based on the concept of *production chain*, i.e. taking into account the whole process leading to the creation of a food product, starting from the raw material up to the final good on the consumer's table.

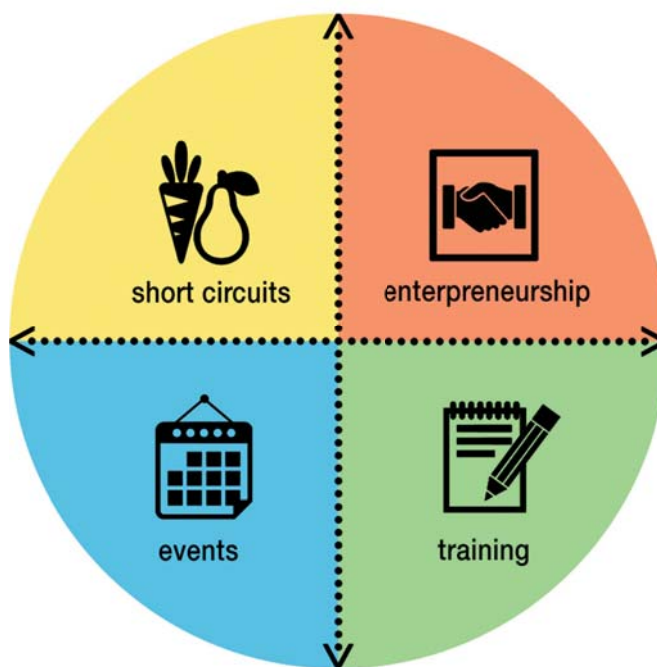
The IAP, resulting from the close collaboration between the Municipality of Cesena and the ULG, allowed to detail the wide range of factors that constitutes the agri-food sector, defining the main problems and designing targeted actions for an integrated and sustainable development of the whole sector.

In this IAP it will be possible to deepen the political context (paragraph 1), the vision for the future of this sector and the expected changes (paragraph 2), the working methodology underlying the Agri-Urban project (paragraph 3), the action plan (paragraph 4), financial resources for the implementation of the actions (paragraph 5), communication activities for the dissemination of the IAP (paragraph 6) and recommendation for future scenarios of the agri-food sector (paragraph 7).

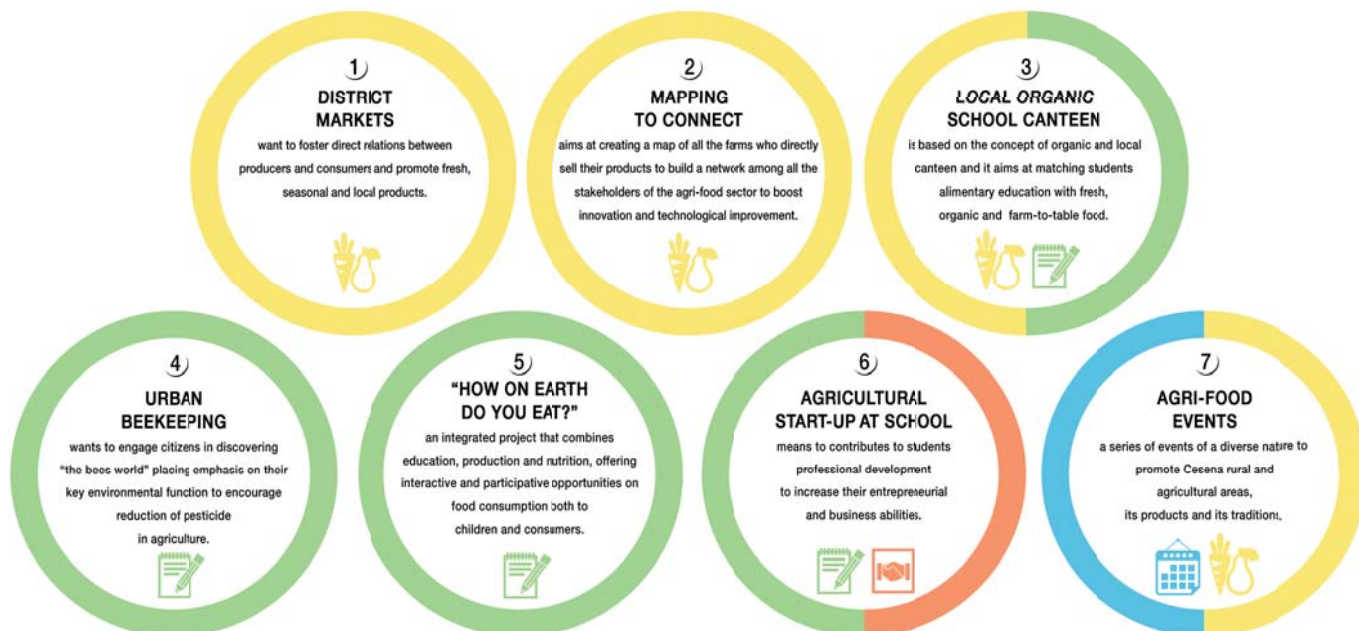
## OUR GOALS

**VISION:** Enhancing **the agri-food district excellence** in Cesena where the economic and productive capacities and potentials will be able to operate in an integrated manner to achieve a more respectful approach to land. Building a stronger relationship between people and their territory and increase quality of the products, boosting human resources development, innovation and know-how exchange.

## OUR STRATEGY







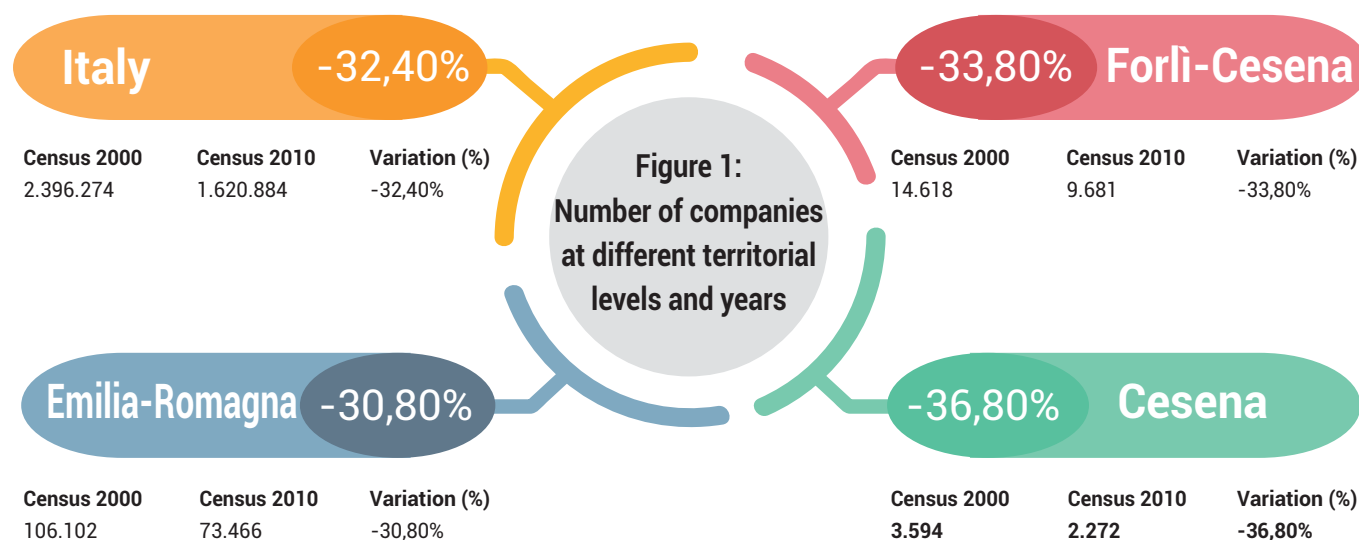
## 1. Background and Policy Context

### 1.1. City profile

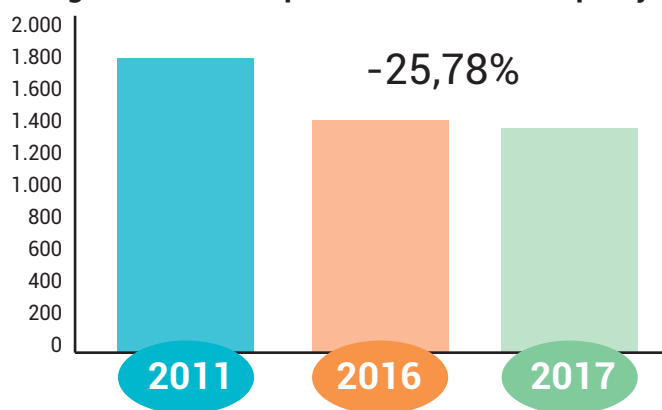
Cesena has strong agri-food traditions. The economic base of the city is characterized in large part by specialized industries and by a myriad of small and medium-sized family businesses. These two components are in fragile equilibrium. For several years, Cesena has been leader in the agri-industry at national and European level with a large production of fruit and vegetables (leader for quality and quantity). Currently Cesena is still playing an

important role at national and European level but the productivity of the agri-food sector has decreased due to the combination of numerous factors, first of all the economic and financial crisis. Growth slowdown and contraction of the local economy have had a negative impact in the agri-food business causing a consequential reduction of generational turnover in the sector.

The sixth general census of agriculture (2010) highlights the **decrease in the number of companies** (Figure 1) and in particular, there is a decrease of 25.78% in the number of individual companies in the period 2011-2017 (Figure 2).



## N. Agricultural enterprises Cesena Municipality



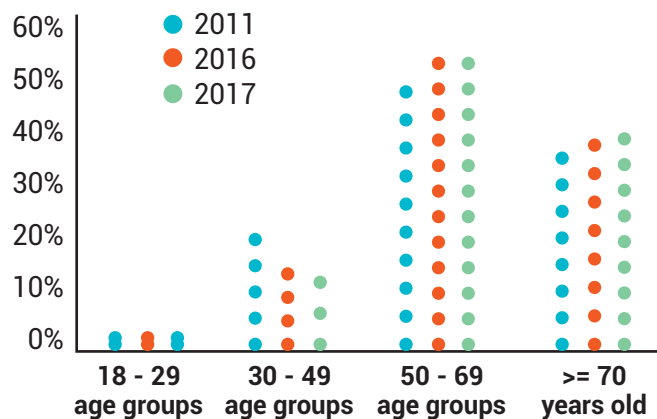
**Figure 2: Change in the number of individual farms in the agri-food sector in the Municipality of Cesena between 2011 and 2017**

Another interesting figure concerns the age of individual farms' managers which shows a progressive increase between 2011 and 2017. In the 50-69 years-old group, it increased from 45.79% to 50.48% while in the age group of 70 and over increased from 34.31% to 36.44%. At the same time, a decreasing is registered in 30-49 class, going from 19.51% in 2011 to 12.40% in 2017 (Figure 3), demonstrating an ageing trend in the agri-food sector in the Municipality of Cesena.

Permanent workforce is decreasing, but temporary contracts are increasing. As a consequence of the economic and financial crisis and in line with the national trend, multifunctional farms are increasing, integrating their traditional businesses with bed & breakfast formulas, catering services, educational farms, etc. Additionally, organic farms are increasing both for crops and for livestock.

Despite the contraction of the sector, the agri-food sector in Cesena registers 7,251 employees, representing the 7% of the total number of employees at regional level (Figure 4).

It is also interesting to note that the workforce employed in the agri-food sector in Cesena is the 20.25% of the total number of employees of different economic sectors of the whole area.



**Figure 3: Ageing trend in individual farms' managers in the Municipality of Cesena between 2011 and 2017**

Fruit is still the first production of the area, however with a lesser extent than in the past. Production has improved its quality, in particular in the wine sector that has experienced an organic farming increase and wine production respecting protection and registration schemes to comply with quality and regional certifications to guarantee authenticity and protected origin (DOC and DOCG).

## 1.2. SWOT Analysis

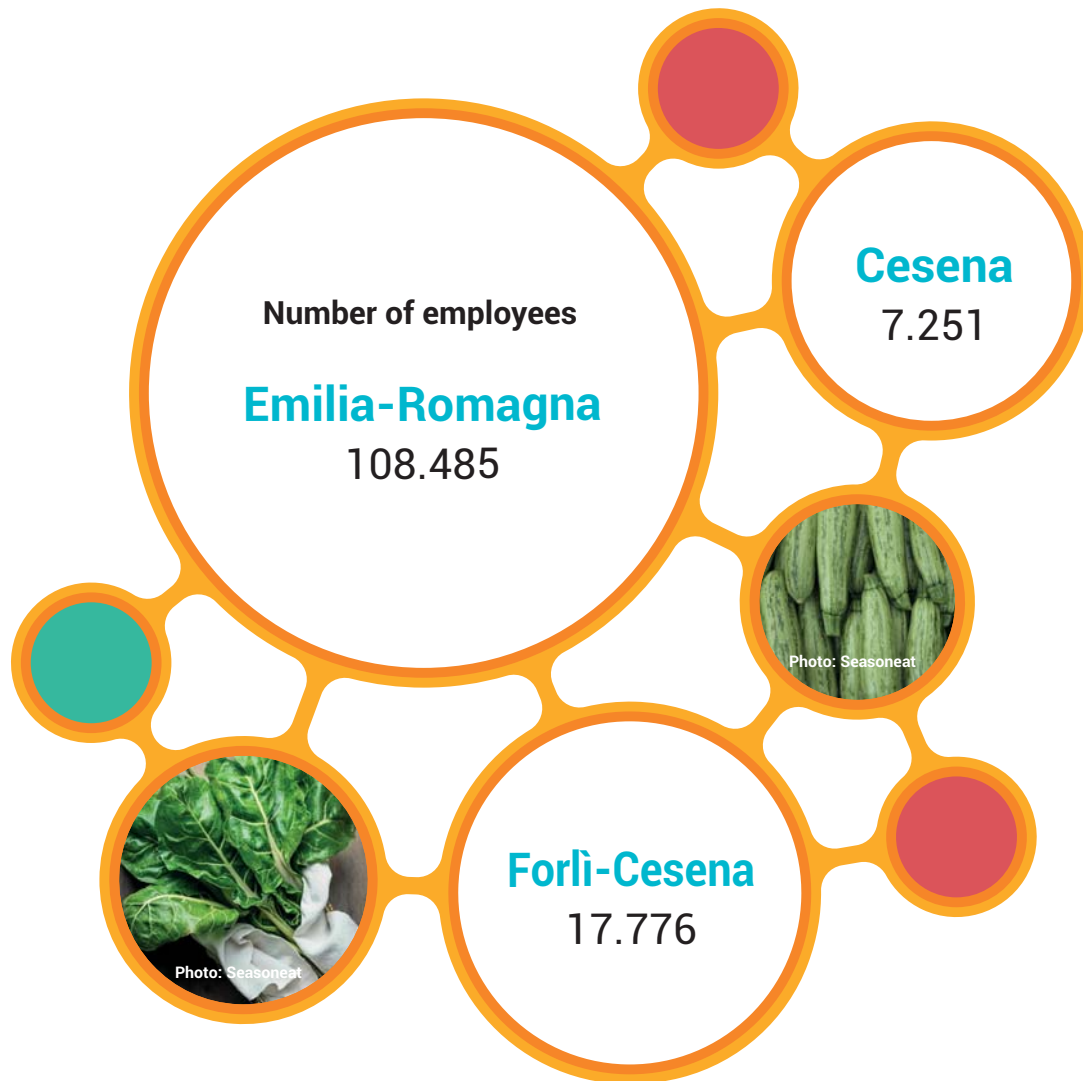
Together with the ULG a territorial analysis was carried out. Some important aspects emerged and were divided into strengths, weaknesses, threats and opportunities, as explained by the SWOT analysis.

First of all, it is important to underline that the economic crisis in the 2000s was not the only factor that has brought to the decreasing of the agri-food sector in Cesena.

From the '70s to the '90s the land leasing system in agriculture was gradually replaced by small owners, who helped supporting agricultural production.

However, from the 1990s the economic and social system that provided development and wellbeing in the area in the last 20 years has been replaced by the new and much more





**Figure 4: Number of employees in the agri-food sector in the Municipality of Cesena, in the Province of Forlì-Cesena and in Emilia-Romagna Region**

profitable activity of the building sector. This has led to an explosion of urbanized areas, with the construction of family houses/villas and sheds no more functional to the agricultural sector. That has caused **fragmentation of the agricultural land and loss of territorial identity**, both in rural and urban areas.

Development of shopping centres has led to the loss of traditional trading functions in some areas of the city, negatively impacting small local producers' revenues and leaving urban voids that at times disturbs the housing context.

Parallel to this phenomenon, for several years we have observed a **gradual rural depopulation**. Decrease of small owners' descendants caused a **loss of agricultural workers,**

**entrepreneurial skills and know-how in agronomic practices** on one hand, and a **worsening of land maintenance** on the other hand, causing hydrogeological instability.

The area of Cesena needs therefore a strong **generational renewal in agricultural sector**, by creating new opportunities for young people and re-launching a more sustainable and qualitative local production.

Another strong criticism is constituted by the **lack of cooperation** and individualism that characterizes the different elements of the supply chain. This brings to a lack of actors and citizenship participation in the public debate for the developing of joint actions.

On the other hand, in Cesena interesting opportunities exist to boost the area potential.

*Need of innovation and experimentation*

## WEAKNESSES

Lack of generational turnover

Lack of education training of value chain

*Lack of attention to new perspectives*

**Lack of cooperation**

*Lack of new view of the agricultural world/sector*

Inability in creating valuable brands

*Lack of attention to consumers' needs*

*Aged population*

The main one is certainly the presence of a **wide range of actors**: from companies acting on national market and at international level, as well as family run companies, from University to the Agrarian high technical school, from trading associations to research centres, from the Technopole to the CesenaLab incubator: if involved in the process, they represent an added value for this territory and support innovation in the sector.

These actors are the engine to create a **new conception of agriculture**, where working in agriculture does not only mean becoming a farmer, but also creating **new perspectives** through the involvement of **new professional**

**profiles**. Today it is possible to add value to tradition. New forms of production and sales can be combined with the traditional figure of the farmer to increase sales possibilities and assure a future in the new dynamic market.

In addition to the development of **new entrepreneurial skills**, Cesena boasts a network of socio-cultural associations that can promote initiatives from the bottom, such as the **re-appropriation of empty spaces and the creative reuse of both urban and rural spaces**.

Moreover, the proximity to the coast and the presence of a **strong tourist industry** can result in the creation of a short supply chain of local products, fresh or processed, for tourists in the hotels.

*High actors variety*

## OPPORTUNITIES

Existence of several markets opportunities

New jobs opportunities not only for agricultural sector

*Technical Institute and University*

**Close countryside VS direct contact with natural environment**

*Cesena Lab*

Urban voids reappropriation and creative reuse of urban spaces

*Closeness with costal and touristic areas*

*Large-scale enterprises*



## STRENGTH

- Multiplicity of actors ( participation of several enterprises of big, medium and small dimension, University, CesenaLab and Agrarian Institute)
- Strong agri-food tradition and culture
- Area strongly receptive to innovation and cooperation
- Strong tourism industry
- Proximity to the coast and to touristic flows
- Existence of several markets
- Small area and proximity to rural areas

## WEAKNESSES

- Lack of cooperation
- Individualism
- Lack of a new vision in agricultural sector
- Inability to create certification that state the added-value of the product
- Lack of attention to consumers' needs
- Low training and education level of value chain actors

### SWOT Analysis of agri-food Sector of Cesena area

## OPPORTUNITIES

- Innovation and generational renovation of agricultural sector
- Innovation and experimentation
- New view and conceptualization of agricultural sector
- Creation of New entrepreneurial skills
- New professions
- Reappropriation of urban spaces and creative re-use and regeneration of urban and rural spaces

## THREATS

- Land abandonment
- Loss of entrepreneurial abilities
- Loss of practical agronomical skills
- Progressively loss of land maintenance
- Fragmentation of agrarian land and loss of territorial identity

## 1.3. Policy context

The Agri-Urban project is part of a political context structured on different levels: global, European, national, regional and municipal. The main political strategies developed at different levels are shown below.

### Global level

- UNDP Sustainable Development Goals

### European level

- The European Strategy 2020
- The Urban Agenda for the EU
- The Food Safety policy
- The Common Agricultural Policy

### Italian level

- Intervention Strategy " Food Health – from the crop field to the table"
- National Programme for waste prevention (PNPR)

### Regional level: Emilia-Romagna

- S3 – Strategy for smart specialisation
- Rural Development Programme 2014-2020 (RDP)

## The local policy context

The Municipality of Cesena is committed to find innovative solutions in terms of employment and fostering local production of typical and sustainable products, in order to enhance strengths and excellence of its territory. The strong commitment of the Municipality of Cesena for the rebirth and strengthening of the local agri-food sector is included in Cesena City Council's political program for 2014-2019 (the Piano di Mandato):

- **Employment:** to promote strategic action to increase the variety, quantity and quality of jobs, giving priority to youth work, by financing instruments for start-ups, training programs, and by fostering the creation of new jobs opportunities;
- **Agribusiness:** to focus on actions promoting local excellence and traditions of the municipality, highlighting characteristics and boost synergies in the entire sector;

- **Social Inclusion:** to support the policies of social inclusion, integration and fight against new poverty;
- **Training and Education:** to support the quality of training programs, applied knowledge on environmental sustainability and food education.

These priorities have been resumed and deepened by the Council Resolution of the Municipality of Cesena no. 54 of 28/05/2015 which defines the priorities for attracting EU funding.

The Municipality of Cesena is also committed to preserving lands from soli consumption, by giving back to agricultural use about 200 hectares of land included in the City planning 2000 for residential or productive use (Council Resolution No. 9 dated 17/03/2016). The first act marking the return of 126 hectares to agricultural use was approved in April 2015



(Council Resolution No. 36 of 09/04/2015), anticipating of a couple of years the Regional Urban Law no. 24 of 21/12/2017 which reduced soil consumption in the Region from a forecast of 250 km<sup>2</sup> to 70 km<sup>2</sup>, reducing expansion percentage from the current 11% to 3%.

The strengthening of the agri-food sector has also gone through the ten-year experience of Macfrut, the international event about the entire fruit and vegetable supply chain, attracting agricultural professionals and experts in production and trade, logistics, packaging, machinery and distribution. For the past 34 years, Cesena Fair has been the organizer of the event, Then, due to its success and need for expansion, since 2015 has been transferred at Rimini Fair and has had about 40 thousand visitors a year.

In 2012 the city of Cesena also established a multicentre network for environmental sustainability in urban areas, called CEAS with the main objective of establishing a permanent structure that works as a reference point for education and awareness raising for topics of urban sustainability (environmental, economic and social), enhancement and protection of urban environment and biodiversity.

The willingness to enhance the sustainable development of the territory and the recognition of local excellences, find its leverage in the strict relation with European policies. The

Municipality has had a European Office within its own administration since 2007. The city has joined, as associated partner, the Forum Environment of Eurocities, the network of the major European cities. Furthermore, the municipality became a signatory to the Covenant of Mayors in November 2009 making a commitment to achieve the EU target of 20% of reduction of CO<sub>2</sub> emissions and in June 2016 Cesena signed the new integrated Covenant of Mayors for Climate and Energy (SECAP), making the commitment to develop in two a Sustainable Energy and Climate Action Plan according to the new 2030 EU objective (- 40% greenhouse gases).

In addition to joining networks and initiatives at the European level, such as the Green week, the European Week for waste reduction, the Energy days, the Municipality of Cesena has gained experience over more than ten years in managing national and European projects. Information concerning the projects and initiatives of the Municipality of Cesena can be consulted on the web page: <http://www.comune.cesena.fc.it/innovazione/progettieupei>. Among these projects, particular attention should be given to Jobtown project, funded by the Urbact II programme, which promoted the development of a local development strategy able to effectively tackle the problems of unemployment and youth underemployment and to make labor market more dynamic, competitive and sustainable.



## 2. Vision and Expected Results

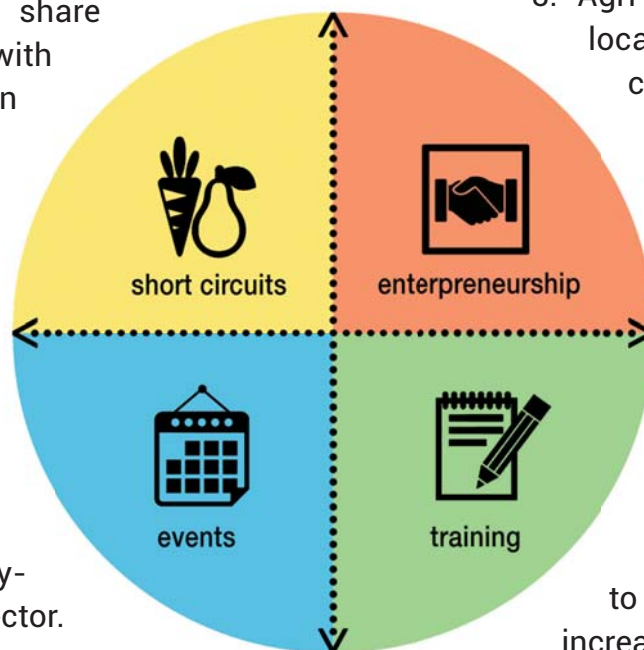
### 2.1. The vision for the agri-food system in Cesena

The presence of large, medium and small companies known nationally and internationally that produce, transform and distribute agri-food products represent one of the main strengths Cesena and its local economy. The adhesion of the Municipality of Cesena to the Agri-Urban project responds to the need to create new links with the territory and develop common actions in the agri-food sector, as well as to share examples of success with other European cities, in order to transfer them both to local interlocutors and technical staff of the Municipality itself. The main challenge is to strengthen the role of Cesena in local agri-food production in order to promote further opportunities for employment in the agri-food sector.

For this reason, Cesena wants to enhance **the agri-food district excellence** in Cesena where the economic and productive capacities and potentials will be able to operate in an integrated manner to achieve a more respectful approach to land. Building a stronger relationship between people and their territory and increase quality of the products boosting human resources development, innovation and know-how exchange.

The District delineation will go along to the development of concrete actions supporting a local network, dedicated to excellence, starting from the following contexts:

1. Short circuits to favour the link between producer and consumer, enhancing the local product, also by promoting examples of direct sales;
2. Training to raise citizens' awareness on agri-food and environmental issues, on the concepts of healthy eating and sustainable development;
3. Agri-food events to promote local production and to contribute to the economic growth of the territory
4. Entrepreneurs aimed at facilitating the emergence of innovative companies in the agri-food sector.



Inside these categories, seven actions have been developed allowing to follow a path towards an increase of competitiveness for the territory.

In this context, the District will have the task, through a rational *governance* process, to organize and guide the agricultural sector, making socio-economic actors interact in the interest of the whole community and maximizing the multifunctional role of the agri-food system (training, employment, social inclusion, environmental and cultural protection).



## 2.2. The expected changes

### Political

- Support to public funds research dedicated to IAP actions development
- Enhancement of path that support creation of network with other European realities, with the aim of share action and learn from other experiences and replicate similar initiatives in Cesena area, adapting them to local territory
- Define new models in planning procedures in order to focus more on social policies and innovation in economic and environmental sectors
- Contribution to improve abilities and competences of technicians, politicians and local actors involved in different governance levels of the project

### Social and economic

- Find new connections and opportunities for local agricultural development and for communication plans at regional, national and European level
- Find new model and solutions to enhance local agri-food production
- Contribute to increase network possibilities among local actors and researchers, experts and professionals

### Environmental

- Contribute to food waste reduction and food waste of school canteen
- Contribute to urban and peri-urban biodiversity protection and conservation
- Contribute to increase citizenship awareness relatively to environment protection and to increase knowledge regarding seasonal and local food products

### 3. The development of the Integrated Action Plan (IAP)

#### 3.1. The methodology

The Integrated urban development and participative action-planning were at the heart of our work. The info graphic on the right, recaps the main steps to go through to develop an integrated action plan, which will analyse problems and opportunities, address specific needs by defining expected results, and prepare a set of actions in co-production with stakeholders(ULG). Each step has been addressed on two different levels:

1. At European level with 10 project partners (par. 3.2)
2. At local level with the ULG (par. 3.3)

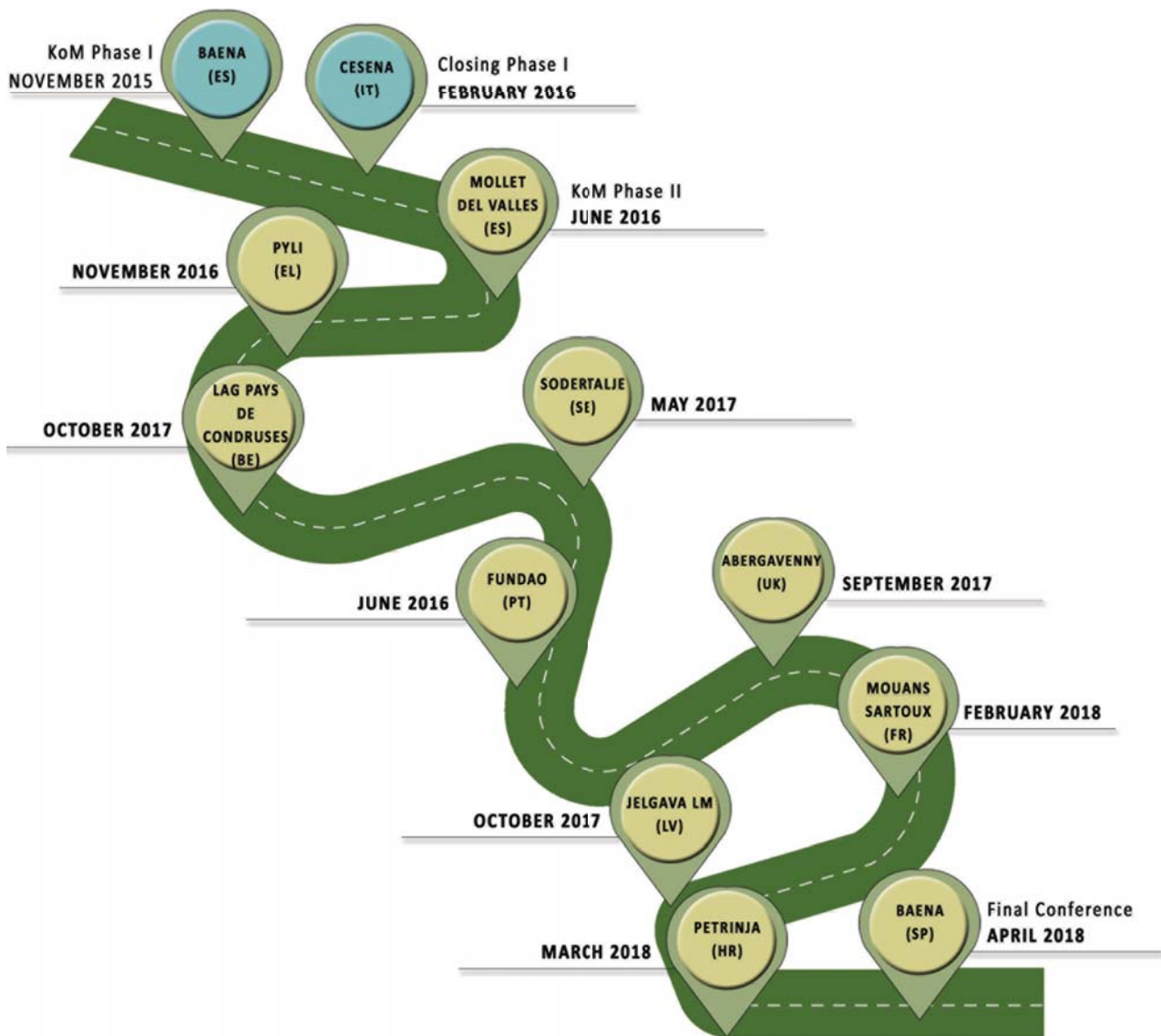
#### 3.2. European level

The transnational exchange meetings, where representatives from each partner country visit each other during project development to exchange best practice ideas, share relevant case studies and develop new ideas within their own cities based on experiences and learning. The transnational exchange was considered the most valuable part of the project as the ideas and learning generated among partners is now being reflected in each IAP across the Agri-Urban partnership. The focus is on providing local solutions to local problems.



The purpose of the transnational exchange was to share experiences and learning between partners and develop new initiatives in tackling similar problems in each partner country. This was considered the real added-value of the Agri-Urban Network where key personnel of LGs were afforded the opportunity to visit, see and discuss with relevant individuals in partner countries as to how to tackle various problems and what solutions would be best suited and fitted to their own situation.

## The journey of Agri-Urban



### 3.3. The meetings with the Urbact Local Group (ULG)

The ULG (Urbact Local Group) is the core of the URBACT programme, through which the integrated and bottom-up approach can be realized in urban policies. By bringing together different actors to collaborate on a specific issue and benefit from the exchange of experiences at transnational level, the ULG guarantees more rigorous and innovative results that lead to the co-production of this IAP (Integrated Action Plan). Furthermore, having experienced this collaboration in the ULG context, local actors propensity increased in sharing common plans towards more sustainable solutions. This will allow them to face together future new problems even beyond the end of

the project. Cesena enjoys a multiplicity of actors in the agri-food sector, most of them took part and brought their contribution to the ULG in various and valuable ways.

The following is a summary of the key stages at local level with the ULG:

- I. Creation of the Urbact Local Group with representatives from public and private sector;
- II. Stakeholder Analysis;
- III. Definition of Key Problems and Challenges;
- IV. Gathering evidence based on desktop studies and site work;
- V. Generation of ideas for solutions;





**The stakeholders' map of Cesena**

- VI. Transnational visits to partner countries with exchange of best practice and learning;
- VII. Refinement of the Actions and completion of Action Tables;
- VIII. Identification of potential funding mechanisms for IAP Actions;
- IX. Communication and consultation with key stakeholders and validation of IAP;
- X. Further refinement of the IAP following consultation with stakeholders;
- XI. Completion of Phase 2 and formal launch of IAP.

The ULG meetings were held, from time to time, in different locations, by the headquarters of the ULG's members, giving the opportunity to each member to present its own activities. This method has allowed to create a strong network, best-practice exchange and learning from each other. This represents a sound base for project sustainability and for the implementation of the IAP's actions.

## Urbact Local Group meetings



1



2



3



4



5



6



7



8



9

December 2016

**Know each other better**

Cesena Municipality **1**

February 2017

**Looking for the excellences**

University of Bologna **2**

April 2017

**Innovation and start-up**

Cesena Lab **3**

May 2017

**Youh and future perspectives**

Agrarian Technical Institute Garibaldi/ Da Vinci **4**

September 2017

**Actions developing**

Ortiano **5**

November 2017

**Towards actions realization**

Cesena Municipality **6**

January 2018

**Working to IAP draft**

RiFiorita Association **7**

February 2018

**First results**

Agrarian Technical Institute Garibaldi/ Da Vinci **8**

March 2018

**Best practices and successful ideas**

Cesena Lab **9**

## 4. The Strategy for Agri-Urban

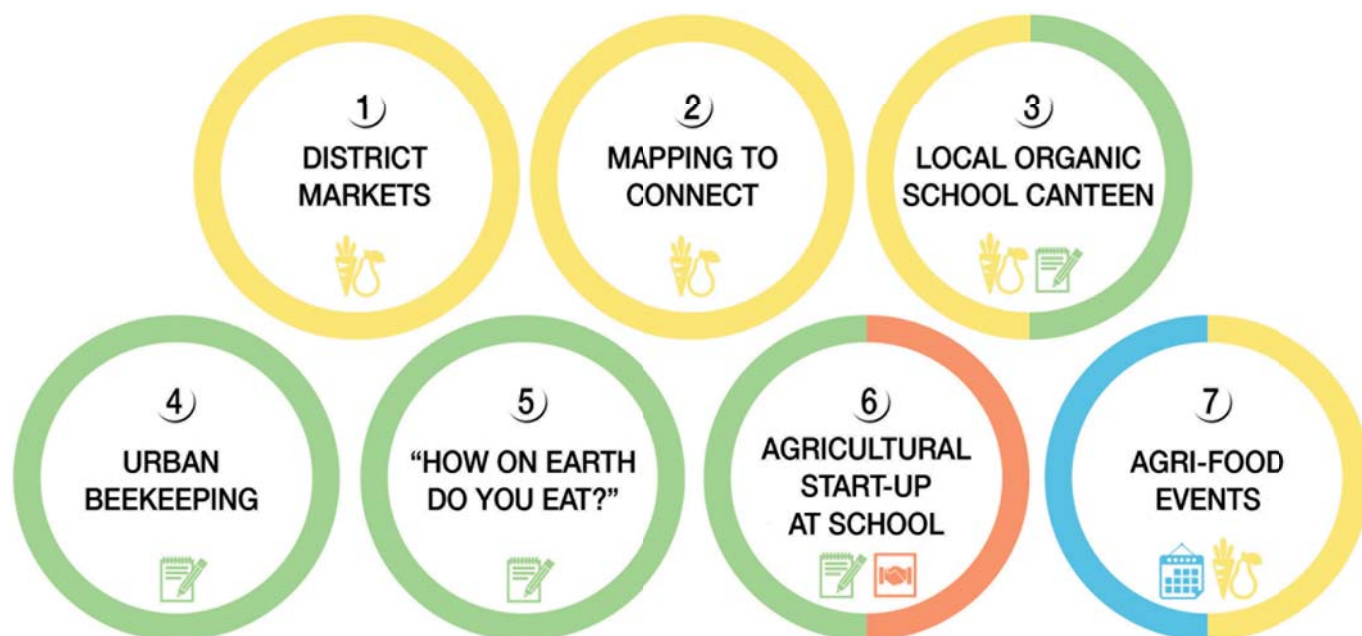
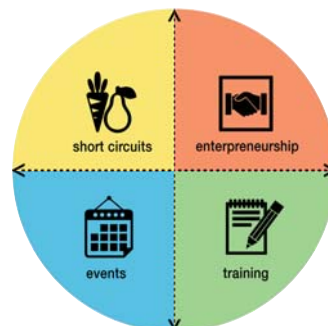
### 4.1. Action planning

The Action Plan elaborated within the Agri-Urban project answers to the will of the Municipality of Cesena to strengthen the **District of agri-food excellence** through new forms of interaction and integration between training and enhancement of human resources, research, innovation and technology transfer.








The Municipality of Cesena proposes **seven actions**, in the framework of **four categories**,

addressing multiple aspects of the agri-food system, and applying different scales and different degrees of complexity.

An integrated implementation and development of these actions will ensure a sustainable future for the agri-food sector in Cesena area.





| ACTION                                                                                                                                   | EXPECTED RESULTS                                                                                                                                                                                                                                                                                                                                                                                                                                                               | LEADER ORGANIZATION                                        | WHEN               | FUNDS                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------|
|  <p>1<br/>DISTRICT<br/>MARKETS</p>                      | <ul style="list-style-type: none"> <li>• Revitalization of at least 1 marginalized or scarcely used area of the city</li> <li>• 10% increase in local products sales by 2022</li> <li>• 20 local producers involved in the new markets</li> <li>• organization of at least 1 public event per month in market areas</li> </ul>                                                                                                                                                 | Trade associations and Cesena Municipality                 | 02/2017<br>12/2020 | Structural funds (RDF, ROP ERDF)                                                                 |
|  <p>2<br/>MAPPING TO<br/>CONNECT</p>                    | <ul style="list-style-type: none"> <li>• 10% increase in sales of local products through a short supply chain by 2022</li> <li>• Increasing consumer awareness on local products</li> <li>• One research project per year about innovation</li> <li>• Know-how increase for students of the Agrarian Technical Institute Garibaldi/Da Vinci, thanks to the skills transfer by the producers</li> <li>• Facilitated generational turnover in the agricultural sector</li> </ul> | Trade associations and Cesena Municipality                 | 12/2017<br>12/2020 | Structural funds (RDF, ROP ERDF)                                                                 |
|  <p>3<br/>LOCAL ORGANIC<br/>SCHOOL CANTEEN</p>         | <ul style="list-style-type: none"> <li>• Increased awareness about sustainable food in at least 1,000 children</li> <li>• Reduction of 50% of food waste in the canteens of the Municipality of Cesena by 2020</li> <li>• 3 primary schools involved in the action of reducing food waste</li> </ul>                                                                                                                                                                           | Cesena Municipality                                        | 09/2018<br>12/2020 | LIFE, H2020, Ministry of Environmental and Territorial and Sea Safety, Erasmus+                  |
|  <p>4<br/>URBAN<br/>BEEKEEPING</p>                    | <ul style="list-style-type: none"> <li>• Political resolution and strategy on bees in urban areas</li> <li>• Increased awareness and knowledge on bees</li> <li>• European network of cities bee friendly</li> </ul>                                                                                                                                                                                                                                                           | Environmental association and Cesena Municipality          | 02/2018<br>12/2020 | LIFE, structural funds (RDF, ROP ERDF)                                                           |
|  <p>5<br/>"HOW ON EARTH<br/>DO YOU EAT?"</p>          | <ul style="list-style-type: none"> <li>• 1 Network of actors involved in the food production, food supply and food education</li> <li>• At least 100 Children and related families aware of agro-environmental education and healthy and local food</li> </ul>                                                                                                                                                                                                                 | Cesena Municipality                                        | 02/2018<br>12/2020 | ARPAE funds for three year plan INFEAS                                                           |
|  <p>6<br/>AGRICULTURAL<br/>START-UP<br/>AT SCHOOL</p> | <ul style="list-style-type: none"> <li>• Structured relation between secondary high-school and start up incubator</li> <li>• Students trained regarding entrepreneurship and business plan development</li> <li>• Developed 30 start-up projects that have analysed the market of interest focusing on weaknesses and innovative solutions</li> <li>• Prized 3 best innovative ideas</li> </ul>                                                                                | Agrarian Technical Institute Garibaldi/Da Vinci, CesenaLab | 01/2017<br>12/2020 | Erasmus +, structural funds (RDF, ROP ERDF)                                                      |
|  <p>7<br/>AGRI-FOOD<br/>EVENTS</p>                    | <ul style="list-style-type: none"> <li>• Promotion of typical products, seasonality of local products and traditions linked with historical memories and cultural identity</li> <li>• Walking tours and dedicated paths for citizens and tourists to sensitize relatively to local products and local enterprises</li> <li>• Temporary agri-food show case and re-activations of unutilized spaces</li> </ul>                                                                  | Trade associations and Environmental associations          | 06/2018<br>12/2020 | Structural funds Program for promotion of agricultural product in domestic and foreigner markets |



Agri-Urban markets, for the sale of agri-food products (farmer markets) will allow producers to have a direct contact with consumers, benefit from all the positive aspects of direct sales activity and enhance the ethical aspect of the short supply chain. Furthermore it will be enhanced, from consumers side, the benefit on health, on environmental sustainability and the attention to the entire food production cycle: from cultivation to harvesting, packaging and distribution. The markets will be characterized by the sale of local products, both fresh and processed with the possibility of consumption on the spot. Side socio-cultural activities will animate the markets (live music, book presentation, etc.).

## ACTIVITIES

1. Identification of the main stakeholders that can lead the agri-urban markets implementation
2. Definition of the Agri-Urban markets characteristics and rules
3. Development of the communication plan
4. Creation of the market brand (Agri-Urban) that ensures consumers about quality of products and sustainability of production processes
5. Identification of the first pilot area and organization of the first week of the Agri-Urban markets

6. Disseminate and implement the pilot action in other areas of the city.

## EXPECTED RESULTS

- Revitalization of at least 1 marginalized or scarcely used area of the city
- 10% increase in local products sales by 2022
- 20 local producers involved in the new markets
- Organization of at least 1 public event per month in market areas

**LEADER ORGANISATIONS:** Trade Associations and Municipality of Cesena

**INVOLVED ACTORS:** Associations of the area, local producers/farmers, districts' committees.

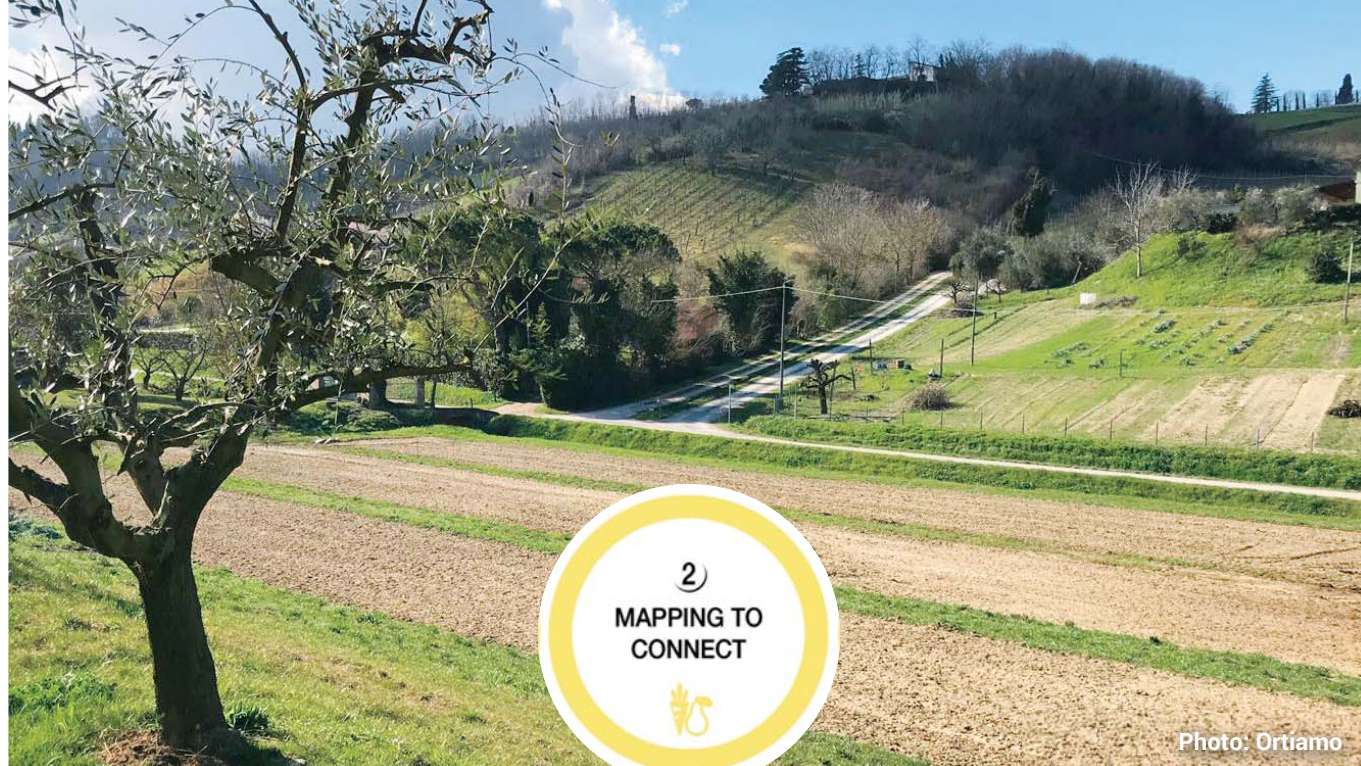
**WHEN:** February 2017 - December 2020

**LOCATION:** Districts in the proximity of the city centre; in the evening, from 5 to 9 pm, or at lunchtime, from 11 am to 3 pm.

**FUNDING SOURCES:** Structural Funds (RDP, ROP ERDF)

**GOOD PRACTICES:** [Slow Food's Earth markets](#)





Mapping to Connect is an action aimed at connecting different stakeholders of the territory. In particular, create a network of producers, consumers, Universities and Agrarian Technical Institute Garibaldi/Da Vinci represents a new form of interaction and integration between training and enhancement of human resources, research, innovation and technology transfer. Creating relationships and cooperating are two key words for sustainable local development of the agri-food sector.

## ACTIVITY

1. Mapping of farms and agricultural holdings
2. Communication campaign to match producers and consumers through direct sales in the farm
3. Connection between companies and the University to develop research activities on ancient varieties and new products
4. Connection between the companies and the Agrarian Technical Institute Garibaldi/Da Vinci for home delivery of local products in the framework of traineeships programs

## EXPECTED RESULTS

- Aumento del 10% delle vendite di prodotti locali tramite filiera corta entro il 2022
- Aumento della consapevolezza dei consumatori sulle produzioni locali
- 1 progetto di ricerca all'anno per l'innovazione
- Aumento delle conoscenze degli studenti dell'Istituto Tecnico Agrario Garibaldi/Da Vinci grazie al trasferimento delle competenze da parte dei produttori
- Facilitazione del ricambio generazionale nel settore agricolo

**LEADER ORGANISATIONS:** Environmental associations of the area, Municipality of Cesena

**INVOLVED ACTORS:** local producers/farmers, trade associations, communication companies, local associations, University, Agrarian Technical Institute Garibaldi/Da Vinci

**WHEN:** December 2017 - December 2020

**WHERE:** Rural areas in Cesena

**FUNDING SOURCES:** Structural Funds (RDP, ROP ERDF)

**BEST PRACTICES:** [La spesa in campagna](#), [Campagna Amica](#)





Local Organic School Canteen acts on the concept of sustainable school canteen, enhancing the educational aspect and low environmental impact. The action proposes a high quality dining table model, with an ethical approach and characterized by sustainable choices. Local Organic School Canteen aims to raise awareness among students, teachers, operators and families on the issue of sustainable food, reducing food waste and providing students with nutritionally good meals, prepared with organic ingredients and possibly from local producers.

## ACTIVITY

1. Training and awareness on the theme of sustainable food
2. Activity aimed at reducing food waste
3. Pilot project for the supplying the canteen with local organic products

## EXPECTED RESULTS

- Increased awareness about sustainable food in at least 1,000 children
- Reduction of 50% of food waste in the canteens of the Municipality of Cesena by 2020
- 3 primary schools involved in the action of reducing food waste

**LEADER ORGANISATIONS:** Municipality of Cesena

**INVOLVED ACTORS:** Primary schools of the Municipality of Cesena, Public Health Local Agency, Municipal kitchens, cooperatives for food supply and production, trade association, local environmental associations and their municipal reference centre (CEAS), district committees and associations, local producers/farmers, Emilia-Romagna Region, University

**WHEN:** September 2018 - December 2020

**LOCATION:** Primary schools in the Municipality of Cesena

**SOURCES OF FINANCING:** recognizing system of certified "School organic canteen" (operational since 2018), Interreg Europe

**GOOD PRACTICES:** [Progetto reduce, les restaurants scolaires de Mouans-Sartoux](#)

Addressing and reducing food waste is one of the main challenges faced by the Sustainable Development Agenda through its Objective 12 "Ensuring sustainable models of production and consumption".



The aim of the Urban Beekeeping action is to bring citizens closer to the world of bees, to raise awareness of their ecological role and the benefits of their products, to protect the vegetative species' biodiversity and to encourage the reduction of pesticides in agriculture.

## ACTIVITY

1. Engage city commitment to ensure favourable living conditions for bees and other pollinators in urban areas
2. Develop of communication campaigns, training courses and educational activities
3. Creation of an international network of bee-friendly cities in Europe

## EXPECTED RESULTS

- Policies resolution and urban strategy on bees in urban areas
- Awareness and knowledge of bees between citizens increase
- 10 % increase of beekeepers in Cesena Municipality
- Network of bee cities in Europe created

**LEADER ORGANIZATION:** Environmental and territorial association in Cesena Municipality

**STAKEHOLDERS INVOLVED:** local producers, Lugaresi Institute, Agrarian Technical Institute Garibaldi/Da Vinci, Natural science museum, Trade associations

**WHEN:** February 2018 - December 2020

**WHERE:** Cesena Municipality

**FONDI DI FINANZIAMENTO:** LIFE, Structural funds(RDP, ROP ERDF)

**BEST PRACTICES:** [Ljubljana Bee Path Project](#)





“How on earth do you eat?” is an agri-food integrated educational project that deal with education , production and restoration fields. Local producers and educational farms will create educational opportunities for children and lead workshops and trainings in their educational farms for families and citizens to discover seasonal and traditional agricultural products.

## ACTIVITIES

1. Create a network between education entities, catering and canteen systems, local producers and educational farms
2. Organization of training courses, including visits and workshops to the farms, to make children and families discover agricultural products and healthy food

## EXPECTED RESULTS

- 1 Network of actors involved in the food production, food supply and food education
- At least 100 Children and related families aware of agro-environmental education and healthy and local food

**LEADER ORGANIZATIONS:** Municipality of Cesena

**STAKEHOLDERS:** local permanent table of associations and experts working on the field of environmental sustainability education, other CEAS of the Region, ARPAE coordination of the regional network of 38 centres of sustainability education CEAS, universities, trade associations, local restoration activities, local farmers and educational farms, schools

**WHEN:** February 2018 - December 2020

**WHERE:** Farms and Educational Farms, Schools

**FUNDS:** ARPAE Funds of the INFEAS triennial plan

**BEST PRACTICES:** [Project eat](#)





The majority of secondary high school students do not consider a career in entrepreneurship and start-up fields as a valuable option for their future, especially in the agri-food sector. Agricultural Start-Up at school combines CesenaLab incubator energy and enthusiasm with a vocational path targeted to teenagers. The action aims at contributing to students' professional development based on the concept that a "new way " of doing business is feasible also in agriculture, sector strongly characterized by traditions but with a strong need for innovation. Innovation and creativity are key words at Agricultural Start-up at school.

## ACTIVITIES

1. Put in contact the Agrarian Technical Institute Garibaldi/Da Vinci and the incubator CesenaLab
2. Training and mentoring process at the school for the development of a business idea with the active support of the CesenaLab incubator
3. Contest of the business ideas business ideas
4. Awarding-ceremony of best business idea

## EXPECTED RESULTS

- Structured relation between secondary high-school and start up incubator
- Students trained regarding entrepreneurship and business plan development
- Developed 30 start-up projects that have analysed the market of interest focusing on weaknesses and innovative solutions
- Prized 3 best innovative ideas

**LEADER ORGANIZATIONS:** Agrarian Technical Institute Garibaldi/Da Vinci, CesenaLab

**STAKEHOLDERS:** Cesena Municipality

**WHEN:** November 2017 - December 2020

**WHERE:** Agrarian Technical Institute Garibaldi/Da Vinci

**FUNDS:** Erasmus +, structural funds

**BEST PRACTICES:** 3 Days Start-Up



The events linked with the agri-food sector aim at promoting local products and contributing to economic development of Cesena area through the organization of specific events to enhance local high quality products and excellences of the agri-food sector. In particular the action will implement a series of events to promote the area and its typical products. The events organized will be of different type, each of them with specific goals and to a specific public and to a particular population group.

## ACTIVITIES

1. Organisation of a Local Food festival that will be held in the street of the city. During the festival will be organized cooking shows, workshops, open meetings, concerts, etc... and will be created connection with other European festivals and best practices
2. Neighbourhood walking tours for tourists and citizens, in order to promote local products and local producers, as well as typical products, seasonality of products and stress agriculture role in land management and health protection
3. The agri-food temporary show case where organise a temporary occupation of unutilized shops or public spaces where local producers can present themselves to consumers.

## EXPECTED RESULTS

- 2000 participants for the edition of the Local Food Festival
- 50 participants to the first edition of neighbourhood walking tours
- 300 participants to agri-food show case
- At least 5 places identified as permanent show case for the agri-food sector

**LEADER ORGANIZATION:** Trade associations and Environmental association

**STAKEHOLDERS:** Local producers, Cesena Municipality, Agrarian Technical Institute Garibaldi/Da Vinci, University

**WHEN:** June 2018 – December 2020

**WHERE:** Cesena Municipality

**FUNDS:** Structural funds, Program for promotion of agricultural products in domestic and foreigner markets

**BEST PRACTICES:** [Abergavenny Food Festival](#)





## 5. Financial resources and implementation

To strengthen the agri-food district of excellence, boosting job creation, growth and competitiveness in our city, we need to maximise the quality, quantity and impact of our actions investments. Exploiting the potential for synergies between Horizon 2020, the European Structural and Investment Funds (ESIF) and other innovation and competitiveness-related EU Programmes can help us to achieve this objective.

The key to delivery and implementation of the IAP is finance. Without the necessary financial support and resources, the actions are unlikely to be implemented and therefore the plan will not have the impact envisaged in its vision, aims and objectives. There is however no one source that will deliver sufficient finance to fund all individual aspects of the IAP. Within the Action Tables, a number of funding schemes and instruments have been identified that are considered key potential funding sources and these will be pursued throughout the implementation phase of the project. A wide range of programmes and funding provide financial support to hundreds of thousands of people and organisations such as farmers, students, scientists, NGOs, businesses, towns, regions and many others. EU funding is available on local, regional, national, interregional and EU level. These schemes are grouped into 45

different categories, 9 of which are directly linked to innovation in agriculture, food and forestry. The most relevant for our IAP are presented below

**European Agricultural Fund for Rural Development (EAFRD)** aims at improving competitiveness for farming and forestry, protect the environment and the countryside, improve the quality of life and diversification of the rural economy, and support locally based approaches to rural development.

**European regional development Fund (ERDF)** to strengthen economic, social and territorial cohesion in the European Union by correcting imbalances between its regions.

**INTERREG:** interregional cooperation between cross border regions, between states in a given part of Europe, and between regions throughout the whole of Europe.

**European Social Fund (ESF),** aims at improving skills and jobs, favouring employment, mobility and social inclusion, fighting poverty.

**EUROSTARS,** to foster the innovation in all sectors.

**Erasmus+** for Education, training, youth and sport.

**LIFE** for environment and climate action.

**Horizon2020** where the main opportunities for agriculture and forestry can be found in two main H2020 calls: Sustainable Food Security (SFS) and Rural Renaissance (RUR).



Photo: Alimos

With these calls, we search support to:

- improve the management of resources and ecosystems to provide healthier and more diverse food to people while safeguarding the environment and adapting to climate change;
- develop smarter, greener and more circular rural economies through modernised policies, generation renewal, more innovative value chains and enhanced uptake of digital opportunities.

**The Programme to Promote agri-food products in domestic and foreigner markets** aims at strengthening competitiveness of the agri-food sector in the European Union.

There are also opportunities for agriculture and forestry in other parts of Horizon 2020 work programme, such as the calls on “Digitising and transforming European industry and services” (LEIT-ICT), “Building a low-carbon, climate resilient future” (SC3), “Greening the economy in line with Sustainable development goals” (SC5) or the “European Innovation Council Pilot”.

Opportunities for our IAP will continue after the end of Horizon 2020 in the so called **9th Framework Programme**.

## 6. Communication Strategy

*“Communication is not what we say, but what reach others”*

Thorsten Havener

IAP is an operative and dynamic document that arise from the path shared with ULG and that have to be shared with all the relevant stakeholders of the other interested sectors. It has to be available, communicated and read by the widest possible audience. It aims at being source of inspiration and constantly evolve thanks to Cesena citizens contribution.

For that reason it has to be communicated in an efficient way!

This is what we will communicate...

KEY MESSAGE:

*Cesena is an important player in the agri-food sector at national and international level. For that reason it want to strength the District of excellence in agri-food, where the abilities and potentialities of economic and productive sectors operate in an integrated way. New ways of interaction and integration among education, human resource development, research, innovation and technological improvement are crucial to reach a respectful approach towards the environment, a stronger relation among people and the territory and a higher quality of the products.*

USEFUL INFORMATION:

- What is the IAP and its origins
- Sectors of development
- State of hearts and the identified actions
- Necessary conditions for next actions (involvement of key stakeholders, crow-funding activities organization, ecc.)

COMMUNICATION CHANNELS:

- Digital channels of the Municipality and stakeholder network (Facebook, Twitter, Instagram )
- Events organized by the Municipality and local stakeholders
- Municipality press office
- Local newspapers



## 7. The future

Nowadays Italy is the third country for agricultural production in Europe, the first one for organic agricultural land and Italian exports are driven by “Made in Italy” food products. Cesena is a valid representative of the agri-food culture of the entire country. Nevertheless the Italian agricultural sector is dealing with strong challenges and a total absence of long term view and governance. In this framework Cesena is a pioneer city, that has a clear vision for the future and aims at creating a participated path with local stakeholders that wants to define needs and opportunities and co-projecting the future.

We start from necessities expressed by the territory:

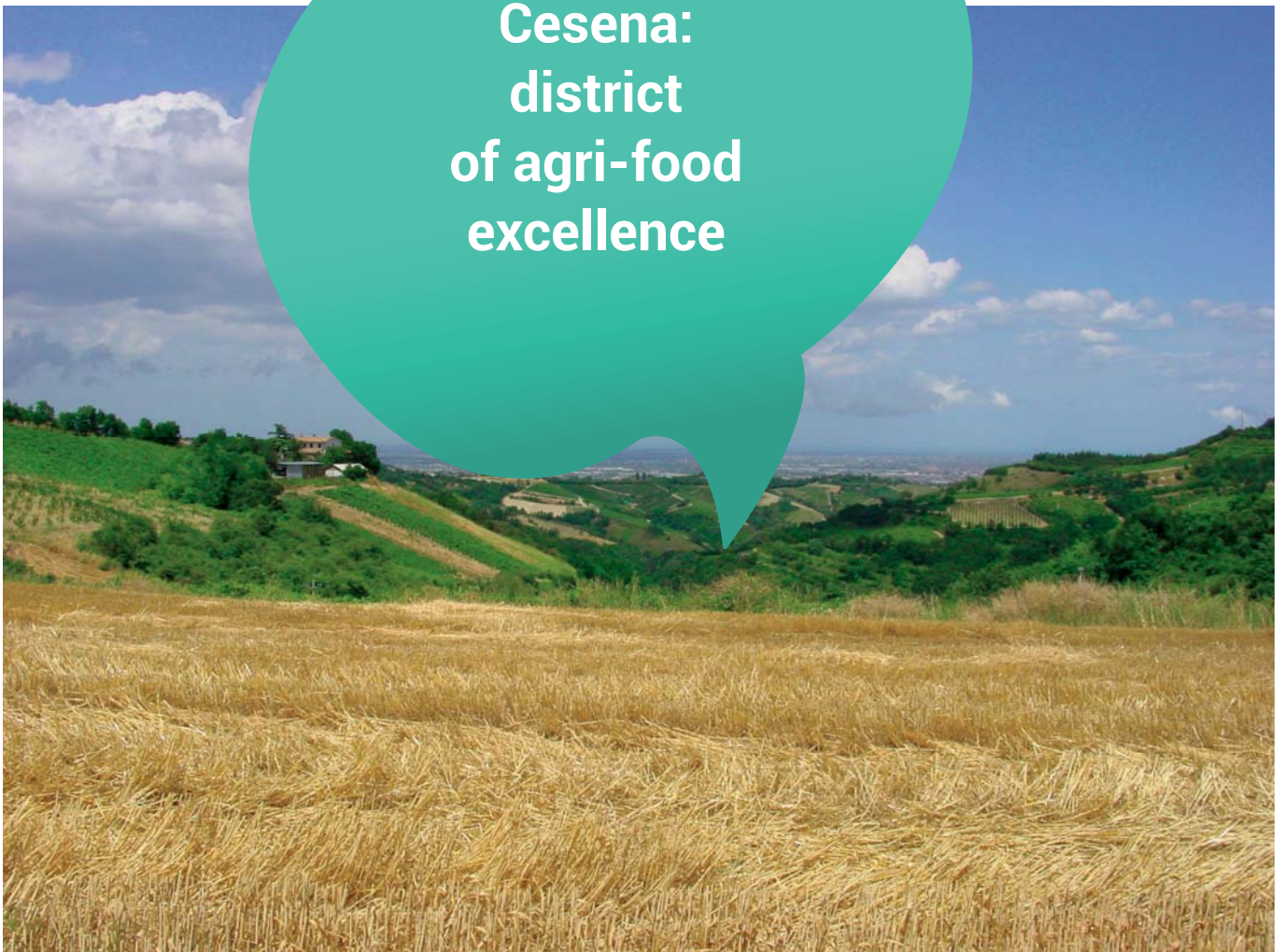
- Need of **dialog** between different stakeholders of the territory that often are not connected

among each other and do not see potentialities that derive from actors cooperation;

- **Responsibility** of public administration in promoting actions and address rules to valorise enterprises and simplify processes and procedures guaranteeing quality and services;
- Need of **balancing sanitary procedures** related to food safety together with a real formation of operators responsible for supervision;
- Coming back to the concept of **rurality of production**, finalized to i) connect consumers with producers to make clear challenges and difficulties that producers have to face and ii) to educate consumers to recognize, directly on the field, high quality products;
- Necessity of **innovate** the agri-food sector at different stages of the value chain and with

To reach:

**Cesena:  
district  
of agri-food  
excellence**







different approaches and technologies. The innovation can improve quality, design and packaging of products as well as quality control of production hygiene and health standards and enhancement of efficiency and logistic;

- **Education and formation of value chain actors** as determining element for implementing innovative technologies

## 8. Acknowledgements

A sincere thanks to all the people who were involved in the Agri-Urban project, supporting and sharing ideas and objectives. We thank in particular:

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- The colleagues of the Department for Environmental and Territorial Sustainability,

of the Service for School and Sport: Office for public canteen and of the Department for Territorial Services and Statistics of the Municipality of Cesena for the information, the data and the active collaboration on the project;

- The Urbact Local Group (ULG) without which the IAP development wouldn't have been possible. In particular: Agrarian Technical Institute Garibaldi/Da Vinci, CesenaLab, University of Bologna - Agri-food CIRI, University of Bologna - Department di Architecture, University of Bologna -Department of Agri-food Sciences e Technologies, RiFiorita Association, Nicola Pizzi Farm, Ortiamo/Farm Colle del Rio, Bio Bianchi Farm, Girondino Agribio, Bioplanet, Magazzino Parallelo, Intel Farm, Seasoneat, Alimos, Via Terrea, Aster, CIA - Confederazione italiana agricoltori, Coldiretti, Confagricoltura;
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