

AGRI-URBAN

Mollet del Vallès



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INTEGRATED ACTION PLAN

Food & Health



Ajuntament de
Mollet del Vallès







June 9, 2016 in Mollet del Vallès

Mayor's Statement



Signature of the "Mollet Manifesto" by the mayors of the Agri-urban cities on June 9, 2016 in Mollet del Vallès

Common local policies for common European challenges

With the signing of the Mollet Manifesto by the 11 mayors of the 11 European cities that formed part of the Agri-Urban project in 2016, Mollet initiated work that, after 2 years, has resulted in the document that we now have in our hands.

The Agri-Urban network has brought together cities that share common food challenges: the support of local producers, the creation of jobs in the agri-food sector, the stimulation of the local economy and the promotion of healthy dietary habits.

During the past 2 years, we have had the opportunity to be inspired by visits to good practice sites and to share our knowledge and expertise with other cities while looking for international initiatives that allow us to improve our local situation.

This Integrated Action Plan has been created following the URBACT methodology; to say, with a participative and integrated approach. We have created a local support group in which we have united the most relevant local agents from the field of food and dietary health promotion, the Agro-ecological Association of Gallecs, the Consortium of Gallecs, the primary care centres of Can Pantiquet and Can Borell, and the Hospital of Mollet del Vallès. Municipal services like education, communication, health, services for people with disabilities and international relations complete the group. Addressing food sustainability with a diverse, interdisciplinary group has allowed us to be influenced by diverse specialties such as agriculture, economy, education, environment, and health.

The City Strategic Plan, Mollet 2025, identifies Gallecs, our food production area, as a flagship project of our city. The citizens of Mollet have two souls, one rural and the other urban, and this fact gives us a unique identity in relation to surrounding cities. Since 2013, our Term Action Plan has incorporated initiatives to collaborate with local producers and to promote healthy dietary habits.

I invite you to share our city's vision, which is presented in this Integrated Action Plan, in which we see Mollet with a solid and dynamic agri-ecological sector and in which we favour relationships between producers and experts. A Mollet where citizens can choose nutritious food and sustainable production as part of a healthier lifestyle.

I invite you to read the 18 actions that make up this plan. This group of actions has various timelines and diverse costs. The implementation of each action will have a positive impact in our city. If the actions are implemented in a coordinated way it will be a first step toward a sustainable model of food.

The time to plan the actions has ended and the time has arrived to implement them. From the Municipality of Mollet we want to count on those people, associations and institutions of the city who are interested in actively participating so that every action can lead to the desired outcome.

A change of the food model requires everyone to contribute.

If we work together we can achieve it.



Josep Monràs i Galindo
Mayor of Mollet



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What is an URBACT Project?

URBACT

The URBACT programme is the European Territorial Cooperation programme that aims to foster sustainable integrated urban development in cities across Europe. URBACT’s mission is to enable cities to work together and to develop integrated solutions to common urban challenges by networking, learning from one another’s experiences, drawing lessons and identifying good practices to improve urban policies.

AGRI-URBAN

AGRI-URBAN is an action planning network within the URBACT program. The network consists of 11 European cities working towards sustainable food systems.

Participating cities

- Baena - Spain (Lead Partner)
- Fundão - Portugal
- Monmouthshire County Council - United Kingdom
- LAG Pays des Condruces - Belgium
- Södertälje - Sweden
- Jelgava LM - Latvia
- Petrinja - Croatia
- Pyli - Greece
- Cesena - Italy
- Mouans-Sartoux - France
- Mollet Del Vallès - Spain

MOLLET DEL VALLÈS

LOCAL SUPPORT GROUP

Our URBACT Local Support Group members represent a variety of fields and the IAP has benefited from the fresh perspectives and constructive ideas that each member has contributed. We have relied on each other to share knowledge, enrich each other’s ideas and to continuously refine the plan to ensure that the most important details are included.

Local Support Group Members

- Municipal Institute for Education
- Municipal Institute for People with Disabilities
- Municipal Services for Citizens
- Municipal European Projects Department
- Municipal Health Department
- Municipal Communication Department
- Health Foundation of Mollet:
- Hospital of Mollet del Vallès
- Outpatient centre for Can Borrell
- Outpatient centre for Can Pantiquet
- Consortium of Gallecs:
 - Government of Catalonia
 - Mollet del Vallès
 - Santa Perpètua de Mogoda
 - Parets del Vallès
 - Lliça de Vall
 - Montcada i Reixac
 - Palau-solità i Plegamans
- Public library (Can Mulà)
- Agro-ecological Association of Gallecs (cooperative of local producers)

INTEGRATED ACTION PLAN (IAP)

Each city partner in an URBACT network is required to develop an Integrated Action Plan. The IAP is meant to focus on a unique policy challenge that your city is facing and to develop short term and long term actions to address that challenge. The IAP is developed through a participative process with a dynamic group of local stakeholders, resulting in a strategic tool that can be readily implemented with support throughout the community.

BUDGET - ACTION PLANNING NETWORKS

Action planning networks budgets are reserved for learning, exchange and planning activities, not investment purposes.

AGRI-URBAN budget	50.000 €
URBACT Contribution (70%)	35.000 €
Mollet del Vallès Contribution (30%)	15.000 €

What is this plan about?

This IAP documents the municipality of Mollet del Vallès two-year journey as a partner city within the URBACT AGRI-URBAN project.

OUR CHALLENGE

The aim of the IAP is to identify and implement solutions to the following problems that were identified at the beginning of the project by the stakeholders who form the local support group:

1. Lack of an animated local and organic agri-food economy in Mollet.
2. Lack of healthy dietary habits amongst our citizens.

OUR VISION

We envision Mollet del Vallès as a city with a robust and animated organic, local agri-food economy that cultivates connections between growers, experts and community members while empowering citizens to choose nutritious and sustainable food as part of a healthy lifestyle.

To realize this vision, we will connect the rural and urban areas of Mollet del Vallès, aim to create jobs and stimulate the local economy, and seek a more sustainable way of feeding our citizens. Gallecs

(the rural area) has become our beacon for the promotion of healthy habits and it is poised to also become a pillar for local economic development in the future through the transformation to organic farming.

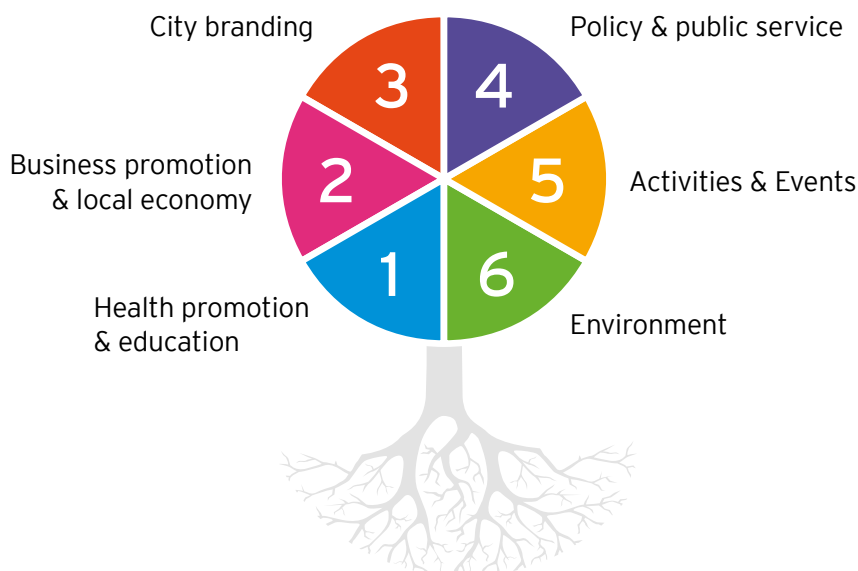
Our vision will be achieved with three main lines of action: public health promotion under the “Eat Well in Mollet” banner, scaling up the distribution of Gallecs products and supporting local entrepreneurs and producers in the agri-food sector.

THE ACTIONS

As a result of the work carried out during this project, the municipality of Mollet del Vallès proposes 18 actions, organized in 6 categories, to be implemented. These 18 actions address multiple aspects derived from the creation of a more sustainable food system for our city. These aspects differ in complexity, duration, cost, measure and approach.

If we implement these actions individually we will obtain interesting results, but, if we implement them in an integrated way we will achieve a holistic system that will allow us to achieve a real sustainable change in the food model of Mollet del Vallès.

6 TYPES OF ACTIONS



LIST OF INTEGRATED ACTIONS BY AREA

Brand “Eat Well in Mollet”

“Eat Well in Mollet” encompasses the values of sustainable and nutritious diets; promoting local, seasonal and organic products. The promotion of the brand will facilitate healthy dietary habits and the enjoyment of nutritious foods.

Our definition of local has evolved based on our experiences. When we started our journey toward quality food, we aimed for a distance of no greater than 60 km away. Today, we understand local to be the product we need, purchased from the producer located as close as possible to our city; accepting that local can include the region of Catalonia and beyond depending on the product and the availability.

Our preference is to have local food that is also organic. We understand that it’s not always possible to choose organic food due to limited production and/or price, however, we place a high value on the introduction of organic products in the diets of our citizens, whether it be in school canteens, markets, or restaurants. Organic food production is a healthier choice for our environment.

-  Develop the “Eat Well in Mollet” brand
-  Create a route of “Eat Well in Mollet” eateries across the city
-  Implement a food model in the Mollet Health Foundation based on the “Eat Well in Mollet” values
-  Develop a guide to manage school gardens in Mollet
-  Improve the quality of foods and beverages offered in public vending machines in Mollet
-  Promote local, organic and seasonal menus in city restaurants
-  Disseminate healthy eating messages throughout Mollet
-  Organize an annual “Eat Well in Mollet” festival
-  Define food indicators for the public canteens in Mollet
-  Amplify the educational and leisure activities related to food sustainability that are offered in the city

Scale Up the Distribution of Gallecs Products

The city of Mollet del Vallès enjoys the privilege of having a food production area located in the agrarian park of Gallecs, where high quality food products are produced. However, the presence of these products in city markets, restaurants, and supermarkets is still too weak and strengthening it is one of the main goals of this plan; aiming to stimulate our local economy by creating new jobs and to promote healthy habits by putting high quality foods within in the reach of citizens.

-  Open the Taste Space in Gallecs
-  Increase the availability of products from Gallecs in the municipal market
-  Build a Food Hub in Mollet
-  Set-up a stand at the weekly outdoor market in Mollet to sell products from Gallecs and region
-  Create an online store to sell local products

Support Local Entrepreneurs and Producers in the Agri-Food Sector

Land access is one of the greatest challenges that young European producers are facing today. In Gallecs we have the opportunity to offer land to young producers. With this opportunity, we will also achieve the transformation from conventional to organic of the 510 agricultural hectares that we have in the agricultural park of Gallecs. This will mark a unique milestone in Europe in relation to public land management.

-  Facilitate access to land in Gallecs for young producers
-  Launch an agricultural incubator for young entrepreneurs in Gallecs
-  Promote food tourism in Gallecs

1. Introduction

1.1 CITY PROFILE

Mollet del Vallès is a city located 15 km from Barcelona in the Vallès Oriental, Catalonia, Spain. Mollet is made up of 50% agricultural lands and 50% urban land; allowing for a natural focus on both agricultural practices and the promotion of healthy lifestyles for an urban population. Like other cities around the world, Mollet is facing growing rates of chronic diseases that are related to diet and for this reason, during the last years the city has made significant strides in incorporating concepts like sustainable food and nutrition into its policies. Furthermore, Mollet has also been supporting the local economy based on the production of high quality food products.

The City Strategic Plan, [Mollet 2025^{\(1\)}](#), envisions the city as healthy, educative and attractive. One of the international, national and regional flagship projects, also included in the [Term Action Plan^{\(2\)}](#) since 2013, is the promotion of the public rural area of Gallecs. Within this project, Mollet is collaborating with Gallecs producers



to create economic activity, to produce organic and local products and to promote healthy habits. To achieve this objective, the City collaborates with neighbouring municipalities as a member of the Consortium of Gallecs. The Consortium cooperates closely with the Agro-Ecological Association of Gallecs that represents organic farmers in the area. Together they have had many successes to date including agricultural policy development, the on-going conversion to organic agriculture and the transformation and marketing of local foods.

From 2013 to 2015 the municipality of Mollet participated in the European knowledge transfer network *Diet for a Green Planet*⁽³⁾ (URBACT II). Within the framework of the project, Mollet brought together stakeholders from health, education, disability services, school catering companies, organic school canteen associations, the Consortium of Gallecs and municipal European projects to pioneer a *local food policy*⁽⁴⁾.

In 2015, political consensus was achieved and the policy was passed in the city council plenary session. The policy coincided with the transformation of the three public canteens in the city's nursery schools; aiming to provide nutritious, local, organic foods and offering nutrition education tools. The transformation was later followed in the public canteens of the centres for people with disabilities.

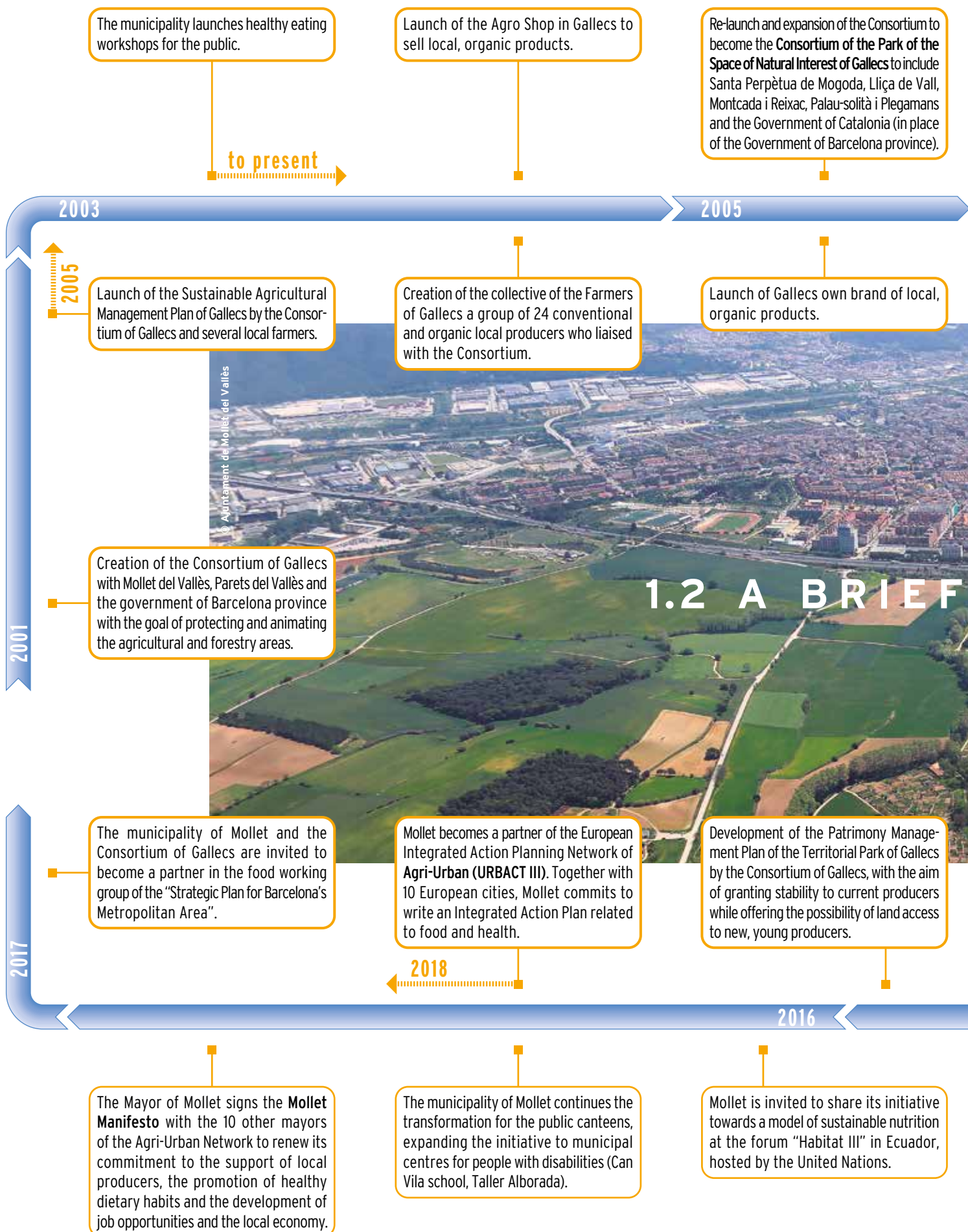
In 2017, the aforementioned initiatives led the municipality of Mollet and the Consortium of Gallecs to be invited as a partner in "*The Strategic Plan for Barcelona's Metropolitan Area*"⁽⁵⁾ as part of a provincial working group focused on developing a food hub for local products to meet increasing demands.

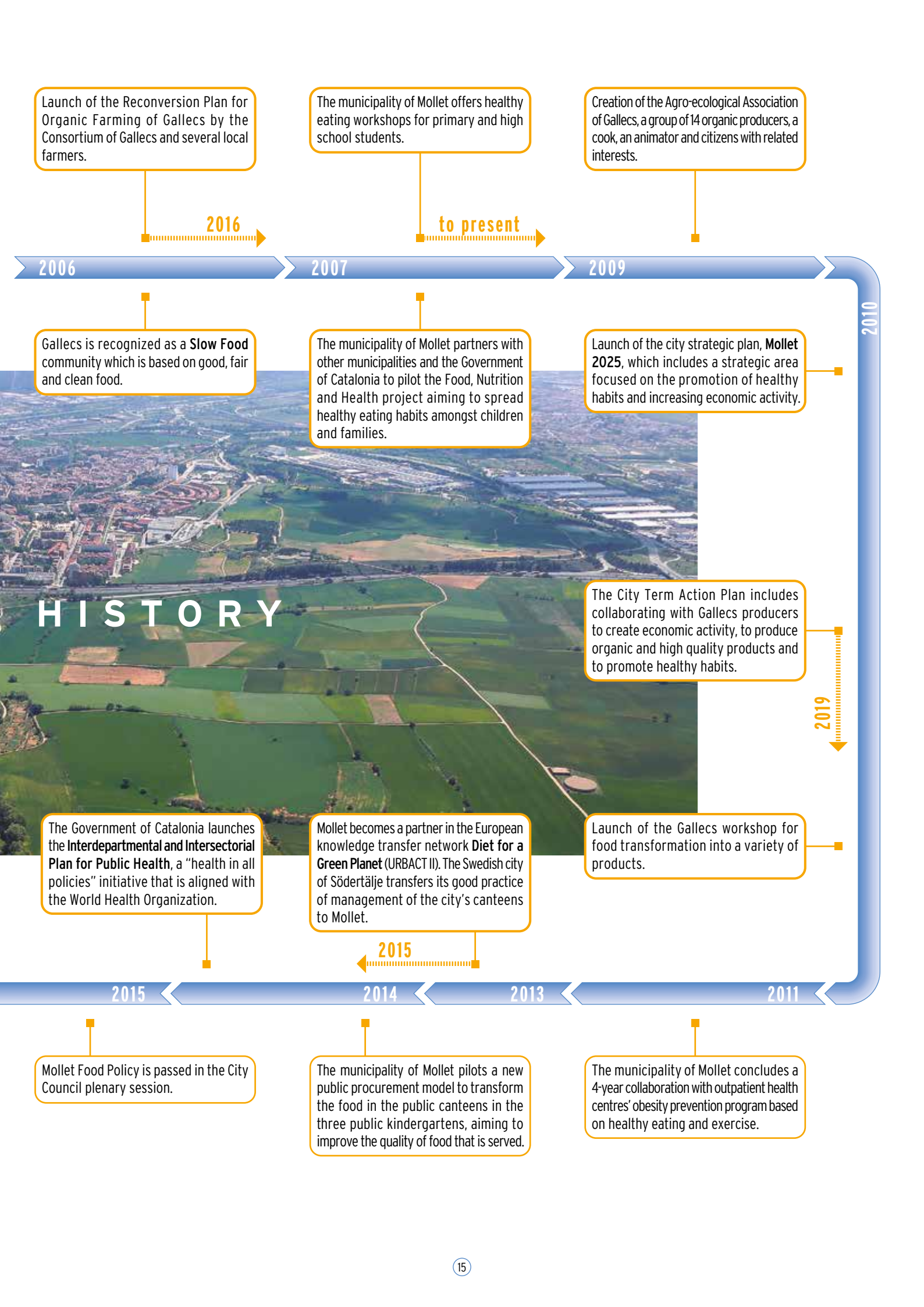
The challenge now is for Mollet to further leverage recent achievements and existing stakeholder relationships to increase the scale of local, organic and sustainable food initiatives, increase the reach of dietary health promotion and to ensure benefits to the local economy by integrating these two streams of activity.

Mollet has taken the first steps in the right direction, but there is still a lot of work to do. Maintaining our commitment, we can succeed in transforming Mollet into a food sustainable city.



References (1), (2), (3), (4) and (5): see page 70





Launch of the Reconversion Plan for Organic Farming of Gallecs by the Consortium of Gallecs and several local farmers.

The municipality of Mollet offers healthy eating workshops for primary and high school students.

Creation of the Agro-ecological Association of Gallecs, a group of 14 organic producers, a cook, an animator and citizens with related interests.

2016

to present

2006

2007

2009

Gallecs is recognized as a **Slow Food** community which is based on good, fair and clean food.

The municipality of Mollet partners with other municipalities and the Government of Catalonia to pilot the Food, Nutrition and Health project aiming to spread healthy eating habits amongst children and families.

Launch of the city strategic plan, **Mollet 2025**, which includes a strategic area focused on the promotion of healthy habits and increasing economic activity.

HISTORY

The City Term Action Plan includes collaborating with Gallecs producers to create economic activity, to produce organic and high quality products and to promote healthy habits.

2019

The Government of Catalonia launches the **Interdepartmental and Intersectorial Plan for Public Health**, a "health in all policies" initiative that is aligned with the World Health Organization.

Mollet becomes a partner in the European knowledge transfer network **Diet for a Green Planet (URBACT II)**. The Swedish city of Södertälje transfers its good practice of management of the city's canteens to Mollet.

Launch of the Gallecs workshop for food transformation into a variety of products.

2015

2015

2014

2013

2011

Mollet Food Policy is passed in the City Council plenary session.

The municipality of Mollet pilots a new public procurement model to transform the food in the public canteens in the three public kindergartens, aiming to improve the quality of food that is served.

The municipality of Mollet concludes a 4-year collaboration with outpatient health centres' obesity prevention program based on healthy eating and exercise.

1.3 POLICY CONTEXT

Diet is recognized as an important modifiable risk factor for the prevention of chronic diseases and health conditions such as obesity, diabetes, hypertension and cardiovascular disease. Agricultural, food and health policies promote healthy diets as a key to wellness and disease prevention. The Spanish Food Safety Agency (AESAN)⁽¹⁾ developed the *Strategy for Nutrition, Physical Activity and Obesity Prevention*⁽²⁾ (NAOS, 2005 to present) and Catalonia's Department of Health developed the *Comprehensive Plan for the Promotion of Health Through Physical Activity and Healthy Eating*⁽³⁾ (PAAS, 2006 to present) which both promote healthy dietary habits.

In addition, Spain's national dietary guidelines now incorporate principles of organic, local and sustainable foods.

At the European level, *Regulation (EC) 834/2007*⁽⁴⁾ regulates the production, elaboration, labeling and control systems of organic farming in all European Community countries.

Regionally, in 2006, the Generalitat of Catalunya's Department of Agriculture, Livestock, Fisheries and Food wrote a *White Paper*⁽⁵⁾ on agri-food production and in 2008 they launched the *Action Plan for Food and Organic Farming*⁽⁶⁾. The plan aimed to promote the production and consumption of organic foods in Catalonia with an emphasis on social and environmental benefits.

Locally, in 2001, the Consortium of Gallecs led the development of the *Sustainable Agricultural Management Plan of Gallecs 2001-2005*⁽⁷⁾ based on the implementation of good agricultural practices, brand development and short circuits to get local, organic and nutritious food onto the plates of the local community. The plan resulted in a Gallecs brand, an on-site agro shop and a slow food bean recovery initiative. In 2006, the Consortium and several local farmers launched the *Reconversion Plan for organic farming of Gallecs 2006-2016*⁽⁸⁾, to transform conventional agriculture to organic. To date, the transformation has increased biodiversity from one-crop production for animal feeding to 34 crops for human feeding and 210 ha of 515 ha have been converted to organic agriculture.

In Mollet, in 2015, city council approved a local food policy with a commitment to guarantee a good nutritional status for children in municipal nursery schools and users of disabled centers, teach children and young people good eating habits to improve

References (1), (2), (3), (4), (5), (6), (7), (8) and (9): see page 70



their health, prevent chronic disease and emphasize food as a social, ethical and environmental element. In June 2016, Mollet signed the *Mollet Manifesto*⁽⁹⁾ with the 10 other mayors of the Agri-Urban Network to renew its commitment to the support of local producers, the promotion of healthy habits and the development of job opportunities and the local economy.



La Filadora Nursery School (2018)

Key figures: Organic Agriculture in Catalonia

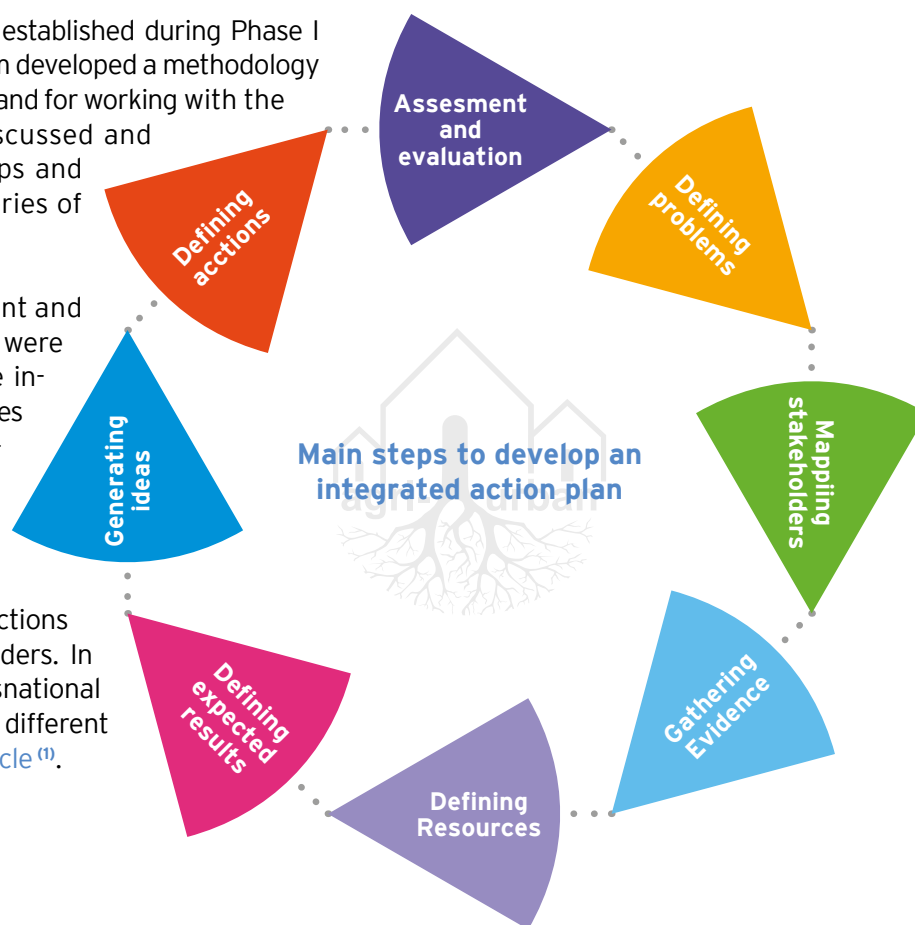
- From 2015 to 2016 the organic hectares in Catalonia increased by 21.06%
- In 2016, Catalonia peaked at 3.238 organic producers
- In 2016, revenue of organic producers reached 401 billion euros, up 37.8%

2. Process of building the IAP

2.1 THE METHOD

The project methodology was established during Phase I of Agri-Urban. The Project Team developed a methodology for the transnational meetings and for working with the Local Groups, which was discussed and approved by the Local Groups and then developed through a series of meetings.

Integrated urban development and participative action-planning were at the heart of our work. The infographic on the right, illustrates the main steps 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 collaboration with stakeholders. In each AGRI-URBAN stop (transnational meeting) we worked through a different step of the [Action-Planning Cycle](#) ⁽¹⁾.



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

- I. Creation of the Local Support Group with representatives from the public and private sector
- II. Stakeholder Analysis
- III. Definition of Key Problems and Challenges
- IV. Gathering of evidence based on desktop studies and site work
- V. Generation of ideas for solutions
- VI. Transnational visits to partner countries with exchange of best practices 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 the IAP
- X. Further refinement of the IAP following consultation with stakeholders
- XI. Completion of Phase 2 and formal launch of the IAP

Reference (1): see page 70

2.2 LEARNING AND SHARING AT THE EU LEVEL

Our journey at Agri-Urban began in October 2015. Together with 10 EU cities we were rethinking agri-food production in small and medium-sized cities that have a relative specialization in this area, with the goal of increasing transparency in the European food system, strengthening the rural-urban relationship and creating jobs in the sector.

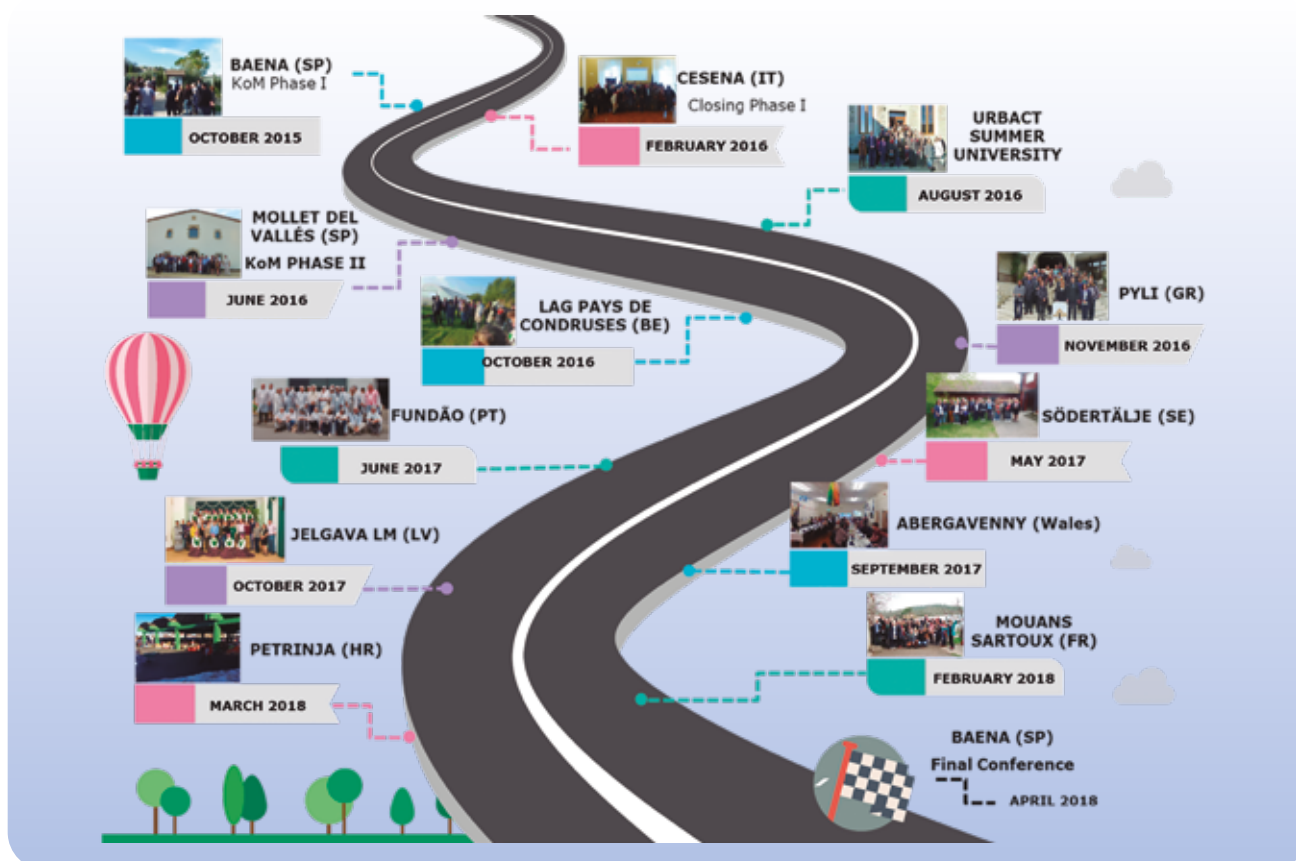
Throughout the development of the project, representatives from each partner country visited each other during transnational exchange meetings. The meetings were an opportunity to exchange best practice ideas, share relevant case studies and develop new ideas based on experiences and learning. The transnational exchange was considered to be the most valuable part of the project as the ideas and learning generated amongst partners is now being reflected in each IAP across the Agri-Urban partnership.

Aside from the transnational Agri-Urban meetings, bilateral meetings were also offered. These meetings were created to deepen knowledge of a good practice of one member when it was especially relevant for another member.

Mollet del Vallès chose the city of Mouans Sartoux to do a bilateral visit. The delegation from Mollet was formed by eight members from diverse settings such as agriculture, health and education. We had the opportunity to learn the good practice based in a visit to a farm, *Oree du Bois*, which is municipal and provides 85% of the organic vegetables that are eaten in the public canteens in the primary schools of Mouans Sartoux. After, we also visited the school kitchens where we were able to meet with cooks and teachers and learn their work methods in detail.

As a second part of the bilateral meeting, the city of [Mouans Sartoux](#)⁽¹⁾ visited the city of Mollet del Vallès, in order to learn in more detail about the agrarian park of Gallecs and the advances that Mollet had made in the municipal nursery school kitchens and the kitchens of the Institute for People with Disabilities, as a result of their participation in the Diet for a Green Planet European network during 2014 to 2016.

The following image is a visualization of our journey, which started in October 2015 in Baena and finished in April 2018 in the same place.



Reference (1): see page 70

3. Local picture

3.1 LOCAL CHALLENGES

AGRI-URBAN aims to re-think agri-food production along four main themes: ensuring short circuits, smart land use, business development of small and medium-sized enterprises (SMEs) and public procurement. Actions in any of these areas should aim for positive employment outcomes as they support the transition of rural economies.

In 2016, in preparation to join the network, Mollet conducted a baseline study to determine the starting point from which changes could be measured in the future. The following challenges were identified in Mollet's baseline study:

Ensuring short circuits

Aim: To shrink the distance between farmers and consumers.

Local challenges:

- Lack of a crop planning strategy in place to ensure adequate supply of local products to new markets
- Lack of capacity in the agricultural sector to respond should the demand for local, organic products rapidly increase
- New markets for organic, local produce are not being maximized ie. Municipal indoor market, weekly outdoor city market, supermarkets, public canteens, city restaurants
- Gallecs currently supplies products to 14 schools, however, this could be further expanded to more schools in collaboration with the private catering companies

Smart land use

Aim: To implement land use planning at the local level in order to facilitate access to land for new farmers, and to ensure sustainable use of the land, environmental protection and economic growth.

Local challenges:

- Long and complex processes to renew the licenses of local producers to cultivate the land
- Uncertain economic sustainability of farms

Business development of SMEs

Aim: To support local food producers to grow their innovative and entrepreneurial approaches to business in order to be competitive in the current market.

Local challenges:

- Need to cultivate new crops and to develop new products, for example, transform production surpluses into pasta
- Need to acquire more infrastructure and machinery for collective use amongst the associated farmers;

this results in a shorter transformation process

- Lack of food tourism industry in the city

Public procurement

Aim: To leverage the purchasing power of public institutions to purchase local foods and support the local agri-food economy.

Local challenges:

- Further implementation of initial changes made to the public canteens in primary schools; transformation can be rolled out at the hospital, primary schools, centres for people with disabilities, etc.
- Lack of regular audits and food indicators that can be tracked over time to monitor the transformation of public canteens

Unemployment

- Unemployment rate in Mollet is 18,58%*
- Need to boost the agri-food sector to create jobs and economic opportunities, especially for young people, in farming, food processing and other related businesses
- Need to foster the development of private companies in the local agri-food sector and to attract existing agri-food SMEs to the city

Once Mollet became an official member of the AgriUrban network, the city created the Local Support Group, as required by URBACT. It was decided that this group of stakeholders should cover several areas such as education, health, agriculture, and communication in order to benefit from diverse perspectives. One of the first exercises that the local support group carried out was a re-analysis of the local challenges from a more multi-disciplinary approach. The main result of this re-analysis was that the promotion of healthy dietary habits emerged as being equally important as the agricultural challenges already identified. The following health challenges were identified:

Health

Aim: To promote healthy dietary habits amongst our citizens.

Local challenges:

- Lack of courses, workshops and activities that promote healthy eating
- Lack of awareness of healthy eating amongst families with children
- Lack of an integrated approach amongst professionals to address issues related to food and health

* In March of 2018 the unemployment rate in Mollet is 13.8%

AGRI-URBAN

Main Themes

Ensuring short circuits

Smart land use

Business development of SMEs

Public procurement

Sub-Themes

Urban markets

Online shops

On-farm shops

Food hubs

Urban land use

Rural land access

Entrepreneurship & Incubation

Business skills

Digital transformation

Awareness campaigns

Food tourism

Public plate

EMPLOYMENT OUTCOME



3.2 ACTION TABLE SUMMARY

Brand "Eat Well in Mollet"		Scale Up the Distribution of Gallecs Products		Support Local Entrepreneurs and Producers in the Agri-Food Sector
Develop the "Eat Well in Mollet" brand.	Promote local, organic and seasonal menus in city restaurants.	Open the Taste space in Gallecs.	Build a Food Hub in Mollet.	Facilitate access to land in Gallecs for young producers.
Create a route of "Eat Well in Mollet" eateries across the city.	Disseminate healthy eating messages throughout Mollet.	Increase the availability of products from Gallecs in the municipal market.	Set-up a stand at the weekly outdoor market in Mollet to sell products from Gallecs and region	Launch an agricultural incubator for young entrepreneurs in Gallecs.
Implement a food model in the Mollet Health Foundation based on the "Eat Well in Mollet" values.	Organize an annual "Eat Well in Mollet" festival.		Create an online store to sell local products.	Promote food tourism in Gallecs.
Develop a guide to manage school gardens in Mollet.	Define food indicators for the public canteens in Mollet.			
Improve the quality of foods and beverages offered in public vending machines in Mollet.	Amplify the educational and leisure activities related to food sustainability that are offered in the city.			

3.3 EXPECTED RESULTS

Objective 1

To create and promote the "Eat Well in Mollet" brand as a symbol of nutritious, local, organic and sustainable food. The brand will become a key part of the city's identity and city branding.

Expected Result 1.1

The "Eat Well in Mollet" festival will become a signature event in the city. The map of "Eat Well in Mollet" eateries and the seasonal, gastronomic menus will become key brand promotion tools.

Expected Result 1.2

The "Eat Well in Mollet" brand will allow citizens to easily identify and choose nutritious, local, organic and sustainable food. The logo will be seen in restaurants, eateries, hospital sites, and public vending machines.

Expected Result 1.3

Mollet will be positioned as a destination city for sustainable food tourism that attracts a growing stream of tourists to Gallecs, to the "Eat Well in Mollet" eateries and to other city attractions.

Objective 2

To promote healthy dietary habits amongst local citizens. The health promotion strategy will improve access to nutritious, local, organic and sustainable food and educate citizens to make healthy choices.

Expected Result 2.1

Citizens will gain nutrition and agricultural knowledge and food skills through a variety of community activities, pedagogical activities and health promotion media.

Expected Result 2.2

Public canteens will have procurement standards and audit procedures that ensure the provision of nutritious high quality foods. Food indicators will allow for the tracking and quantification of the city's public food service.

Expected Result 2.3

Citizens will have improved access to nutritious high quality food across various sites, such as city markets, restaurants, vending machines in municipal buildings, and hospitals and hospital residences.

Objective 3

To improve the link between local, organic food producers and consumers by establishing a variety of easily-accessible sites where consumers can purchase and consume nutritious, local, organic and sustainable products.

Expected Result 3.1

Consumers will have a variety of sites, including markets, an online store, a direct-sale food hub and the Taste Space in Gallecs where they can purchase and consume nutritious, local, organic and sustainable products.

Expected Result 3.2

Local, organic producers will have new lines of business in which to sell their products, increase revenue, and scale-up local, regional distribution of Gallecs products.

Expected Result 3.3

The city will benefit from the creation of jobs for people with disabilities who are at risk for social exclusion. For example, jobs in the logistics centre.

Objective 4

To create a new economy in the agri-food sector in Mollet by promoting the creation and growth of new, sustainable and innovative businesses. This will be achieved by facilitating land access for young agriculture professionals and creating an agricultural incubator.

Expected Result 4.1

Economic growth in the agri-food sector based on the entry of young, agricultural professionals who will continue the transformation to organic agriculture in Gallecs. This will result in increased production and increased crop biodiversity.

Expected Result 4.2

The establishment of new, innovative start-ups led by young agricultural entrepreneurs in Gallecs. With the support services offered; the start-ups will be on a trajectory to earn revenue.

4. The actions

4.1 INSPIRATION

The vision that we are pursuing in this integrated action plan is that Mollet del Vallès will become a city with a robust and animated organic, local agri-food economy that cultivates connections between growers, experts and community members while empowering citizens to choose nutritious and sustainable food as part of a healthy lifestyle.

To achieve this vision, we have been inspired by cities that are already putting into action some of the actions that we would like to implement in the future.

International level

Mollet had the opportunity to gather a wide range of ideas through attending Agri-Urban transnational meetings. URBACT projects have been designed to create the right environment to share good practices. Network cities presented their solutions to common challenges, enabling cities to learn from each other's examples, share challenges and discuss solutions. Having a concrete example to follow makes it much easier to initiate change in your own city.

Sustainable Public Canteens

Mouans Sartoux ⁽¹⁾, France and Södertälje ⁽²⁾, Sweden

These two cities have inspired us with their commitment to the improvement of the school canteen service. With Södertälje we already had the opportunity to cooperate during the Diet for a Green Planet project, through which we had the possibility to renew our public procurement system and to pass a diet policy at the local level. Likewise, the city of Mouans-Sartoux has captured our attention for the creation of two municipal farms that supply organic vegetables to the canteens and for their fight to introduce local and organic produce. This city is leading a change in the food model in France and at the same time they have created the "International Network of Organic Territories", of which Mollet would like to join.

Our city has taken the first steps to improve the quality of the food in our canteens, but there is still a long way to go to achieve the excellence in the public canteen service that these two cities have achieved. As an innovative action, we will introduce an audit of the service that will allow us to become one of the few cities that will have public indicators of the food quality in public canteens.



Public canteen at A. LEGALL primary School, Mouans-Sartoux

Farming Incubator ⁽³⁾

Pays des Condruses, Belgium

When we visited this site, we were impressed by the possibility it offered to new entrepreneurs to test their business idea by granting access to land and agricultural equipment. The entrepreneurs were coached by experts who supported them throughout the process aiming to maximize their business's chances of success. During the visit, we realized that this initiative could be transferred to Gallecs and offer new possibilities to local and regional entrepreneurs.

Point Ferme Food Hub ⁽⁴⁾ (Logistics Centre, Online Store)

Pays des Condruses, Belgium

This food hub offers a variety of products from approximately 50 local producers. The products can be purchased online and are delivered in a basket to a consumer pick up point which could be a workplace, association, local shop, school, private home or other site. To create a new pick up point it only requires 5 people who would like to order products.

This visit inspired in us the possibility to increase the distribution of Gallecs and regional products in Mollet. Two actions in this action plan are the creation of a logistics centre and an online shop.

National level

Agricultural Incubator ⁽⁵⁾

Vitoria-Gasteiz, Spain

During this site visit we learned about Vitoria's approach to enabling entrepreneurs to develop business projects in the agri-food sector. They have dedicated 20 hectares of public land to organic and agrarian businesses and they offer professional development courses on related topics such as the adaptation to organic agriculture, application of herbicides, workplace safety in an agricultural setting and business management for farms. To facilitate distribution of the products they have a shop in the indoor city market. Speaking with the municipality and the entrepreneurs gave us insight into their successes and challenges so that we will be able to learn from their experience and apply them to Gallecs.

Regional level

Central exchange of local agri-food products

Barcelona, Spain

Due to the work that the municipality of Mollet and the Consortium of Gallecs have been doing during the last years toward sustainable cities,



Farmer, Pays des Condruses, Belgium



Produce from Point Ferme Online Store, Pays des Condruses, Belgium

both have been invited to participate in the food working group coordinated by the *Strategic Plan of the Metropolitan Area of Barcelona*⁽⁶⁾.

In this group we have had the possibility to work with metropolitan cities, the government of Catalonia, the council of the province of Barcelona, socio-economic agents, farmers' associations, consumers' associations and the Catalan council for food.

Our work has been oriented toward the definition of short circuits, the design of the future central exchange of local agri-food products (food hub), which will aim to supply local products to the entire province of Barcelona. The work that we have done in this group has enabled us to learn about future commercialization possibilities for Gallecs products and to obtain relevant information related to the implementation of the action of this plan which consists of the action of the creation of a logistics centre in Gallecs.

References (1), (2), (3), (4), (5) and (6): see page 70

LIST OF INTEGRATED ACTIONS BY AREA



TYPES OF ACTIONS





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Calçotada in Gallecs

1



Develop the “Eat Well in Mollet” brand

IDEA

To develop and promote the brand “Eat Well in Mollet” as a municipal initiative that embodies the promotion of nutritious, local, organic and sustainable foods and beverages and promotes healthy dietary habits.

Main Objective

Facilitate healthy dietary choices by offering citizens and visitors an easily recognizable logo to guide them toward healthier options when eating in Mollet.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Municipal Communication Department.

Timescale

9 months.

Measurable goals

- Number of promotional materials printed
- Number of promotional materials distributed
- Number of volunteers promoting the brand
- Number of communication impacts (ie. Web visits, social media counts, local radio and television coverage, print and online newspaper coverage, etc.)

Financial Resources & Assets

Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Develop the “Eat Well in Mollet” brand identity and values.	Communication Department	Local Support Group * Municipal Services for People with Disabilities	3 months
<p>Promote the brand throughout Mollet to increase the public’s awareness and recognition of the brand identity and values:</p> <p>1. Generate and distribute promotional materials that describe the “Eat Well in Mollet” principles.</p>	Communication Department	Municipal Services for People with Disabilities Cultural centres Civic centres Seniors centres Youth centres Sports facilities Primary and Secondary Schools Nursery schools Public Library Health Foundation of Mollet Local Support Group	3 months (to generate materials)
<p>2. Disseminate promotional materials at the main fairs and festivals of the city. In addition, to foster civic engagement, offer a sign-up for volunteers who would like to participate in “Eat Well in Mollet” activities.</p>	Participation Department	Local Support Group	Events take place throughout the year.
<p>3. Develop a gift box with local food products and “Eat Well in Mollet” branding as appreciation gifts for visitors, for sports activities, and cultural activities. This will increase the reach of local products and brand messaging.</p>	Communication Department	Agro-ecological association of Gallecs Consortium of Gallecs Local Support Group	3 months

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Parets del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).

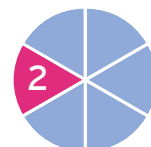


© Liliha Burris

Plate of paella

2

Create a route of “Eat Well in Mollet” eateries across the city



IDEA

Identify and map a route of eateries in the city, such as bars, restaurants and cafés, that follow the “Eat Well in Mollet” principles and endow them with the “Eat Well in Mollet” brand.

Main Objective

Facilitate healthy dietary choices by offering citizens and visitors an easily recognizable logo and geographical guide so that they can easily identify healthier options when eating in Mollet. Engage city eateries in “Eat Well in Mollet” initiatives.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Municipal Health Department,
Municipal Department of Commerce.

Timescale

18 months.

Measurable goals

- Number of participating restaurants
- Numbers of maps printed and distributed
- Number of communication impacts (ie. Web visits, social media counts, local radio and television coverage, print and online newspaper coverage, etc.)

Financial Resources & Assets

Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Develop clear, concise and easy-to-evaluate criteria to apply in order to endow city eateries with the “Eat Well in Mollet” brand.	Health Department	Catalonia Department of Health Department of Commerce *Local Support Group	3 months
Contact eateries in Mollet to seek information about current practices and to introduce the “Eat Well in Mollet” initiative.	Department of Commerce	Communications Department City eateries Local Support Group	9 months
Endow qualifying restaurants with the “Eat Well in Mollet” brand and map a route of these restaurants around the city.	Department of Communications	City eateries Local Support Group	9 months (simultaneous with contacting eateries)
Use the knowledge generated with the first group of eateries to add more eateries in the city to the map.	Department of Commerce	City eateries Local Support Group	6 months

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Parets del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).



© Carles Llorda (2011)

Hospital of Mollet

3



Implement a food model in the Mollet Health Foundation based on the “Eat Well in Mollet” values

IDEA

Change the model of food procurement in the hospital and its residences to a model that aligns with the “Eat Well in Mollet” principles.

Main Objective

Transform the model of food procurement in the hospital, nursing homes, and the hospital’s public canteen to promote nutritious, local, organic and sustainable foods and beverages and to support healthy dietary habits.

Lead Organization

Health Foundation of Mollet.

Key Partners

Municipal Department of Purchasing and Contracts.

Timescale

15 months.

Measurable goals

- Number of changes introduced to the current food procurement model

Financial Resources & Assets

Financial resources will come from the Health Foundation of Mollet and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Analyze the current food procurement model and contract.	Health Foundation of Mollet	Department of Purchasing and Contracts	3 months
Phase in a gradual transformation of the foods and beverages offered in the Health Foundation's canteens.	Health Foundation of Mollet	Hospital of Mollet del Vallès La Vinyota Residence Santa Rosa Residence Pedra Serrada de Parets Residence	12 months



Garden in the Civic Centre of Can Borrell, Municipality of Mollet del Vallès

4



Develop a guide to manage school gardens in Mollet

IDEA

Collaborate with primary school directors to develop a guide to managing school gardens and to create learning activities for students related to gardening skills, environmental issues and healthy eating.

Main Objective

To offer primary schools a resource to help them make the most of their school gardens and the educational opportunities they offer.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Local primary schools, Consortium of Gallecs.

Timescale

12 months.

Measurable goals

- Number of schools participating
- Number of students reached

Financial Resources & Assets

Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Invite primary school directors to a series of working meetings to collaborate and to develop the school garden guide.	Institute for Education	Primary schools *Local Support Group External expertise in agriculture education; Geoblau and RaveNegra	6 months
Design and disseminate the guide in print and online, for primary schools in Mollet and beyond.	Communication Department	Local Support Group	2 months
To put into action the concepts and activities in the guide, conduct a cost study and implement the guide in schools with students aged 10 to 11 years.	Institute for Education	Primary schools External expertise in agriculture education; Geoblau and RaveNegra Local Support Group	4 months Seasonal (March to June)

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Parets del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).



Vending machine in Mollet city hall, Municipality of Mollet del Vallès



5

Improve the quality of foods and beverages offered in public vending machines in Mollet



IDEA

To improve the quality and nutrition of foods and beverages sold in vending machines in municipally-managed venues in Mollet del Vallès.

Main Objective

Offer citizens more nutritious options when purchasing food and beverages from vending machines in order to create an environment which supports healthy dietary choices. Align vending machine choices as closely as possible with "Eat Well in Mollet" principles.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Municipal Department of Purchasing and Contracts, Municipal Health Department.

Timescale

10 months.

Measurable goals

- Number of vending machines affected
- Number of changes made to current variety
- Number of vending machine purchases

Financial Resources & Assets

Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Analyze the current vending machine procurement contract.	Department of Purchasing and Contracts	Health Department	2 months
Conduct an audit of vending machines at municipally-managed venues such as the city hall, civic centres, cultural centres, and the hospital.	Health Department	Vending machine suppliers Civil servants where vending machines are located Hospital of Mollet	3 months
Implement changes to foods and beverages sold in vending machines; moving toward alignment with “Eat Well in Mollet” principles.	Health Department	Vending machine suppliers Civil servants where vending machines are located Hospital of Mollet *Local Support Group	3 months
Add an annex to Mollet’s existing Local Food Policy that specifies the types of food and beverages available in vending machines.	Health Department	Local Support Group	3 months

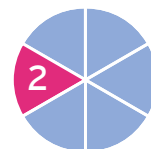
* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Parets del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).



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Calçots on the fire

6



Promote local, organic and seasonal menus in city restaurants

IDEA

Collaborate with restaurants to create their own seasonal gastronomic menus with local and organic products from the rural area of Gallecs and the surrounding region.

Main Objective

Increase the economy of seasonal, organic and local products.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Agro-Ecological Association of Gallecs, Consortium of Gallecs.

Timescale

4 months.

Measurable goals

- Number of participating restaurants
- Number of participating consumers
- Number of communication impacts (ie. Web visits, social media counts, local radio and television coverage, print and online newspaper coverage, etc.)

Financial Resources & Assets

Financial resources will come from the Consortium of Gallecs, the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
<p>Meet with restaurateurs in Mollet to decide which types of menus will be offered in each season (ie. products, cost, duration etc.)</p>	<p>Commerce Department</p>	<p>Consortium of Gallecs Agro-Ecological Association of Gallecs Local restaurateurs Other associations or groups of chefs and / or producers of the region</p>	<p>3 months</p>
<p>Promote the menus each season through local media.</p>	<p>Communications Department</p>	<p>Local restaurateurs</p>	<p>1 month to launch the initiative and before each new menu.</p>



Spring festival 2017,
Municipality of Mollet del Vallès

Disseminate healthy eating messages throughout Mollet



IDEA

Use existing, well-established communication channels for health promotion to educate the public about nutritious, local, organic, sustainable food and the “Eat Well in Mollet” principles.

Main Objective

To incorporate new messaging into existing health promotion channels in order to increase citizens’ knowledge of nutritious, local, organic, sustainable foods and to encourage healthy dietary habits.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Municipal Health Department.

Timescale

6 months.

Measurable goals

- Number of attendees at health promotion events
- Number of communication impacts (ie. Web visits, social media counts, local radio and television coverage, print and online newspaper coverage, etc.)

Financial Resources & Assets

Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
<p>Create a working group made up of representatives of the population's health agents to develop consistent, unified messaging.</p>	<p>Health Department</p>	<p>Catalonia Department of Health Patients' Associations Primary care teams (Catalan Institute of Health) Health Foundation of Mollet *Local Support Group</p>	<p>Completed</p>
<p>Develop and promote guidelines for nutritious, local, organic and sustainable food and incorporate messaging into existing health promotion channels and events.</p>	<p>Health Department</p>	<p>Communication Department Health Foundation of Mollet Patients' Associations Primary care teams (Catalan Institute of Health) Local Support Group</p>	<p>6 months</p>

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Paret del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).



Artisans' Fair 2017,
Municipality of Mollet del Vallès

8



Organize an annual “Eat Well in Mollet” festival

IDEA

Host an annual “Eat Well in Mollet” festival.

Main Objective

Gather producers, dietitian-nutritionists, cooks, teachers, families, members of the community and visitors from neighbouring municipalities to participate in annual festival. The festival will include workshops and presentations that promote healthy habits related to food, nutrition and local, organic, sustainable agriculture and to promote the “Eat Well in Mollet” brand.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Municipal Department of Culture,
Municipal Department of Health.

Timescale

12 months.

Measurable goals

- Number of attendees
- Number of organized activities
- Number of promotional materials printed
- Number of promotional materials distributed

Financial Resources & Assets

Financial Resources & Assets: Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Define the date, place, theme and content of the first annual festival, including guest speakers, workshop leaders and exhibitors.	Department of Health	Department of Culture External experts in food, nutrition, health, cooking and agriculture. *Local Support Group	12 months (from scheduling to launch)
Promote the festival.	Communication Department	Local Support Group	3 months (last 3 months before launch)

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Parets del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).



*Kids eating in nursery school
"La Filadora"*

9



Define food indicators for the public canteens in Mollet

IDEA

Conduct an audit in the public canteens managed by the municipality, and use the results as a tool to review the public procurement criteria for catering and to develop food indicators.

Main Objective

To improve the quality of the foods offered in Mollet's public canteens in the city's three nursery schools and public centre for people with disabilities.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Municipal Institute of Education,
Municipal Centre for People with Disabilities,
Municipal Health Department.

Timescale

3 months.

Measurable goals

- Number of food indicators established and tracked

Financial Resources & Assets

Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
<p>Develop and implement food and nutrition criteria for the public canteens.</p>	<p>Institute for Education</p>	<p>Centre for People with Disabilities Nursery schools Consortium of the Rural Area of Gallecs Agroecological Association of Gallecs Catering company *Local Support Group</p>	<p>Initiated in 2015 with participation in URBACT II.</p>
<p>Audit the menus and food quality at the public canteens and use the results to develop food indicators that can be followed over time.</p>	<p>Institute for Education</p>	<p>Health Department Centre for People with Disabilities Nursery schools Catering company External expertise: dietitian Local Support Group</p>	

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Parets del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).

projecte que permet adonar-se de la
d'integrar coneixements teòrics i
pràctiques en la intervenció humana
sistemes naturals, reflexionar sobre l'ús
conservació dels recursos.

Garden in Civic Centre of Can Borrell
Municipality of Mollet del Vallès

10

Amplify the educational and leisure activities related to food sustainability that are offered in the city



IDEA

Amplify the food and nutrition-related informal education and leisure activities offered across several community sites throughout the city such as civic centres, cultural centres, local gardens and farms.

Main Objective

To increase citizens' knowledge and enjoyment of nutritious, local, organic, sustainable foods and to encourage healthy dietary habits. To engage various community sites in the themes of "Eat Well in Mollet" and to make related activities readily accessible to citizens.

Lead Organization

Municipality of Mollet del Vallès.

Key Partners

Municipal Civic Centres Department,
Municipal Health Department

Timescale

3 months.

Measurable goals

- Number of activities offered
- Number of participants

Financial Resources & Assets

Financial resources will come from the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

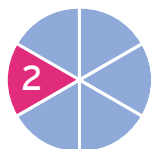
ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Arrange internal coordination meetings to plan a schedule of nutrition-related, informal education and leisure activities.	Health Department	Civic Centres Department	3 months
Offer informational and hands-on activities with themes such as healthy cooking, transformation of seasonal produce (i.e. preserves.), urban gardening, and planning a balanced menu.	Civic Centres Department	Communication Department Health Department Civic and cultural centres Agro-ecological Association of Gallecs *Local support group	From September 2018, onwards
Contribute to the collection of books on display on the themes of food, nutrition, sustainability and agriculture that will be available in libraries across the province of Barcelona as part of the “From the garden to the library” project.	Public library	Government of Barcelona Province Local Support Group	From September 2018, onwards

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Paret del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).



Agroshop of Gallecs (Consortium of Gallecs)

11



Open the Taste Space in Gallecs

IDEA

Open the Taste Space in Gallecs to offer the public a place where they can become familiar with local, organic and sustainable products by sampling them, learning about them and purchasing them.

Main Objective

To create a place where the public is invited to participate in culinary and educational activities related to local, organic and sustainable food and to purchase these products, thereby creating a new economy.

Lead Organization

Consortium of Gallecs.

Key Partners

Agro-Ecological Association of Gallecs.

Timescale

21 months.

Measurable goals

- Number of visitors
- Number of activities
- Number of jobs created
- Revenue

Financial Resources & Assets

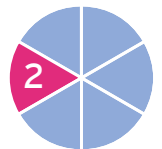
Financial resources will come from the Consortium of Gallecs and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Secure a site and building that are suitable for the Taste Space.	Consortium of Gallecs	Agro-Ecological Association of Gallecs	Completed.
Renovate the building and set-up the Taste Space, which includes a cafe and space for school visits, cooking classes, products workshops and a information zone.	Consortium of Gallecs	External expertise: Architects	1 year
Develop a business plan for the Taste Space.	Consortium of Gallecs	Agro-Ecological Association of Gallecs	6 months
Promote the Taste Space.	Consortium of Gallecs	External expertise: communication Communications Departments of the six municipalities of the Consortium	3 months
Launch the Taste Space.	Consortium of Gallecs	Agro-Ecological Association of Gallecs	When previous actions are completed.



*Stand in the municipal market,
Municipality of Mollet del Vallès*

Increase the availability of products from Gallecs in the municipal market



IDEA

To increase the quantity and variety of Gallecs products sold in the Municipal Market and in fruit and vegetable shops in the city.

Main Objective

To increase economic activity derived from Gallecs products.

Lead Organization

Agro-Ecological Association of Gallecs.

Key Partners

Consortium of Gallecs,
Municipal Commerce Department.

Timescale

20 months.

Measurable goals

- Revenue
- Number of Gallecs products sold (variety)

Financial Resources & Assets

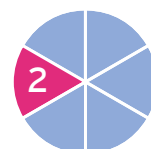
Financial resources will come from the Consortium of Gallecs, the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Meet with the Municipal Market merchant who is currently selling Gallecs products to discuss opportunities to increase sales and products offered.	Agro-Ecological Association of Gallecs	Consortium of Gallecs Commerce Department	1 month
Meet with produce merchants from the Municipal Market who are not currently selling Gallecs products to identify opportunities to incorporate local products.	Agro-Ecological Association of Gallecs	Consortium of Gallecs Commerce Department	6 months
Meet with fruit and vegetable merchants throughout the city (outside of the Municipal Market) who are not currently selling Gallecs products.	Agro-Ecological Association of Gallecs	Consortium of Gallecs Commerce Department	6 months simultaneous with market merchant meetings)
Implement marketing activities to increase brand awareness and visibility at the Municipal Market and at fruit and vegetable merchants throughout the city.	Agro-Ecological Association of Gallecs	External expertise: Communication Commerce Department	1 month
Launch sales in new sites in phases.	Agro-Ecological Association of Gallecs	Consortium of Gallecs Commerce Department	12 months



**Future installation of food hub in Gallecs
(Consortium of Gallecs)**

13



Build a Food Hub in Mollet

IDEA

Build a Food Hub (logistics centre and warehouse) to distribute products from Gallecs, six surrounding municipalities and other producers to suppliers and directly to the public.

Main Objective

Create an avenue to sell food products directly to consumers and create short-circuits between local producers and purchasers, thereby creating a new line of work for people at risk of social exclusion (by partnering with the Municipal Institute for People with Disabilities) and creating an economy based on local, organic and sustainable products.

Lead Organization

Consortium of Gallecs.

Key Partners

Agro-Ecological Association of Gallecs, Municipal Institute for People with Disabilities, Municipal Agency for Employment Promotion.

Timescale

18 months.

Measurable goals

- Number of products for sale from Gallecs
- Number of products for sale from the 6 municipalities
- Number of clients
- Number of jobs created

Financial Resources & Assets

Financial resources will come from the Consortium of Gallecs, the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

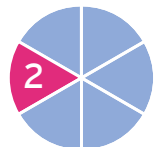
ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Secure a site and building that are suitable for the logistics centre and the warehouse.	Consortium of Gallecs	Municipal Centre for People with Disabilities Agro-Ecological Association of Gallecs *Local Support Group External expertise: Architect	Completed.
Renovate the building and set-up the logistics centre and warehouse for operations.	Consortium of Gallecs	Municipal Centre for People with Disabilities Agro-Ecological Association of Gallecs	12 months
Develop a business plan.	Municipal Agency for Employment Promotion	Consortium of Gallecs Municipal Centre for People with Disabilities Agro-Ecological Association of Gallecs Department of Commerce	6 months
Open the food hub for business.	Consortium of Gallecs	Municipal Centre for People with Disabilities Agro-Ecological Association of Gallecs Department of Commerce Local Support Group	When the previous actions have been completed.

* Local Support Group Members: Municipal Institute for Education, Municipal Institute for People with Disabilities, Municipal Services for Citizens, Municipal European Projects Department, Municipal Health Department, Municipal Communication Department, Health Foundation of Mollet (Hospital of Mollet del Vallès, Outpatient Centre Can Borrell, Outpatient Centre Can Pantiquet), Consortium of Gallecs (Government of Catalonia, Mollet del Vallès, Santa Perpètua de Mogoda, Parets del Vallès, Lliçà de Vall, Montcada i Reixac, Palau-solità i Plegamans), Agro-ecological Association of Gallecs, Public Library (Can Mulà).



Stand of Agrobotiga de Gallecs in the Artisans' Fair 2017, Municipality of Mollet del Vallès

Set-up a stand at the weekly outdoor market in Mollet to sell products from Gallecs and region



IDEA

To place a market stand with food products from Gallecs and from the surrounding region in the weekly outdoor market.

Main Objective

To increase economic activity derived from food products from Gallecs the surrounding region.

Lead Organization

Agro-Ecological Association of Gallecs.

Key Partners

Municipal Department of Commerce, Consortium of Gallecs.

Timescale

6 months.

Measurable goals

- Revenue
- Number of Gallecs products sold (variety)

Financial Resources & Assets

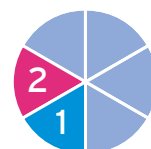
Financial resources will come from the Consortium of Gallecs, the Agro-Ecological Association of Gallecs and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Design and purchase a market stand with an attractive visual layout to attract customers at the market.	Agro-Ecological Association of Gallecs	Consortium of Gallecs External expertise: Designer	3 months
Secure a location in the outdoor market.	Agro-Ecological Association of Gallecs	Consortium of Gallecs Department of Commerce	3 months
Arrange staffing and logistics.	Agro-Ecological Association of Gallecs	Consortium of Gallecs	3 months (simultaneous with securing the location)
Launch the market stand.	Agro-Ecological Association of Gallecs	Consortium of Gallecs	When the previous actions have been completed.



Products of Gallecs (Consortium of Gallecs)

15



Create an online store to sell local products

IDEA

Create an online store in which orders are filled by the food hub (logistics centre and warehouse) (see 13. Food Hub Action Table).

Main Objective

To create an e-commerce economy based on local, organic and sustainable products. The online store is a main line of business for the logistics centre and warehouse.

Lead Organization

Consortium of Gallecs.

Key Partners

Agro-Ecological Association of Gallecs
Municipal Institute for People with Disabilities,
Municipal Agency for Employment Promotion.

Timescale

12 months.

Measurable goals

- Number of visits to the web site
- Number of clients (first-time and repeat)
- Number of jobs created
- Revenue

Financial Resources & Assets

Financial resources will come from the Consortium of Gallecs, the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

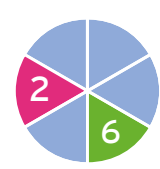
ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Identify and purchase a software program to manage the e-commerce functions.	Consortium of Gallecs	Municipal Centre for People with Disabilities	3 months
Develop a business plan that coincides with the food hub (logistics centre and warehouse).	Municipal Agency for Employment Promotion	Consortium of Gallecs Municipal Centre for People with Disabilities Agro-Ecological Association of Gallecs Department of Commerce	6 months
Promote the online store.	Consortium of Gallecs	Municipal Centre for People with Disabilities External expertise: Communications Municipal Communications Department	3 months
Launch the online store.			When previous actions have been implemented.



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Farmer working in the land

16



Facilitate access to land in Gallecs for young producers

IDEA

To facilitate access to land by regulation and classification of the agricultural area of Gallecs so as to attract young agricultural producers to complete the transformation to organic agriculture in Gallecs.

Main Objective

Create a new economy for young agricultural producers.

Lead Organization

INCASOL (The Catalan Institute of Land; government body that manages land use).

Key Partners

Consortium of Gallecs.

Timescale

3 years.

Measurable goals

- Number of new, young producers in Gallecs
- Number of hectares transformed

Financial Resources & Assets

Financial resources will come from the Consortium of Gallecs, the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Develop a plan as to how to divide the agricultural land of Gallecs in a fair way that follows legal parameters.	INCASOL (The Catalan Institute of Land; government body that manages land use)	The six municipalities that are members of the Consortium of Gallecs.	In progress
Identify the legal instrument needed to grant access to the agricultural land.	INCASOL (The Catalan Institute of Land; government body that manages land use)	The six municipalities that are members of the Consortium of Gallecs.	2 years
Grant access to the land and offer production support for new organic production.	INCASOL (The Catalan Institute of Land; government body that manages land use)	Agro-Ecological Association of Gallecs New, young producers The six municipalities that are members of the Consortium of Gallecs.	1 year

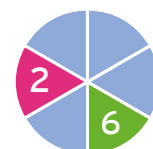


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Lands of Gallecs

17

Launch an agricultural incubator for young entrepreneurs in Gallecs



IDEA

Create an agricultural incubator where young entrepreneurs can test their agricultural “start-ups”.

Main Objective

To offer young, entrepreneurial “start-ups” an opportunity to temporarily access public land in Gallecs and to access support services to test their business concept in a real agricultural and market context while optimizing their chances for success.

Lead Organization

Consortium of Gallecs.

Key Partners

Municipal Company for Employment Promotion, Agro-Ecological Association of Gallecs.

Timescale

15 months.

Measurable goals

- Number of hectares made available
- Number of entrepreneurs participating in the incubator
- Number of experts offering support to entrepreneurs

Financial Resources & Assets

Financial resources will come from the Consortium of Gallecs, the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
Identify a suitable space within Gallecs to host the test space that has the necessary infrastructure, such as water access and storage space.	Consortium of Gallecs	Agro-Ecological Association of Gallecs	1 month
Define the suite of support services, such as adaptation to organic agriculture, agricultural business management, marketing, and financing, that will be offered to the young entrepreneurs.	Consortium of Gallecs	Municipal Company for Employment Promotion Agro-Ecological Association of Gallecs	6 months
Develop criteria and an application process to evaluate candidates who would like to access the test space.	Consortium of Gallecs	Municipal Company for Employment Promotion Agro-Ecological Association of Gallecs	3 months
Conduct a promotional campaign to make potential candidates aware of the opportunity and solicit applications.	Municipal Department of Communications	Agricultural unions Agricultural networks Agro-Ecological Association of Gallecs	3 months
Launch the agricultural incubator.	Consortium of Gallecs	Agro-Ecological Association of Gallecs Municipal Company for Employment Promotion	When the previous actions have been completed.

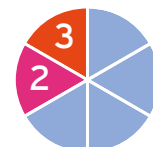


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Activities in Gallecs

18

Promote food tourism in Gallecs



IDEA

To offer a variety of activities in Gallecs that are designed to appeal to tourists, such as Nordic walking, a “Calçotada” (spring onion harvest and preparation), and cycling tours in order to attract more visitors to Mollet.

Main Objective

To create a new economy of regional, national and international food tourism in the city based on local, sustainable organic foods and healthy habits..

Lead Organization

Consortium of Gallecs.

Key Partners

Agro-Ecological Association of Gallecs.

Timescale

12 months.

Measurable goals

- Number of visitors
- Revenue

Financial Resources & Assets

Financial resources will come from the Consortium of Gallecs, the Municipality of Mollet del Vallès and funding opportunities available at the regional, national and international levels. See Section 5: International Financial Resources.

ACTION	LEAD ORGANIZATION	KEY PARTNERS	TIMESCALE
To develop a project plan focused on food tourism in Gallecs to increase sales of products and to promote healthy habits.	Consortium of Gallecs	Agro-Ecological Association of Gallecs	6 months
Promote the food tourism offer from Gallecs in Barcelona.	Consortium of Gallecs	External expertise: Communications	6 months
Organize food tourism events each season.	Consortium of Gallecs	Agro-Ecological Association of Gallecs	When previous actions have been completed.

4.3 EVALUATION

The evaluation of the Integrated Action Plan will have different levels, stages and approaches. First, a working group for the implementation of each action will be assembled. Every working group will create a set of indicators that will be used to evaluate if the action has been successfully implemented. It is important that each working group include members from diverse fields so that the indicators will cover a wide-range of areas. There will be an on-going evaluation of each action and a final evaluation once it has been fully implemented. For the actions that do not have a defined end date, an annual evaluation will be carried out to ensure that they continue to meet their objectives. Qualitative and quantitative approaches will be used, as applicable, to the different actions.

A working group will also be created to conduct a general evaluation of the Integrated Action Plan using the three main areas that structure the actions of this plan:

- Brand “Eat Well in Mollet”
- Scale Up the Distribution of Gallecs Products
- Support Local Entrepreneurs in the Agri-food sector

For each one of these areas there will be an on-going evaluation of each action, and beyond that, the working group will also create a series of more

general indicators that will allow for the evaluation of the economic, social and environmental impact of each of the three areas and will give a global result of the impact of this plan in Mollet del Vallès.

Working groups will be key to the success of the evaluation; whether it be individual, general, continuous or final. Choosing the members of these working groups will be fundamental to the successful implementation of the actions and to the quality of the evaluation. To start off on the right track, we think it’s important to benefit from the existing knowledge of the local support group that has worked on the project planning phase for two years and we would like to invite them to become part of the implementation phase. However, we will have to reinforce the existing members of the local support group by engaging with new members who will further strengthen the success of the actions and of the overall plan.

4.4 RISK ANALYSIS

Objective				
Action Title & Short Description	Risk	Type of Risk	Intensity	Mitigation plan
Brand “Eat Well in Mollet”				
Develop and promote the brand “Eat Well in Mollet”.	Inconsistent messaging of the brand	Operational	Medium	<ol style="list-style-type: none"> 1. Arrange meetings with political and technical staff regarding key messages. 2. Provide speaking points, media package and promotional guide.
	Confusion with other brands in the city	Operational	Low	<ol style="list-style-type: none"> 1. Arrange meetings with political and technical staff regarding key messages. 2. Provide speaking points, media package and promotional guide.
Create a route of “Eat Well in Mollet” eateries across the city.	Restauranteurs not interested in participating	Uptake	Low	<ol style="list-style-type: none"> 1. Arrange a meeting that clearly outlines the benefits (ie. economic, marketing, etc.) of participation and clarifies any questions.

	Sustainability of endowing the brand	Staffing Technical	High	1. Municipality has the program as a priority, recognizes the long-term perspective of the action and allocates sufficient human and economic resources.
Implement a food model in the Mollet Health Foundation based on the “Eat Well in Mollet” values.	Complexity of auditing externally- managed food service and existing contractual obligations between the hospital and the company	Legal Technical	Medium	1. To collaborate with the food service provider.
	Large project scope that covers various sites and menu types	Staffing Financial	Medium	1. Hire external expertise to conduct the audit.
Develop a guide to manage school gardens in Mollet.	Large scope of project	Staffing Financial	Low	1. Target one cohort of students.
Improve the quality of foods and beverages offered in public vending machines in Mollet.	Higher cost of more nutritious products	Financial	High	1. Choose a range of products to maintain the average price of available items.
	Public acceptance of changes	Behavioural	Medium	1. On-site communication regarding the changes.
Promote local, organic and seasonal menus in city restaurants.	Availability and distribution of local products to supply restaurants.	Operational	Medium	1. Limit the timeframe of the activity to a manageable length. 2. Create a delivery point in the city. 3. Allow for flexibility with side dishes.
Disseminate healthy eating messages throughout Mollet.	Public acceptance of messaging	Behavioural	Low	1. Use engaging approaches and adapt to the audience.
Organize an annual “Eat Well in Mollet” festival.	Sustainability of the festival	Financial Operational Staffing	Medium	1. Collaborate with existing festivals to profit from the infrastructure, budget and staffing that are already implicated in these festivals.
Define food indicators for the public canteens in Mollet.	Not having the expertise on staff	Staffing Financial Technical	Medium	1. Municipality has food policies as a priority at local level and allocates sufficient human and economic resources.
Amplify the educational and leisure activities related to food sustainability offered in the city.	Lack of coordination with the network of civic and cultural centres	Operational	Low	1. Arrange a meeting to brief civic and cultural centre staff about the plan at least 3 months in advance to ensure availability.

Objective				
Action Title & Short Description	Risk	Type of Risk	Intensity	Mitigation plan
Scale Up the Distribution of Gallecs Products				
Open the Taste Space in Gallecs.	Budget needed to renovate the building.	Financial	Low	1. Maintain public budget to renew buildings in Gallecs.
Increase the availability of products from Gallecs in the municipal market.	Availability of the product.	Operational	Low	1. Cooperate with other local producers in Mollet to keep the supply of products steady.
Build a Food Hub in Mollet.	Significant investment needed	Financial	High	1. Try to complement public investment with regional or national grants.
Set-up a stand at the weekly outdoor market in Mollet to sell products from Gallecs and region.	Product pricing will have to compete with conventional market stands	Competitive	Low	1. Communicate the added value of local, organic, seasonal products.
Create an online store to sell local products.	The logistics of storing and distributing products is costly and complex	Operational Financial	High	1. Have a good business plan to know how to make the online store sustainable.
	Potential clients being willing and interested to change their routine and to purchase food products online.	Behavioural	Medium	1. A communication campaign that targets potential clients.

Objective				
Action Title & Short Description	Risk	Type of Risk	Intensity	Mitigation plan
Support local entrepreneurs and producers in the agri-food sector				
Facilitate access to land in Gallecs for young producers.	To reach a consensus within the six municipalities	Legal	Medium	1. Outline the proper legal instrument that will facilitate access to land.
Launch an agricultural incubator for young entrepreneurs in Gallecs.	Expertise needed to mentor entrepreneurs	Technical	Low	1. Cooperate with the Consortium of Gallecs and the Agro-Ecological Association.
Promote food tourism in Gallecs.	Existing food tourism options in Barcelona	Competitive	Low	1. Use existing commercial channels (ie. weekly markets) to promote food tourism in Gallecs.

5. International Financial Resources

The implementation of the actions of this plan will require varying levels of financial resources, as seen in Section 4.4 Risk Analysis. Here we present financial tools that are available at the international level that can be used to finance some of the actions in this plan. Although our plan will be implemented at the local level, it would be a mistake not to take into account the financial possibilities available at the European Union level. The table below outlines a 5-step approach:

Step	ACTION	COMMENTS
1	Make the participation in EU funds a policy priority.	Addresses the lack of political motivation and reluctance and explains why it is important for local politicians to address funds at city level.
2	Get informed.	Addresses the lack of information about EU and structural funding opportunities (and to a certain extent, complex administrative rules managing funds) and explains where to find such information.
3	Explore co-financing possibilities.	Addresses the barriers of co-funding requirements and lack of resources; gives tips on where to look for possible co-funding.
4	Get connected and learn from others.	Addresses the lack of information on funding and limited technical capacity. Gives examples of different sources of funding and links to other cities in a similar process.
5	Establish partnerships and foster cooperation.	Addresses difficulties in establishing adequate partnerships and proposes ways to foster cooperation with the different stakeholders.

For some of our actions finance is key to their implementation. Without the necessary financial support and resources, these actions are unlikely to be implemented and therefore the plan will not achieve the envisioned impact. There is, however, no single source that will deliver sufficient finance to fund all individual aspects of the IAP.

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)

BUDGET: €95 billion

AIMS: Improve 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.

TYPE OF FUNDING: Grants and subsidies for projects and contractual commitments provided by regions or countries implementing their rural development programmes.

WHO FOR? Farmers, foresters, rural businesses, groups, organisations...

European Regional Development Fund (ERDF)

BUDGET: Approximately €200 billion

AIMS: Strengthen economic, social and territorial cohesion in the European Union by correcting imbalances between its regions.

FOCUS: Research and innovation; digital agenda; SME competitiveness; low-carbon economy.

TYPE OF FUNDING: Grants and other types of financial support provided by regions implementing their Operational Programmes.

WHO FOR? SMEs, research centres, universities, local and regional authorities, training centres, non-profit organisations...

INTERREG: Cooperating between regions

ERDF also provides funding for several European territorial cooperation activities including the Interregional cooperation programmes known as 'INTERREG'. There are three types of INTERREG programmes: interregional cooperation between crossborder regions, between states in a given part of Europe, and between regions throughout the whole of Europe. The interregional cooperation programme for 2014-2020 'INTERREG EUROPE' is open to all regions and supports mainly the exchange of practices at regional policy level. Cross-border and transnational cooperation programmes may support investments more widely, including in the agri-food chain. The cooperation programmes are currently being defined by managing authorities.

European Social Fund (ESF)

BUDGET: Minimum €80 billion

AIMS: Investing in human capital to improve job opportunities for all EU citizens.

FOCUS: Improving skills and jobs, favouring employment, mobility and social inclusion, fighting poverty.

TYPE OF FUNDING: Grants and other forms of support provided by regions and Member States.

WHO FOR? Businesses, public bodies, schools and training centres, universities and non-profit organisations.

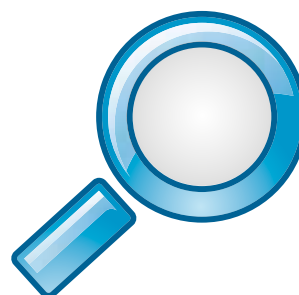
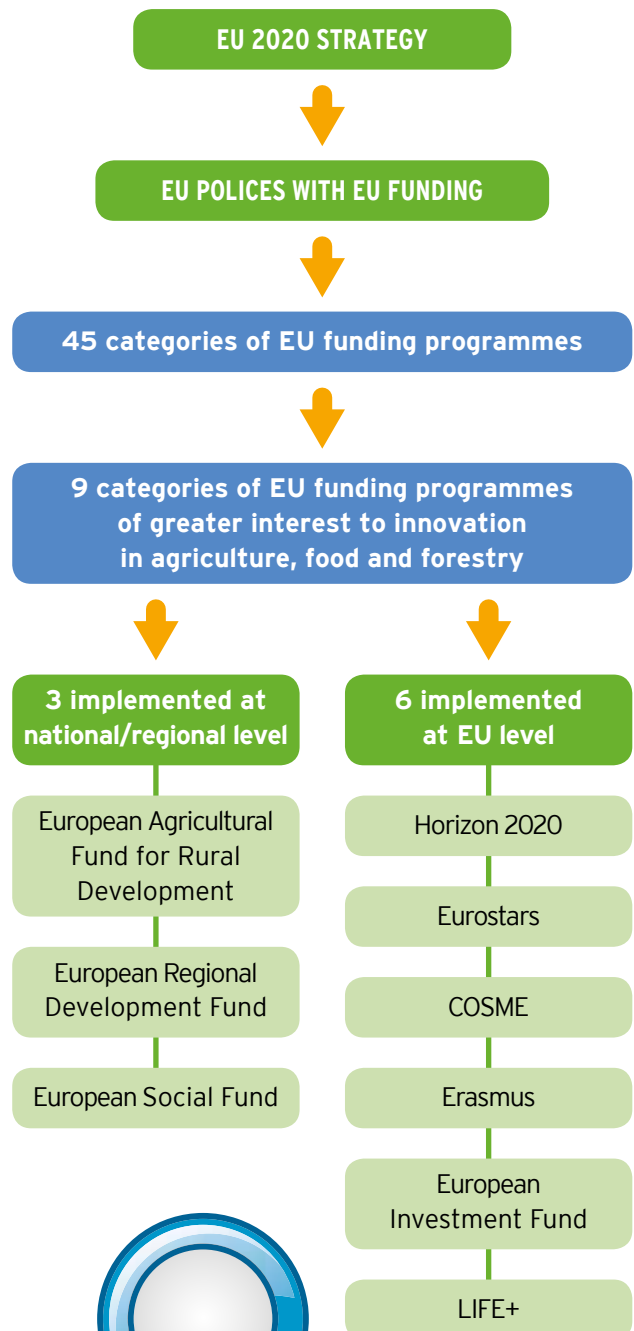
EUROSTARS

BUDGET: €1.14 billion

FOCUS: Innovation in all sectors.

TYPE OF FUNDING: Grants for development of new products, services or processes provided on a country-by-country basis.

WHO FOR? Consortia must include at least one research and development performing small or medium sized enterprise (SME). Other participants can be of any kind (industries, universities and research institutes).



Erasmus+

BUDGET: €14.77 billion

FOCUS: Education, training, youth and sport.

TYPE OF FUNDING: Scholarships, grants for small projects, loan guarantees for students...

WHO FOR? Educational institutions, training centres, universities, different sorts of organisations.

LIFE+

BUDGET: €3.4 billion

FOCUS: Environment and climate action.

TYPE OF FUNDING: Grants for environmental projects provided through yearly calls for proposals.

WHO FOR? Private companies, NGOs, public bodies.

H2020

The main opportunities for agriculture and forestry can be found in two main H2020 calls:

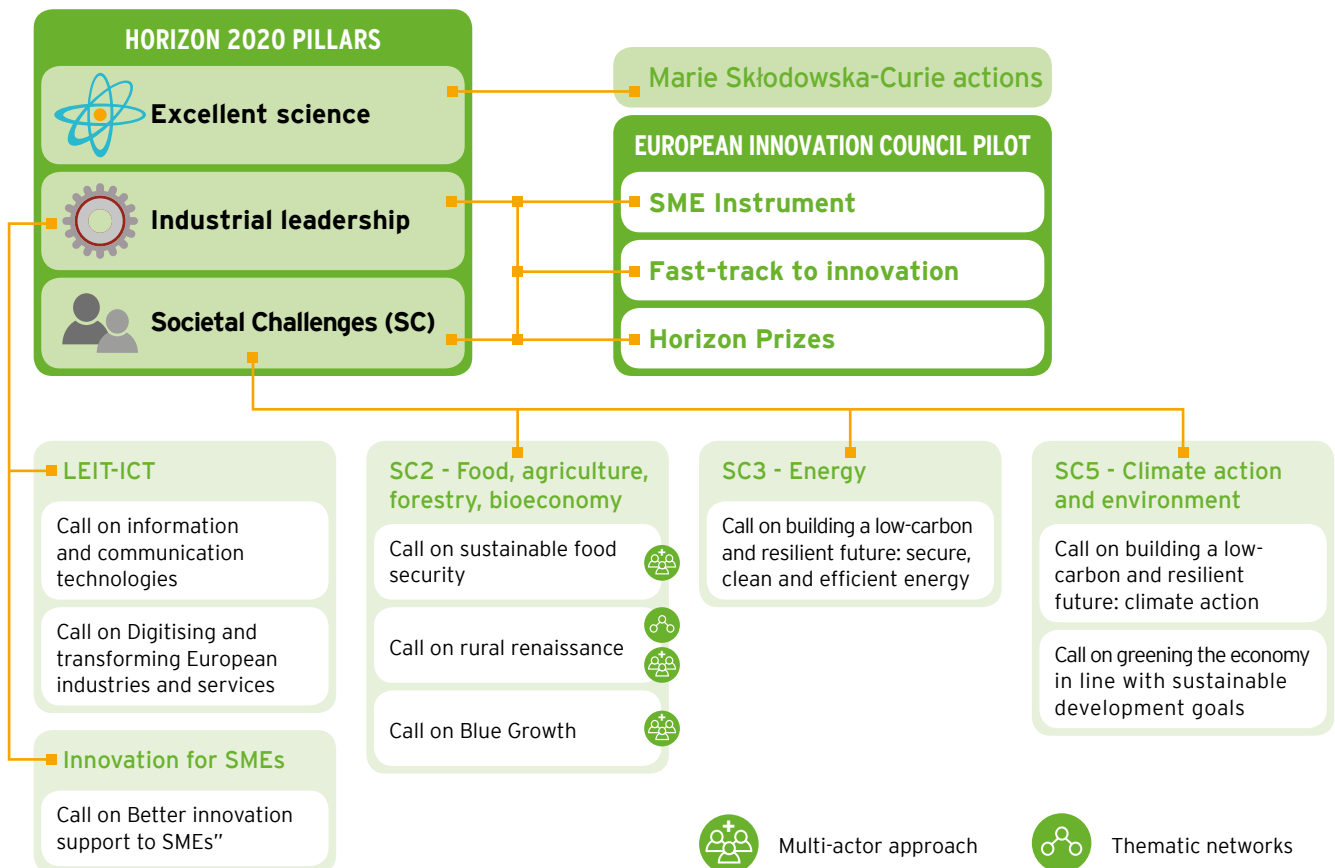
- Sustainable Food Security (SFS)
- Rural Renaissance (RUR)

With these calls, we search for 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.

There are also opportunities for agriculture and forestry in other parts of the 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. The Future

The implementation of the Integrated Action Plan will solidify Mollet´s profile as a city that values nutritious, local, organic and sustainable food for its citizens.

Through broad-reaching dietary health promotion, community members of all ages and socio-economic statuses will encounter healthy eating messaging while they shop, learn, socialize, access public services, enjoy leisure time and carry out their daily lives in Mollet.

Through growth in the agri-food economy, based on the re-organization of agricultural lands in Gallecs and the emergence of new lines of business for local producers, the city will experience a surge in skilled and unskilled jobs in the agriculture sector.

Provincially, in Barcelona, the government and partner agencies already recognize Mollet as a leader in agriculture, health and the environment. The implementation of the Integrated Action Plan will demonstrate that not only is Mollet a leader in this field, but it is on route to establishing itself as "Catalonia´s capital of Quality Food".



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Ajuntament de
Mollet del Vallès