

MEDINA DEL CAMPO



ACTION PLAN



URBACT III CITY CENTRE DOCTOR

CITY CENTRE DOCTOR

2015 - 2017



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0. INTRODUCTION


Medina del Campo, continuing its development strategy Medina 21, started in September 2015 a participative and integrated path by the framework of the URBACT III Project CITY CENTRE DOCTOR in order to define a common and bottom up strategy to revitalize the hearth of the city. This project, co-funded by the Municipality of Medina del Campo and by the Regional Development European Fund (ERDF), concludes now with this Action Plan, co-defined by citizens. This action plan will guide the future of the city in the next years.

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Thanks to all of you

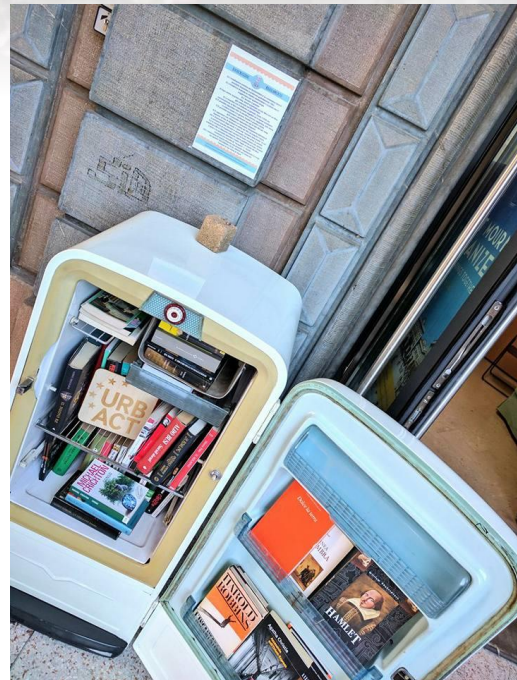


1. OVERVIEW

The Lead Expert Wessel Badenhorst concluded on March 2016 the *Baseline Study* of the City Centre Doctor Project. The City Centre Doctor project captures the period where the ten partner cities started in early 2016 with a project to create the strategic direction and momentum for processes that will lead to the revitalising of their city centres.

The Project is co-funded by the European Union's URBACT III Territorial Cooperation Programme that promotes sustainable integrated urban development in Europe.

The approach in the Project has been for partner cities to use the URBACT method to develop appropriate plans for their city centres within a global, European, national, regional and local policy context and will consist of the following elements:



- Collaboration of stakeholders in each city in an URBACT Local Group (ULG) which will include action implementation extending beyond the project period as well as continuing development of related projects and programmes in an integrated sustainable manner;
- Networking by members and member organisations in the ULG with other partner cities in the City Centre Doctor Project and with a range of other European cities and interested parties during URBACT events;
- Transnational exchange and learning between partner cities in the City Centre Doctor Project during study visits and through providing peer to peer support;
- Community engagement in the process of understanding and analysis of city issues and in developing and testing ideas for actions;
- Integrated Action Planning by engaging the ULG to understand their city centre challenges and opportunities from its social, economic and environmental development perspectives and to design actions that will have impacts across all three strands.

Partner cities in the City Centre Doctor Project has developed integrated action plans to revitalise their city centres thereby creating environments more conducive for businesses to be competitive. Successful implementation of actions will contribute to the achievement of Thematic Objective 3 of the EU Cohesion Policy: Enhancing the competitiveness of small and medium-sized enterprises (SMEs).



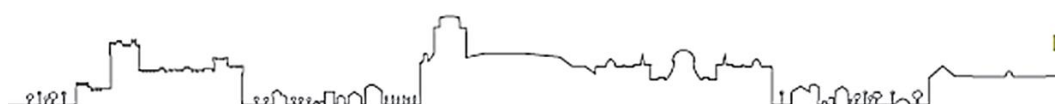


The following organisations are project partners:

<u>City</u>	<u>Population</u>
Valašské Meziříčí (Valmez)	22,449
San Doná di Piave	41,815
Radlin	18,028
Petrinja	15,480
Nort-sur-Erdre	8,272
Naas	20,713
Medina del Campo	21,305
Idrija	11,937
Heerlen	87,495
Amarante	54,973



All the cities are small (less than 100,000 population) and are located in proximity to larger cities which determines the patterns with regard to the flow of goods, services and people in their local economies.



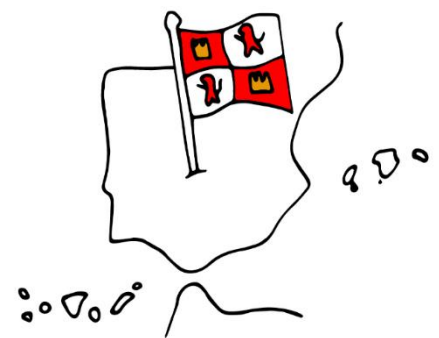


CITY PROFILE

Position, potential and challenges

In Medina del Campo the history of Spain can be experienced on its streets, its public places and in the cluster of historical buildings in the city centre. This is the city of Isabella, Queen of Spain. This is the city of the Feria – the Fair. This is the city of the Plaza Mayor.

This is the city that was bequeathed to Isabella, who made it her principal residence. In this city the Royal Provision was signed to commission the Third Voyage of Christopher Columbus to the New World. It is also the city where the measures were taken to establish the Inquisitional Tribunal. It is also the city where the Queen in her final days dictated a codicil to her will in which she declared that the people in the Spanish colonies will have the same status as subjects of the Crown as the people in Spain¹.



The completely renovated Castle de la Mota which today includes a modern day conference facility.

The most prominent building in the city is the Castle de la Mota, built by King Juan II and completed by his daughter Isabella on the hill close to the city centre. This is also the main tourist attraction, but there is a frustration that many tourists do not also visit the city centre with its range of historical palaces, convents and museums. The concern is that these historical buildings and the Plaza Mayor are not visible for visitors from the vantage point of the Castle, because of the residential apartment blocks constructed in

the 1970s that obscure the view.

The challenge is to communicate to visitors the advantages of visiting the centre before they make their travel arrangements and to increase the walkability and signage to help visitors to get to the

¹ Isabella's Codicil is on view in the Museo de las Ferias in Medina del Campo.



centre². Medina del Campo is currently part of a cohort of places in central Castilla y Leon that attract day trips from Madrid and also includes the Rueda wine route and the city of Valladolid.

In keeping with its reputation as the 'City of Fairs', Sundays is a normal trading day in Medina del Campo³. The city's heritage as an important centre of commerce stems from the 15th and 16th century when it was the location for the General Fairs (public markets) of the Kingdom where everything was for sale. The Plaza Mayor de la Hispanidad was the centre for all this activity. Today the Museo de las Ferias in the city centre gives a great insight into the development of commerce from its roots in 15th century Medina del Campo.

As would be expected, a city with such heritage value will have a prominent cultural events calendar. These include some of the oldest processions in Spain during Holy Week as well as one of the oldest traditional running of the bulls in honour of San Antolin, the city's patron saint, in the first week of September.

With attractions such as the Palacio De Las Salinas, Medina del Campo can confidently compete as a regional and national tourism destination.



The luxurious spa and retreat hotel the Balneario Palacio de las Salinas.

There is however, a concern that reliance on tourism alone is not sufficient for a sustainable local economy⁴. Even traditional manufacturing such as furniture making, for which the city has a good reputation, is under strain.

The challenge is to nurture an environment for local entrepreneurs to start new businesses and create jobs.

The city officials view the participation in the City Centre Doctor Project as an opportunity to facilitate processes that will start new initiatives to establish a positive environment for entrepreneurs in the city centre. The Municipality is committed to assist new businesses with a suite of supports including financial assistance of €1,000 for start-up costs and €1,000 for costs of contracting employees together with a reduction of local taxes and charges on the business premises for the first year⁵.

In discussions with local entrepreneurs, it is clear that the passion is there as well as the belief that the city is well positioned for new businesses with its connectivity to large centres such as Madrid, Valladolid and Salamanca together with good quality of life factors such as the gastronomy, the schools and the areas to live and work in Median del Campo⁶.

² As per discussions with the Medina 21 Tourism Group on 10 December 2015.

³ Thursdays are the rest days for traders.

⁴ As per notes from the third meeting of the Medina URBACT Local Group held on 10 December 2015

⁵ Interview with Raquel Alonso Arevalo, deputy mayor and responsible for economic development on 10 December 2015

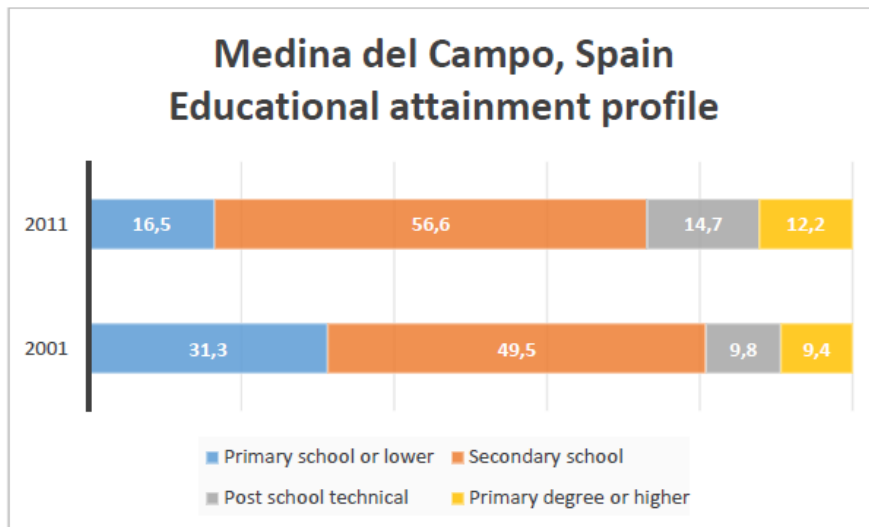
⁶ Meeting with entrepreneurs on 10 December 2015.



City's demographic trends

The city has a population of 21,305, which is a 7% increase in the intercensal period from 2001 to 2011⁷. The economic functional area includes 35 villages within a radius of 10 km that together with Medina del Campo has a population of approximately 60,000.

Two demographic trends are of concern for the Municipality. The unemployment rate increased significantly over the intercensal period from 9.3% in 2001 to 23.2% in 2011. The skills levels of a large proportion of the working age population⁸ also makes it difficult for transferability to new types of jobs. The chart below shows a small proportion of the population with post school qualifications. It also shows significant improvements over the intercensal period.

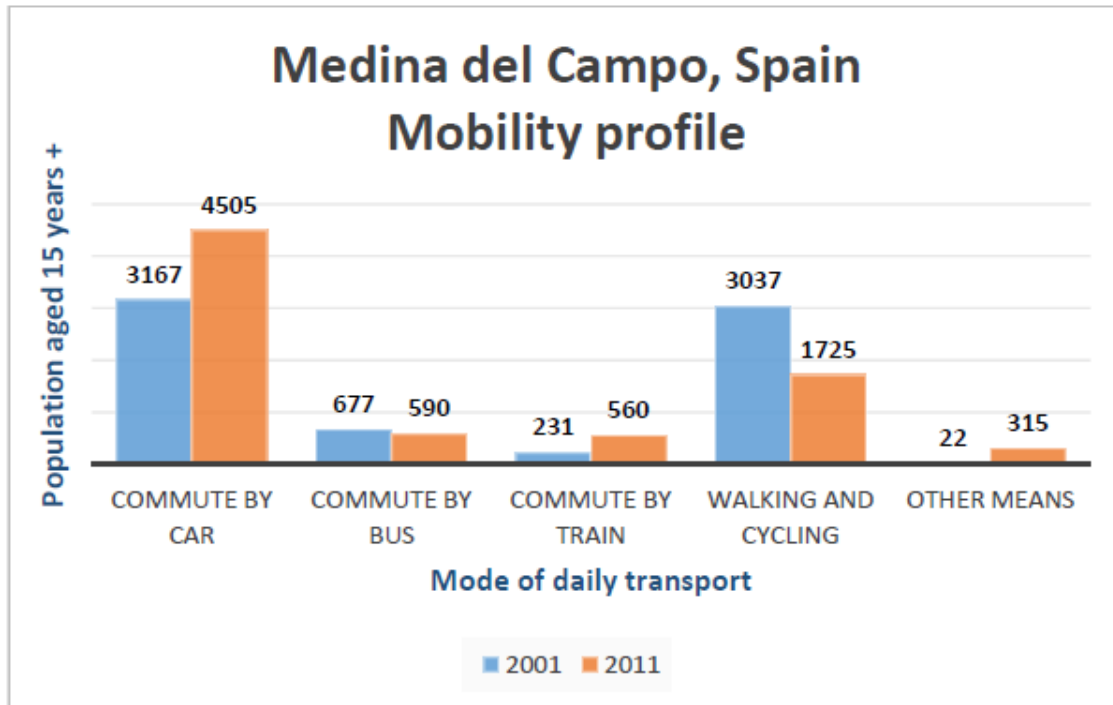


⁷ As per the Median del Campo Baseline Study Questionnaire

⁸ Taken as the population aged 25 to 64 years.



There is also a trend toward using private cars for everyday commuting. The chart below shows how walking and cycling as a mode of transport have decreased and how the use of the car has increased over the intercensal period from 2001 to 2011.



The increase in car use is matched with an increase in traffic congestion, especially in and around the city centre.

City's co-location with a large city

The city of Valladolid with a population of 311,500 is located 45 km from Medina del Campo. There is a regular train service with trains arriving and departing every 30 minutes.

Among the local business community there is a sense that the retail offer in Medina del Campo is lagging behind the offer in Valladolid both in range and in quality. The belief is however that with a focus on local produce, quality design and presentation as well as creative and targeted marketing the local retail offer can compete with the larger city⁹.

The high local unemployment rate necessitates that local residents will have to commute longer distances to find work. It is therefore critical to have good transport systems to link Medina del Campo with as many other urban centres as possible. The advantage for the city is that three major road transport corridors intersect close to the city namely the A6 motorway from Madrid to A Coruna; the E80 motorway from Bilbao to Portugal via Burgos and Valladolid; and the "Corredor del Duero" linking Zamora with Valladolid¹⁰.

⁹ Meeting with local entrepreneurs on 10 December 2015.

¹⁰ Presentation of the Geographical Context for Medina del Campo by Ignacio Molina de la Torre of the Universidad de Valladolid.



The connectivity of the city with Madrid by train will improve in 2016 when a new AVE route from Madrid to Galicia will include a stop in Medina del Campo. This will make the commuting time to central Madrid (St Martin Station) only 1 hour.

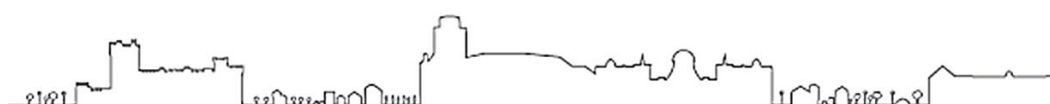
City centre snapshot

The Plaza Mayor is the centre piece of the city centre of Medina del Campo. The layout and size as well as its uses became the template for all Spanish cities. Today the square is surrounded by historical buildings and the main area for commercial activity in the city. It also connects with seven streets into all directions with the rest of the city.

To maintain its heritage brings a number of challenges to the city. Most of the buildings in the city centre are listed as of historical importance. This according to Ruben Herrera, the chief architect of the Municipality, makes it very difficult to initiate new development and to ensure that landowners maintain buildings to an acceptable standard. The Municipality have a policy to improve the appearance of the historical centre and initiated a programme, budget permitting, to contribute 50% to the restoration costs for private residential buildings¹¹. Nevertheless, there are a number of buildings that have fallen into decay thus detracting from the effort made to restore and maintain adjacent buildings.

The centre is also experiencing the effects of traffic congestion with too many cars, too little parking space and the 'crowding out' of pedestrians and cyclists. The absence of cycle lanes in the centre is conspicuous. Although the Municipality has clearly made an effort to improve public realm in the centre, it has not yet put in place measures to reduce car use.

¹¹ Interview with Ruben Herrera, chief architect of the Municipality on 9 December 2015.



The permeability and walkability of the city centre should be a main priority if the Municipality hopes to attract more visitors and new businesses to the centre. It could be possible that the city will learn from other partner cities in the City Centre Doctor Project about measures to reduce car use in the centre.

City centres are successful if people and stakeholders work together with the aim of making their place a destination. The Hospitality Association of Medina del Campo is such an example where the bars and restaurants work together to ensure that their facilities and leisure spaces are clean, pleasant and family friendly. The Association also organises local events such as barista and tapas competitions to facilitate skills development and food and drink innovation. The Association encourages its members to serve local produce and specialities and to promote the traditional events that the city is famous for such as the processions and the running of the bulls.



Christmas decorations on the Plaza Mayor in Medina del Campo.

Project plan for the city's participation in Phase 2 of the City Centre Doctor Project

Management of the Project

City Partner Project Manager: David Muriel Alonso, supported by Alberto Lorente Saiz;

ULG Coordinators: Juan Alonso, Eva Quevedo and Juan Gonzalez;

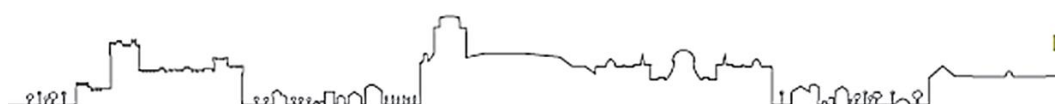
The project is managed as part of the [Medina 21 Programme](#) which is well established and guided by its strategic plan for the sustainable and inclusive development of the city.

Focus on specific challenges for the city centre

The main challenges identified by the URBACT Local Group (ULG)¹² that will form the basis for deliberation and development of action plans include:

- Improvement of the conditions for living and working in the city centre.
- High unemployment levels and the local measures to create jobs, in particular, initiatives to help new businesses getting established in the city centre.

¹² The strategy is based on the principles of implementing Local Agenda 21.



- Enhancements to the historical and heritage elements of the centre to increase its tourism potential.
- Measures to improve sustainability that will also result in a better quality of life for the residents of Medina del Campo.

Existing municipal policies and strategies

The current policies and strategies of the Municipality to address these challenges include¹³:

- Measures to rehabilitate buildings and the public realm.
- Interventions where lands and buildings have been abandoned.
- Creating databases and providing online information on the business activities in the city including job opportunities.
- Financial support for entrepreneurs.
- Developing a new mobility plan including a feasibility study for a new bicycle infrastructure network for the city.
- Continued administrative and coordination support for the Medina 21 Forum and the implementation of its Strategic Development Plan.

Establishment of an URBACT Local Group

The URBACT Local Group (ULG) for revitalising the city centre of Medina del Campo was established in November 2015. It is a sub-group of the Medina 21 Forum which is the coordinating structure to implement the Strategy for the sustainable development of the city of Medina del Campo¹⁴.

The ULG includes representatives from self-employed professionals, Engineers, Unemployed, Entrepreneurs, New technologies, Consultants and Tourism. Other stakeholders who form part of the Medina 21 Forum are also invited to send representatives such as social and community groups as well as political organisations.

The ULG is coordinated by a triumvirate who have agreed to work in a complementary way namely a local entrepreneur with language and facilitation skills; a consultant with experience of European projects; and the manager of the local tourism services.

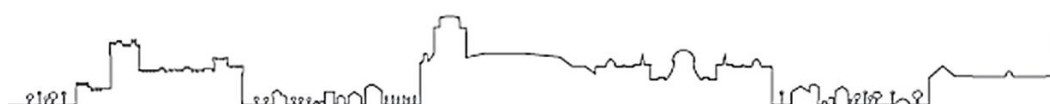
The ULG will in addition to its reporting line into the City Centre Doctor Project, be administered in terms of the operational procedures for Medina 21. This will require the recording of meetings and the accounting of the use of resources.

Objectives for the project (Added value for the city)

The project objectives that the ULG have agreed that will guide the city's participation in the City Centre Doctor Project include:

¹³ Notes of the ULG meeting held on 26th November 2015.

¹⁴ Interview with Raquel Alonso Arevalo, deputy mayor and responsible for economic development on 10 December 2015.



- To involve young people in the development of actions to revitalise the city centre and to ensure inter-generational cooperation.
- To examine initiatives such as co-working spaces and story-telling as new means to use existing resources in the city centre that will create a positive environment for start-ups.
- To build the Medina place brand.
- To engage residents in place making activities that will foster a pride of place.
- To learn from other cities especially about new methodologies and technologies and the innovation of city services.

Learning and transnational exchange of good practice and experiences

The exchange with other partner cities will be a good opportunity for the ULG and the broader Medina 21 Forum to pursue the following learning goals:

- Updating the work methodology of Medina 21.
- Discover good practices in other cities.
- Develop relationships with other European cities of similar scale and with similar challenges and initiatives.
- Develop innovative actions.

Medina del Campo will also be a good case study for partner cities to learn about the role of the market square from history as well as contemporary practice. The Plaza Mayor is today the centre of activity in the city as it had been over the centuries. It influenced commercial activity in all the cities of Spain. This showcase will be complemented by a visit to the Museo de las Ferias. Few cities have a museum that captures the development of commerce in the city. Delving into history could also provide clues for revitalizing our city centres today.

The second element that visiting cities might find interesting is the demonstration of the hyperlocal approach by focusing on development and presentation of high quality local and traditional products and thereby enhancing the retail offer for visitors and residents alike.

It is planned that the learning and demonstrations of actions and good practice experienced by ULG members and city officials will be disseminated via e-mail and other online communication platforms, but also importantly, that it will be discussed in local meetings and workshops. This is in accordance with the practice of Medina 21.

Integrated Action Plan for the city centre and future funding opportunities

The ULG anticipates that throughout the project period it will engage in extensive consultations with the local residents and stakeholders to develop actions that will form part of an integrated action plan for revitalising the city centre. Many of the actions will be additional to the existing policies and strategies of the Municipality.

The engagement of stakeholders through the Medina 21 Forum and the inculcation of the Local Agenda 21 methodology as a means to foster collaboration is a good practice that will be of interest to other partner cities in the project.





The Municipality believes that with the new integrated action plan for the city centre, it will be in a position to access funding from the ERDF Operational Programme for Castilla y León 2014-2020 specifically to implement actions related to the following thematic objectives:

Axis 1: Research, technological development and innovation maximization.

Axis 3: Improving the SMEs competitiveness.

Axis 6: Preserving and protecting the environment and resource efficiency.



3. PLACE ANALYSIS

Survey Questionnaire

The place survey questionnaire aims to gather information about how users of the city centre perceive their city centre. The Place Survey of Medina del Campo had 25 questions, some of them obligatory and other optional. The Place Survey of Medina del Campo followed the basis and structures defined in the City Centre Doctor Project.

The survey is organized in seven fields, each one of them with several questions about a specific topic, but always in relation with the citizens and their perceptions about the city centre.

The seven fields are:

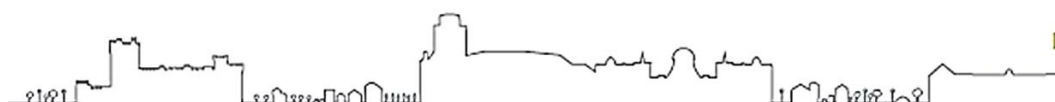
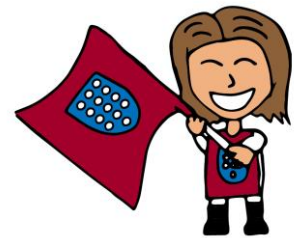
- Personal information
- Duration and way to arrive to the city centre
- Security
- Frecuency and assiduity
- Causes and motivation to choose the city centre
- Time
- Place

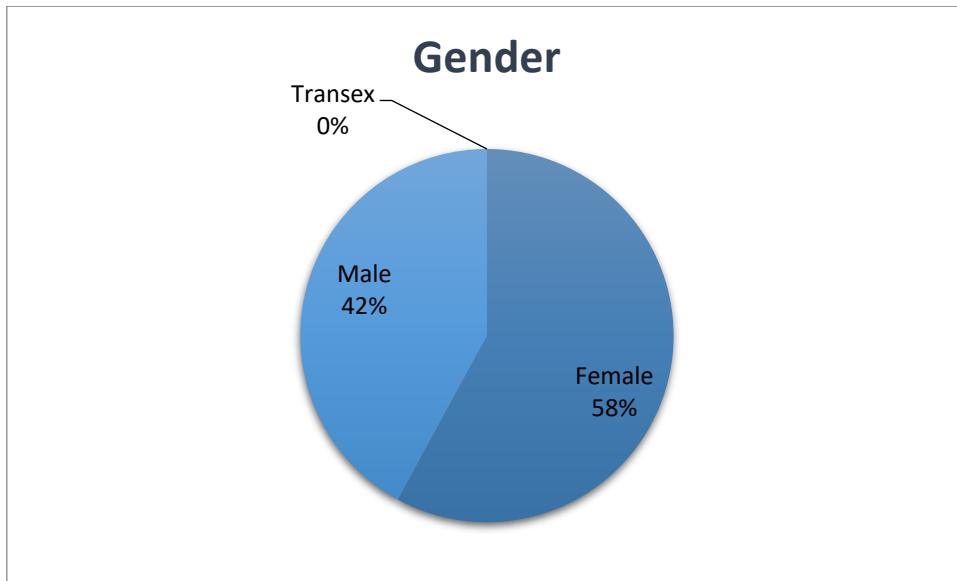
The survey was made online and phiscal format in toder to achieve more participants, for example, people who have not internet access as over +65 people. Confidentiality was secured during all the process.

The survey was made by 225 people during the months of July and Auguts (2016).

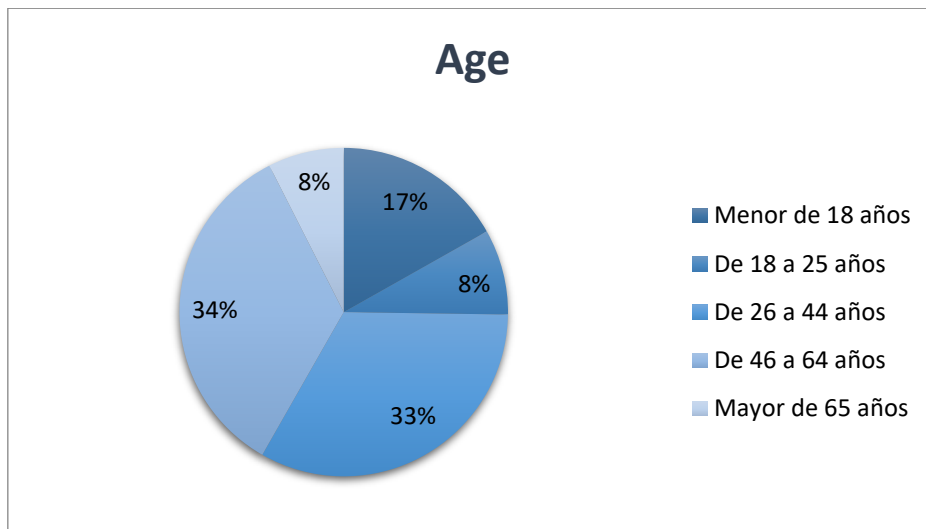
Survey results

The first block includes the respondent's identification issues such as: gender, place of birth, education, occupation and place of residence.



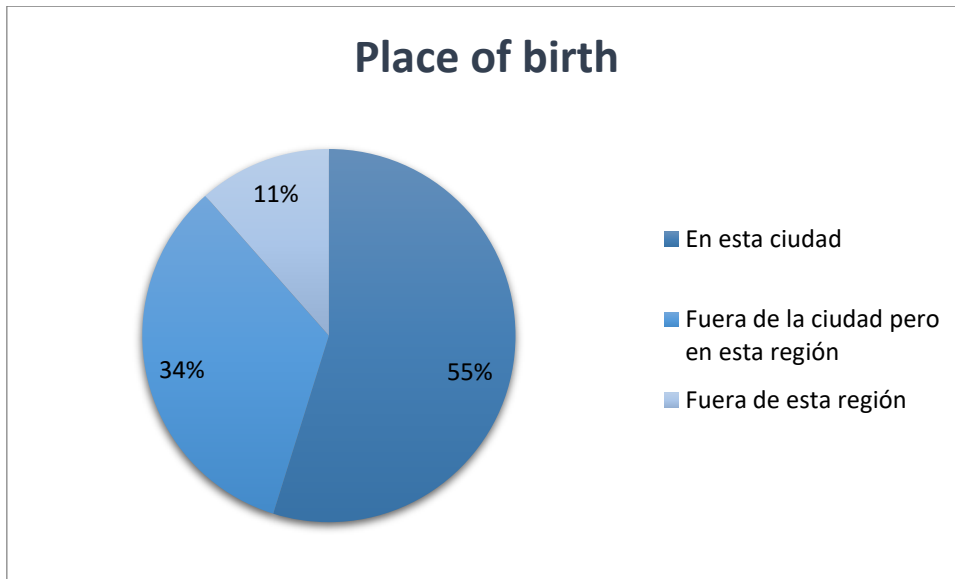


58% of respondents were women, while the remaining 42% were men. In the case of Medina del Campo there has been no respondent who has chosen transsexual.

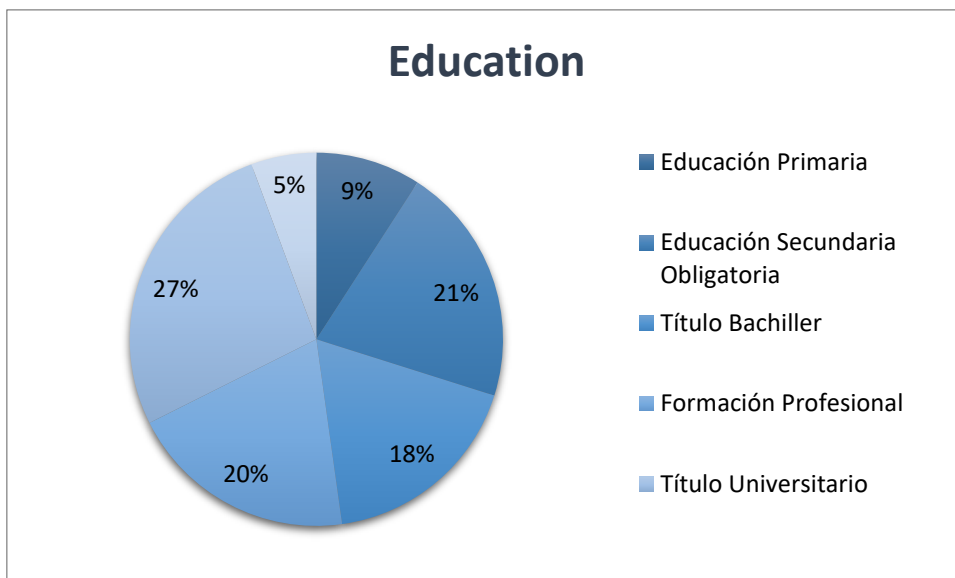


About the age of the respondents, it has been varied, the section that has participated more in the survey has been from 46 to 64 years old with 110 people of the total. Within a short distance are 26 to 44 years old group, with 33%. Lastly, those over 65 with 8%. Bear in mind that despite having an aging population in our village, this population range is more reluctant to fill in questionnaires than the rest of the population.



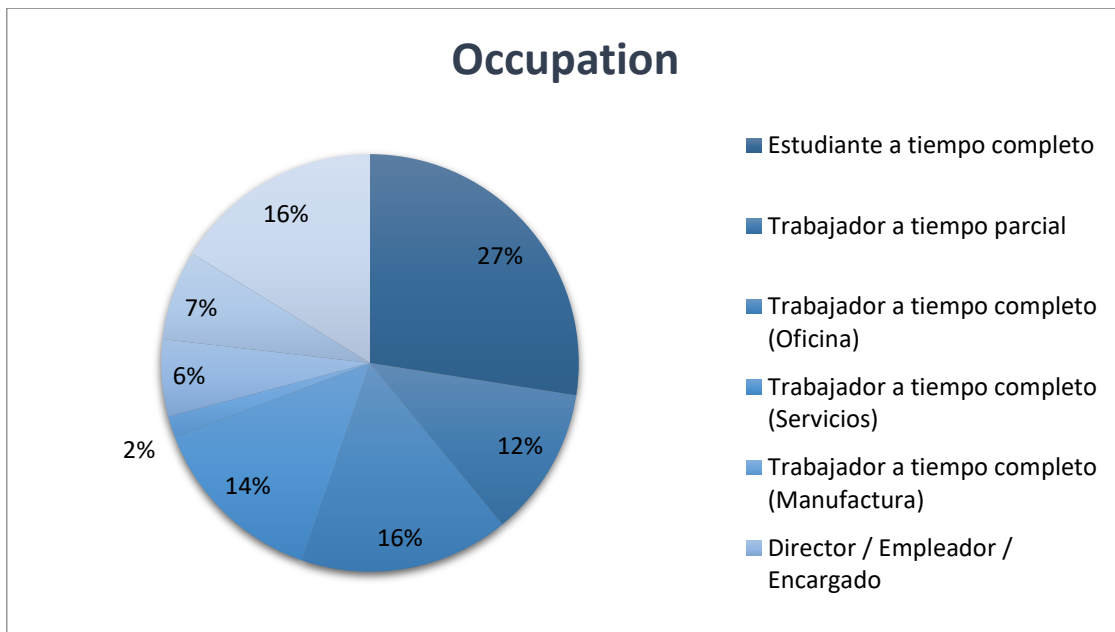


In relation with the place of birth, more than half of the respondents (55%) say they were born in Medina del Campo, compared to 11% who were born outside the region. To emphasize that there are resident population in Medina that has not been born in Medina del Campo, but they proceed in majority from towns of the region, reason why it can be considered that Medina del Campo is a nucleus of population that attracts residents of nearby towns as a consequence of the services that offers.

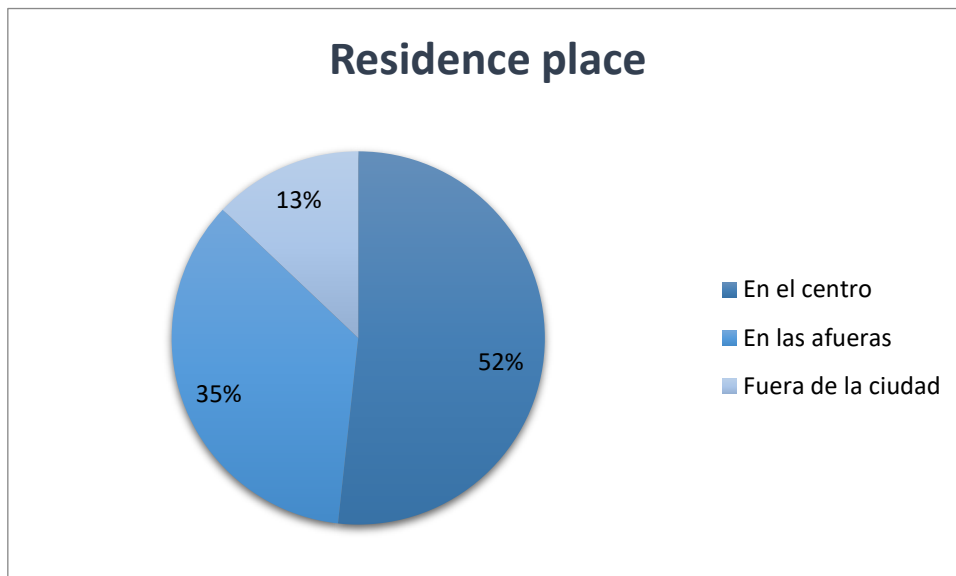


The education of the population surveyed is very varied. Faced with the 5% that holds a master's degree or doctorate. There is 27% who have a university degree, which are the section with the highest percentage of respondents, followed by those with an Education equivalent to Compulsory Secondary Education.





Regarding the occupation of the respondents, there is a great diversity. Almost a third of respondents are studying full-time, over 16% who are full-time workers in offices and those considered neither studying nor working (this group includes retirees and pensioners). Finally, full-time workers in the manufacturing industry are barely 2%.



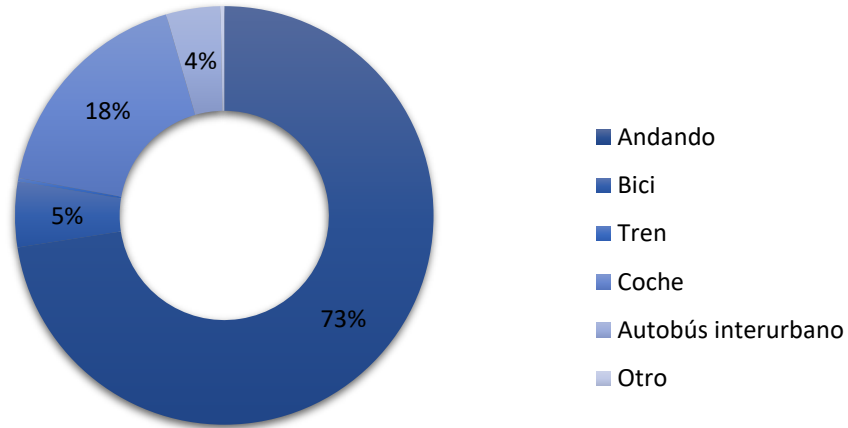
Most of the citizens surveyed reside in the city centre, while 35% live in the suburbs.

The means of travel to reach the centre of Medina del Campo has been on foot, with 73%, compared to other means such as the car with 18% or the bicycle with 5%.

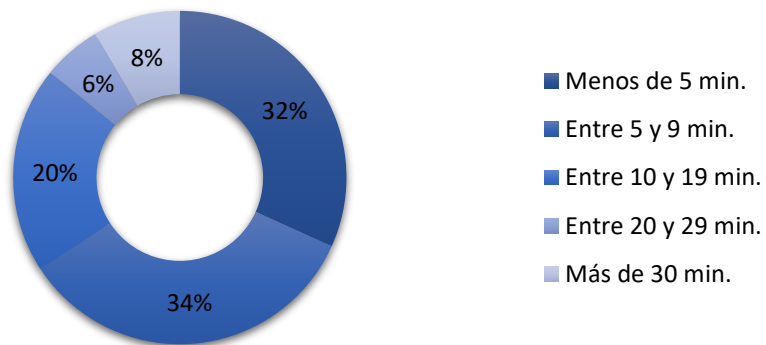




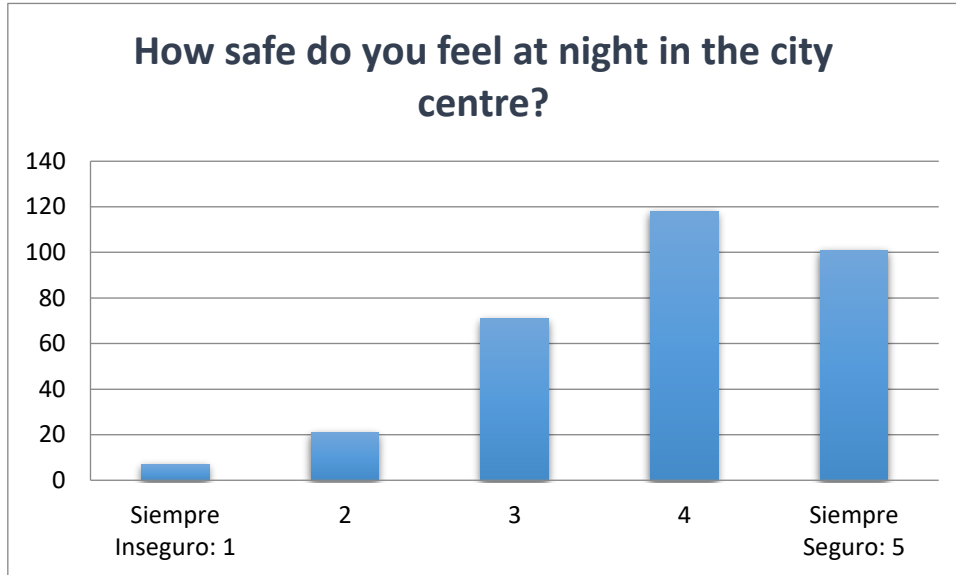
Means of transport used to go to the urban center



Time walking from your home to the city centre



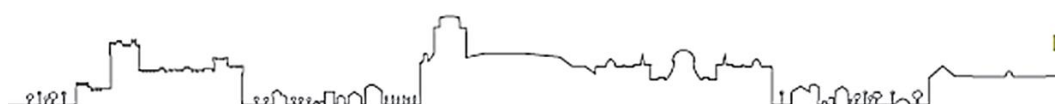
Third of the total (34%) considered that they need less than 5 minutes to arrive at the city centre. Almost the same as those considered between 5 and 9 minutes. The percentages of 6 and 8% correspond to those that take between 20-29 minutes, and more than 30 minutes, respectively.

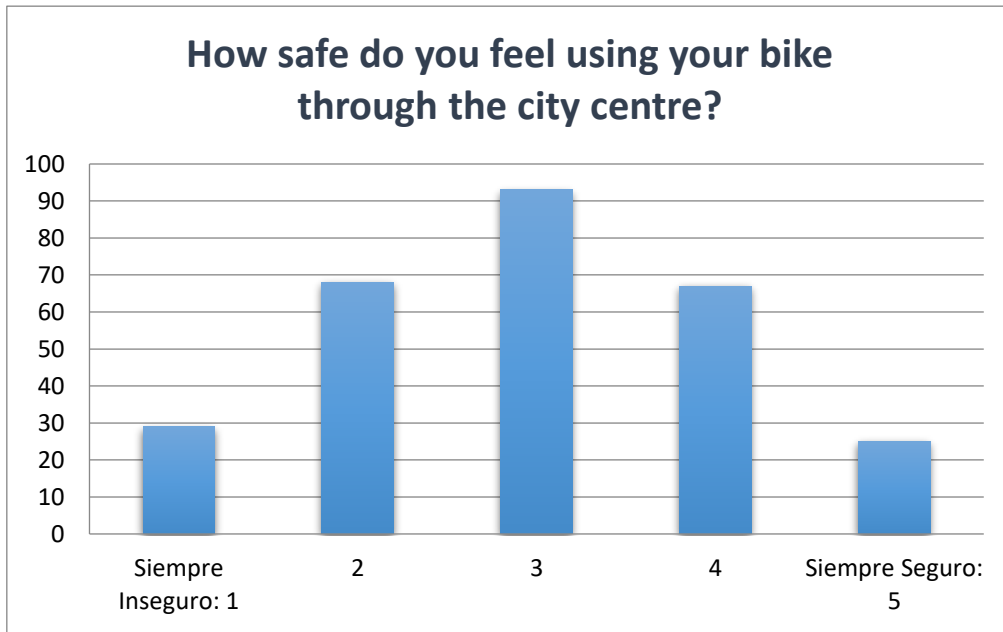


To the question How do you feel safe at night in the city centre? most of the respondents answered that they always feel safe or very safe in the city centre.



Respondents said they feel safe or very safe walking through the city centre streets. This is important because it represents more than ¾ of all those who have done the survey.



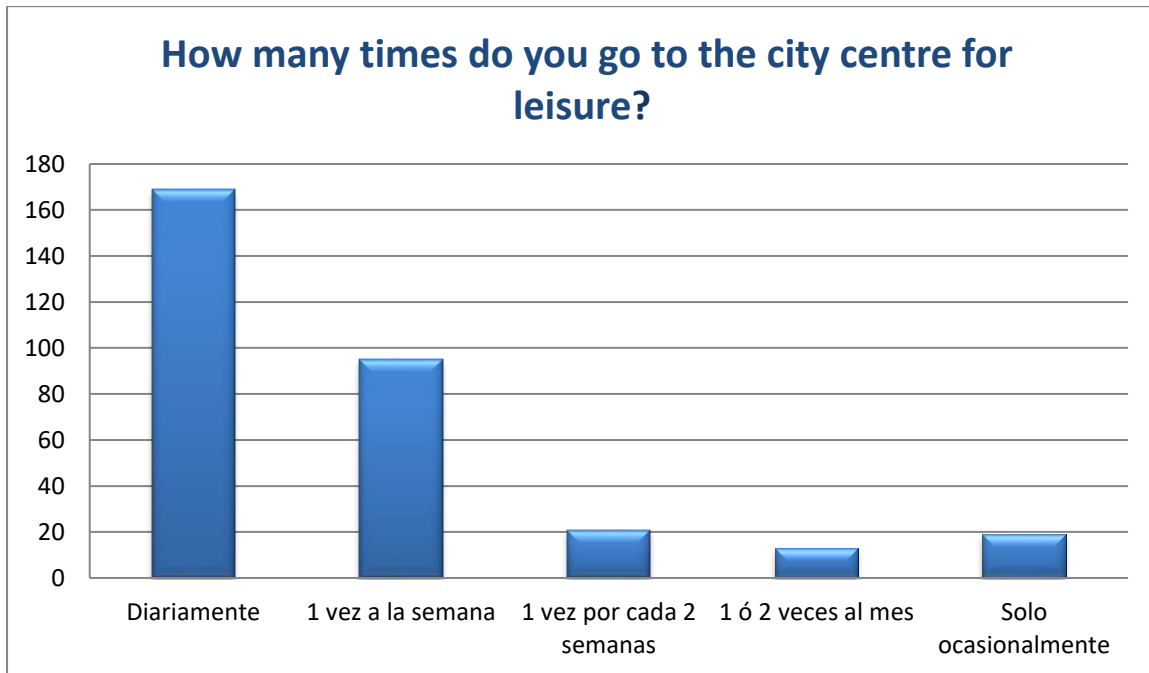


Respondents gave the approval, but also many of them considered, almost in the same proportion, grade 2 of insecurity and grade 4 of security.

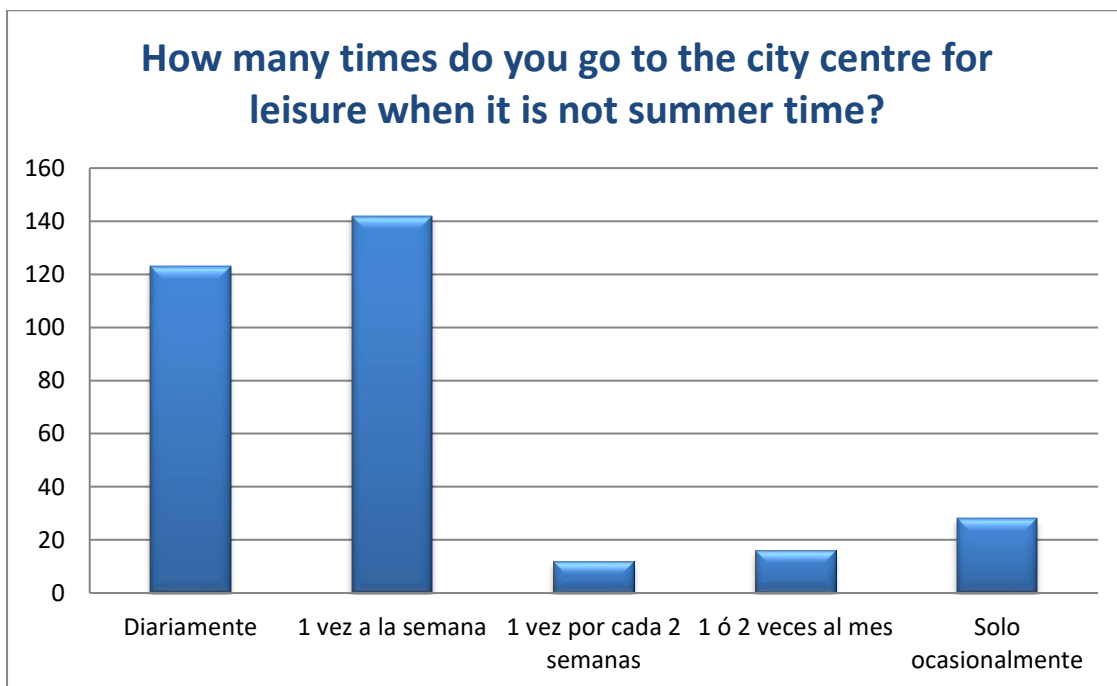


More than half of the respondents make daily or weekly purchases in the city centre of Medina del Campo.



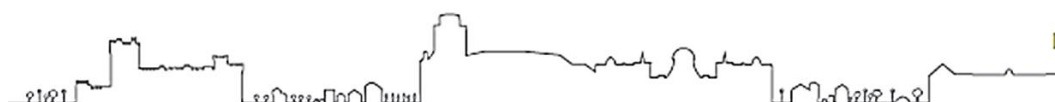


The city centre of Medina del Campo is considered by the respondents as a place to go to every day during the summer.

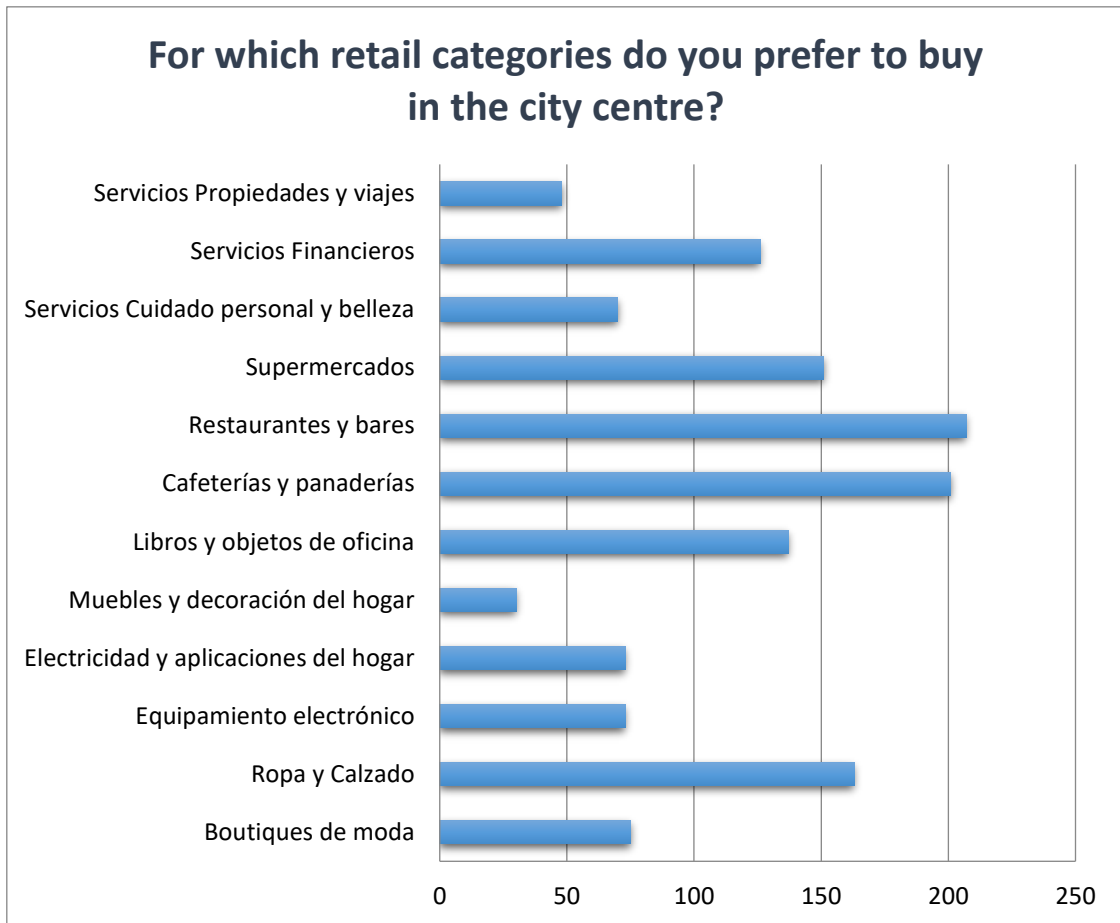


During the year, not including summer, it is still a place to frequent at least once a week, followed by those who do it daily.

Among the reasons why respondents go to the city centre are: property and travel services, financial services, personal care and beauty, supermarkets, restaurants and bars, coffee shops and bakeries,

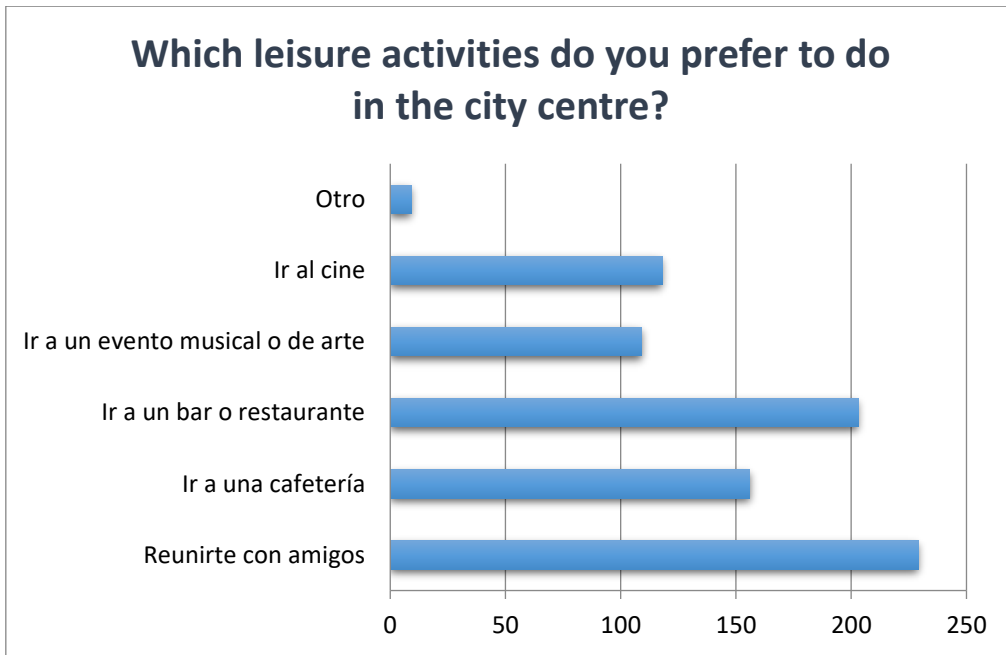


books and office objects, furniture and decoration, Electricity and home, electronics, clothing and footwear and lastly, fashion boutiques.

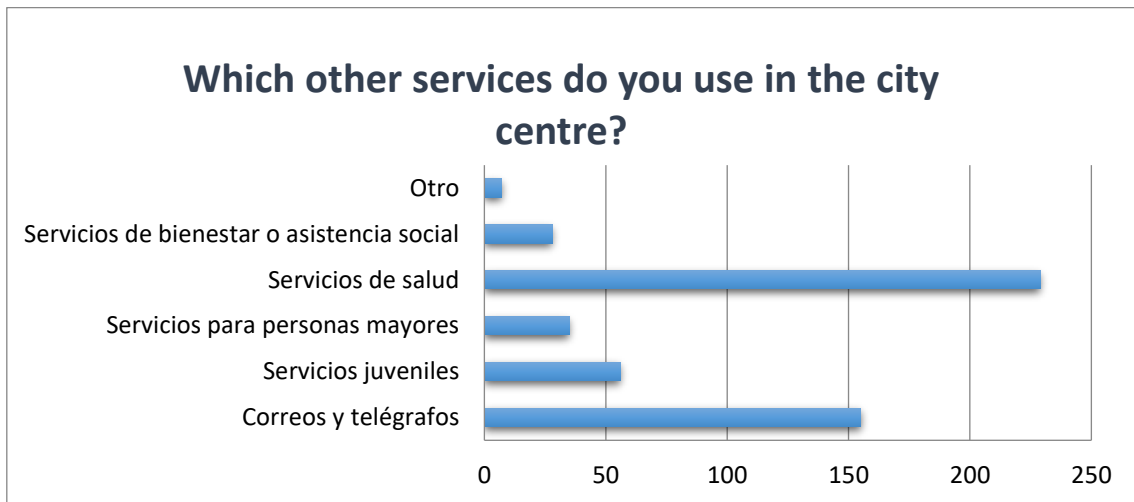


For most of the respondents the choice of the city centre is to go to restaurants and bars, almost the same as to cafes and bakeries. In much less proportion are clothing and footwear or supermarkets. In the last places we find furniture and home decoration or travel contracting.



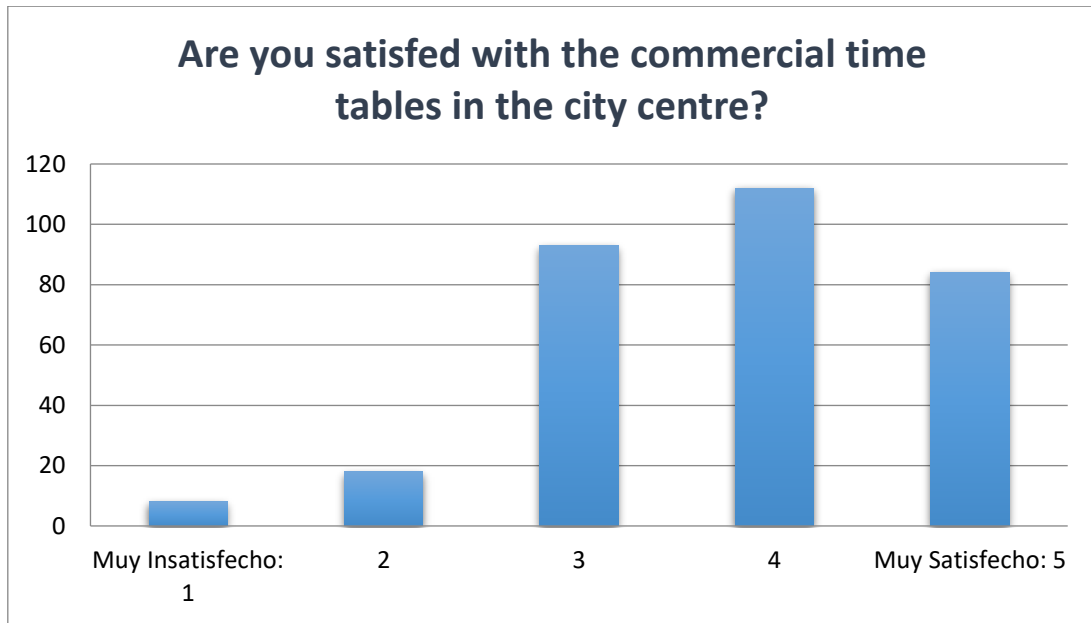


The main leisure activity in the city centre is to meet friends and go to a bar or restaurant.

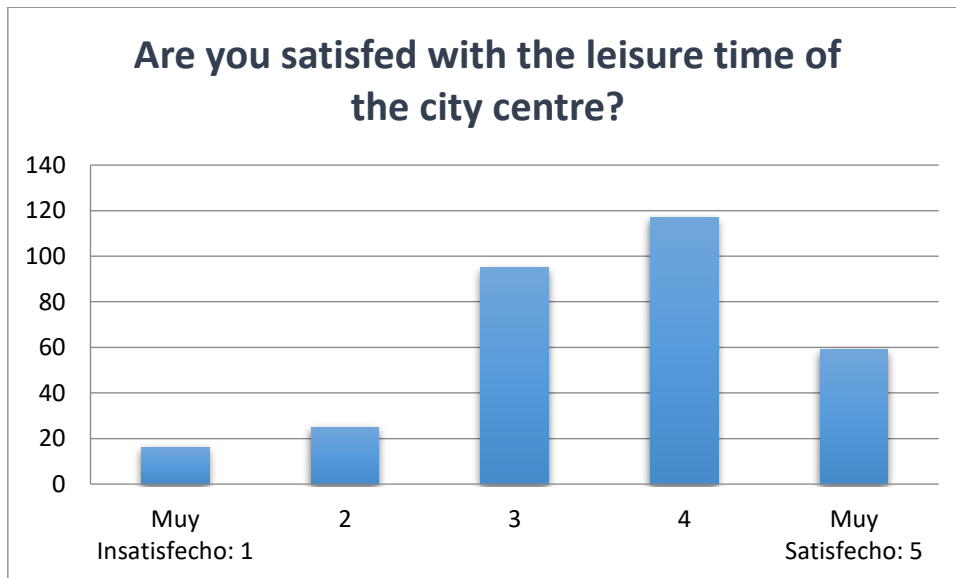


The services most used by our respondents are health and postal services. The social services are the least used.

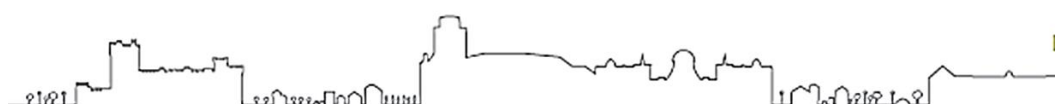


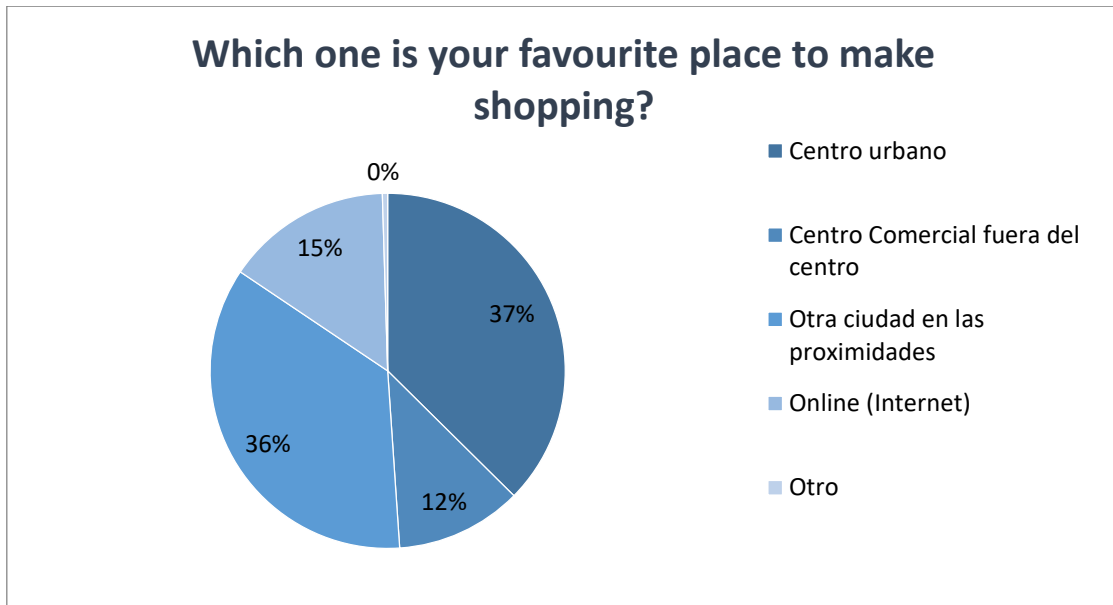


Our respondents are between satisfied and very satisfied with the schedules that has the commercial area of the city centre of Medina del Campo.

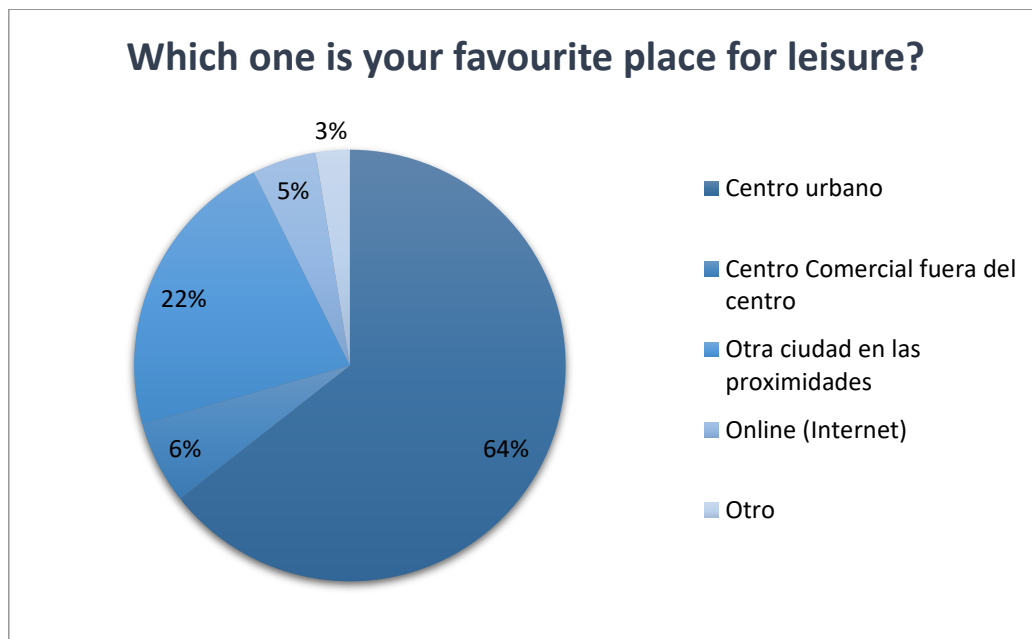


Just as they are satisfied with the business hours, respondents are between satisfied and very satisfied with the leisure schedules of the city centre, with the only difference being that there are less satisfied than in the previous question.



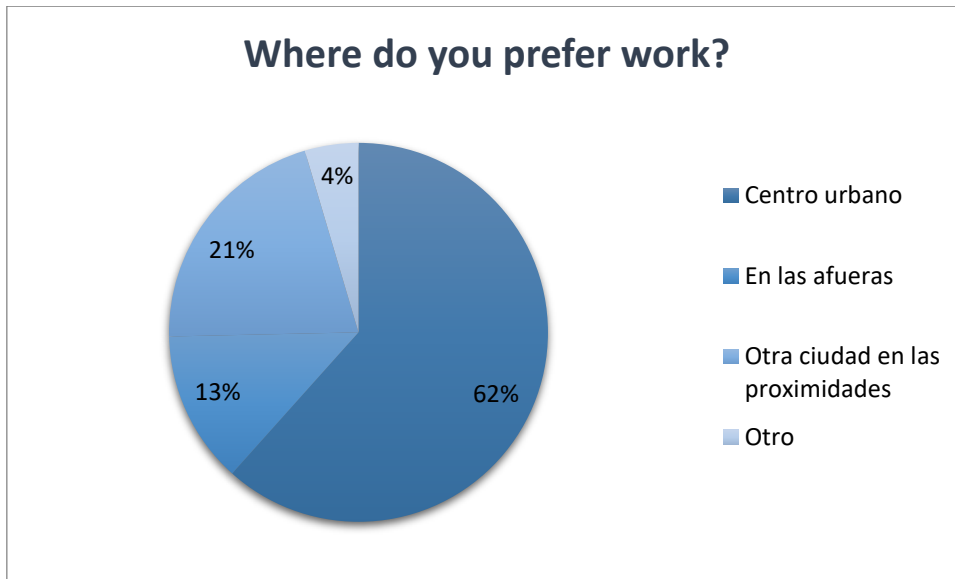


For almost $\frac{3}{4}$ parts of the respondents the favourite place to go shopping is the city centre and another city nearby (Valladolid).

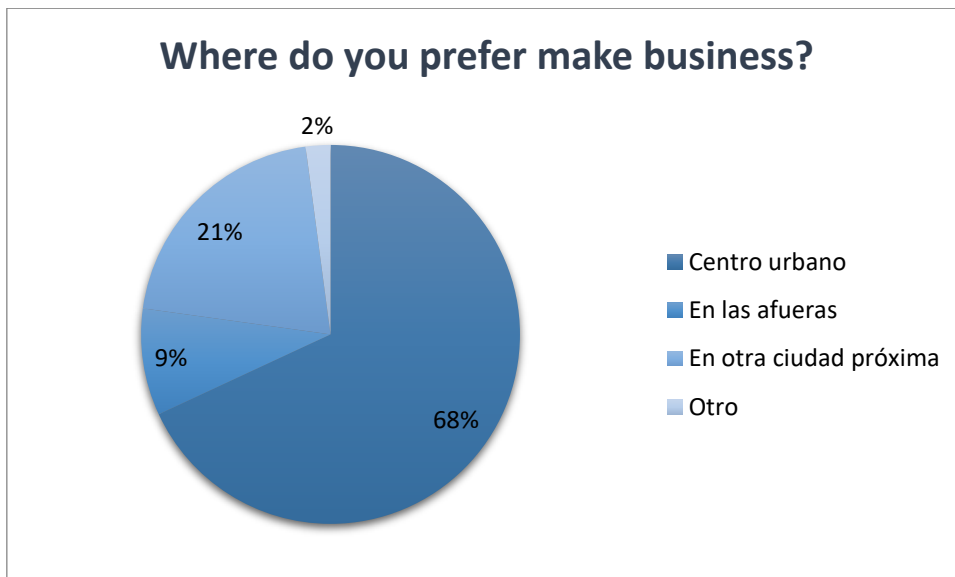


In relation with the place they prefer for leisure, more than half of the respondents prefer the city centre of Medina del Campo, compared to 22% of those who prefer another city in the vicinity.

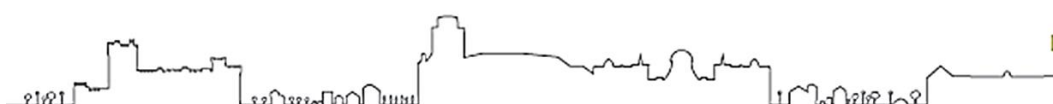


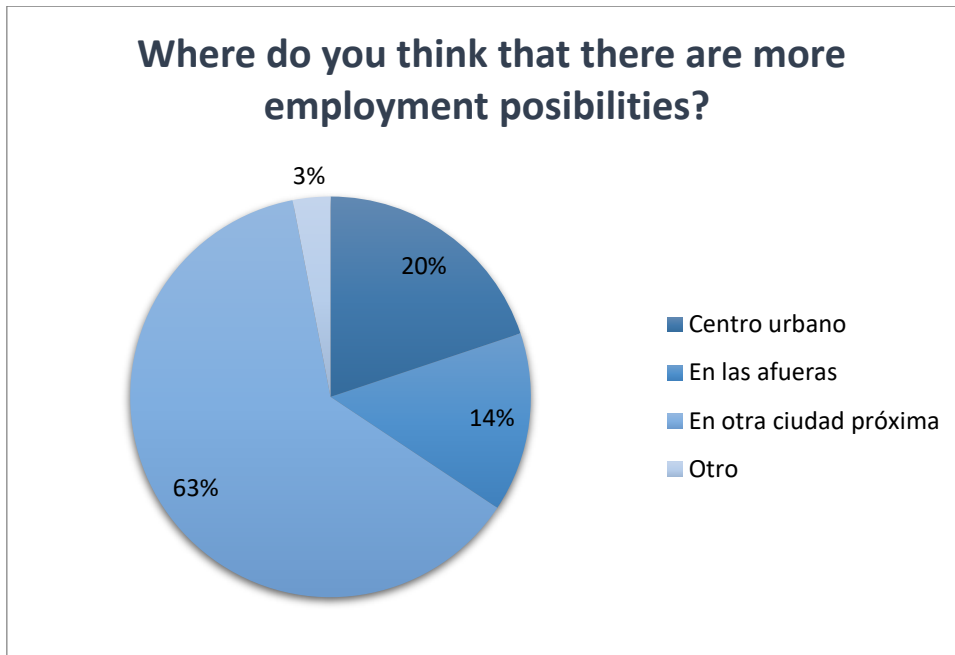


More than 60% prefer the city centre to do their work, compared to 21% who would like to work in a nearby city.

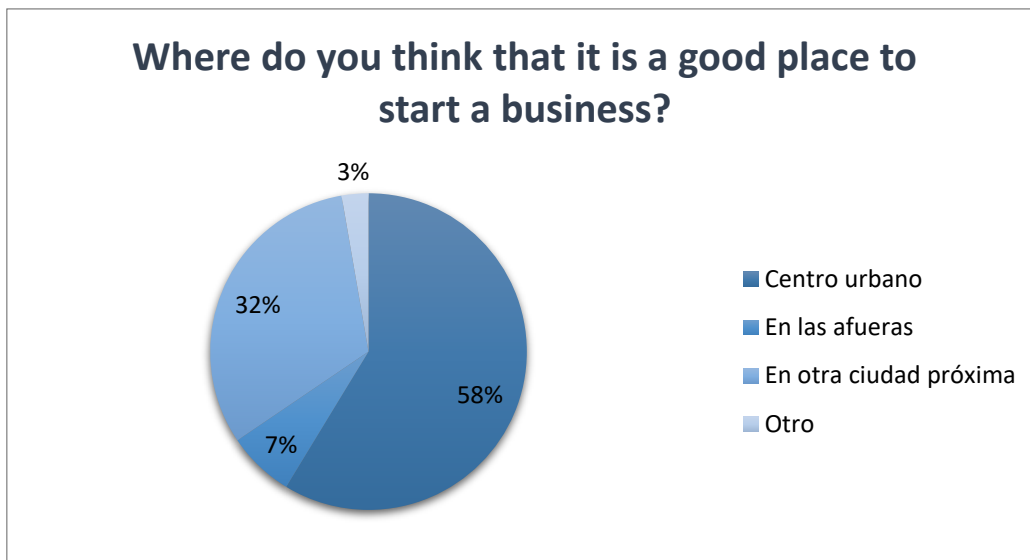


In the case of where they would make business, almost 70% would choose the city centre, compared to 21% that they would choose another nearby city.





The situation changes if we ask about where there are more possibilities to find employment. 63% think that they will find employment in a nearby city, compared to 20% who believe that the city centre has more employment possibilities.



Almost 60% think that the city centre is a good place to start a new business. Although there is a 32% that thinks that it would be better to initiate it in a nearby city.



Conclusions

The main conclusions drawn from the survey are summarized below:

The majority of the population has their place of residence in the urban centre so they will walk, being the time they employ an average of five to ten minutes. As for safety in the urban centre, citizens give a remarkable, but low note when we refer to their safety with the bicycle, which only reaches an approved.

As for the assiduity to the urban centre of Medina del Campo is very high, as much for the realization of purchases as for reasons of leisure, whether or not in summer season. A very large majority choose it for the meeting with friends in bars, cafes or restaurants. They also opt for the urban centre for clothing and footwear purchases or supermarkets. In relation to the services rendered in the locality, the most used by the citizens are the toilets and mails.

On the one hand, satisfaction over the business hours and leisure time is high. However, despite this, in the choice of shops they prefer to buy outside of Medina, not so if we ask about leisure. On the other hand, the preferred place to do business or work is the urban centre, but in contrast to this, respondents see little chance of finding work in the urban centre or surroundings.

Therefore, it would be desirable for citizens to change their perception of the possibilities to find employment or start a business in Medina del Campo. Therefore, institutions are working to promote self-employment and create initiatives to motivate the population to create new businesses that meet new market needs. For example, from the City of Medina del Campo have launched aid to entrepreneurs.

The objective of this work has been to expose what are the perceptions of the citizens about the urban centre, in particular the security and the reasons of their choice. This implies the implementation of active policies to improve and maintain the urban centre of Medina del Campo.

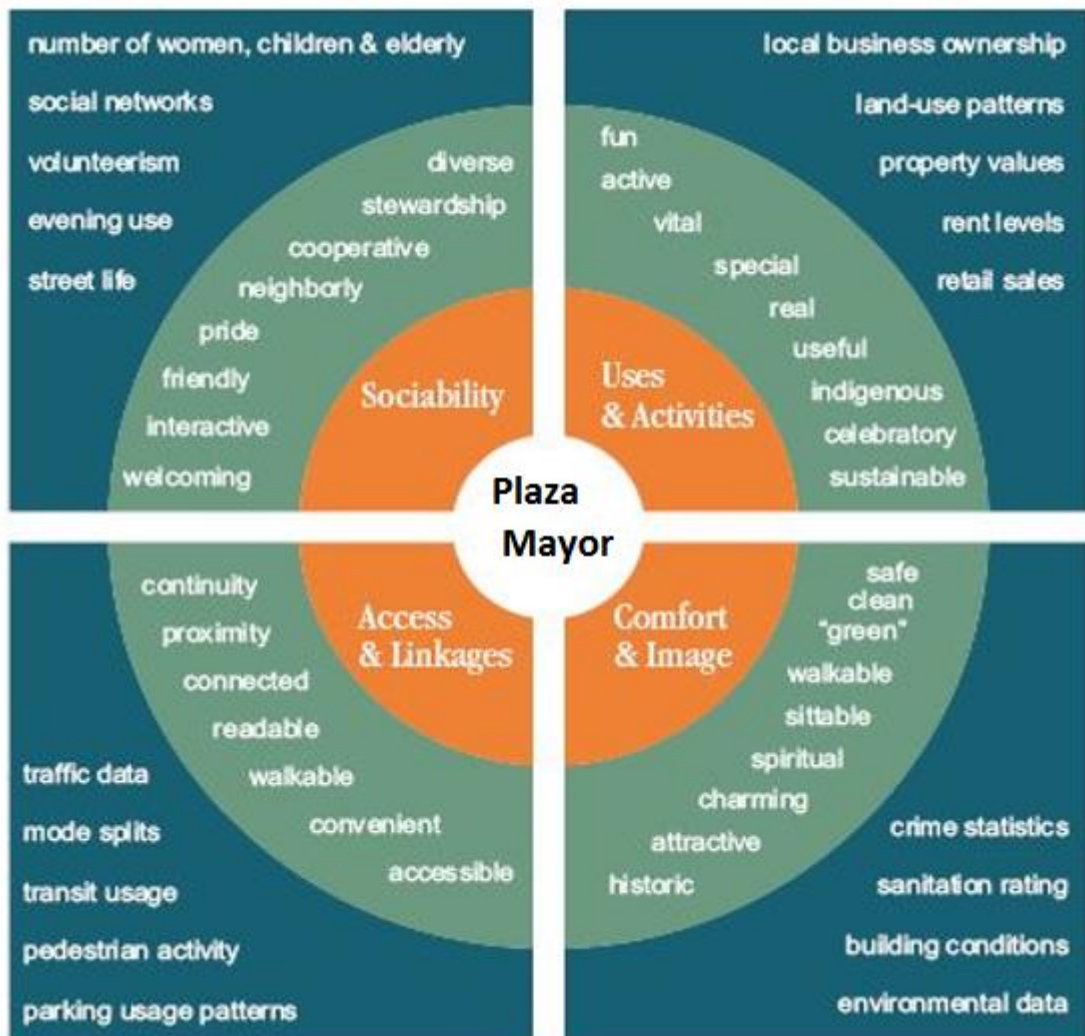


Results of the place observation activity

This activity was organized the 5th July of 2016 and all ULG members were divided in 4 working groups in order to do it. The activity was focused on the “Plaza Mayor de la Hispanidad”.

The topics addressed by the four working groups were:

- Access and connections of the public space
- Comfort and image
- Use and activities
- Social



Access and connections

Most groups agree that there is a good connection between space and adjacent buildings. In relation with the pedestrian access, in the observation it is stated that it is easy to walk around



the square except for defective areas of pavement and canalization. Likewise, access to adjacent areas is comfortable. The observation shows the difficulty of access to the square in various means of transport. Except for the access of vehicles during loading and unloading hours, it is only possible to access the square on foot or leave the car in adjacent areas.

Finally, all groups consider that the space is generally adapted to people with disabilities or special needs, although it is proposed to use pictograms to improve the use of space by such people.

In the following framework it is possible to see the comments that were made during the activity in relation with this topic by all groups:

To continue	To improve
Good access from the pedestrian point of view	Access not so good for people from outside and have to arrive by car or other means
In general, it is considered positive that cars do not enter and that it is pedestrian	Accesses do not comply with regulations regarding timetables or traffic signals. For example, during loading and unloading times
	Bad connection from the point of view of having to carry the purchase from far away for the inhabitants of the area itself, for being pedestrian and not being able to access with your car.
	The merchants consider the loading and unloading schedules essential and consider that there is a lack of parking nearby.
	It highlights the lack of information on where the square is and other information in order to improve access, connection and use by visitors and other citizens who do not know the space.

Table 1: Additional information related with access and connections

Comfort and landscape

As for the comfort and image of the square, asking if the space makes a good first impression, generally the answer is positive and they are agreed with the idea of the monuments impress visitors. On the other hand, the impression caused by the poor state of the pavement is again highlighted, as well as a wide space without elements that complement it (generally there are only benches, litter bins, lampposts and trees). As for the location and number of places to sit, there are opposing opinions, two of the groups consider that there are not enough banks, on the contrary, the other two groups consider that there are many banks and terraces. Suggestions include the improvement of public banks and more shade (with the use of pergolas or change of location of banks).

The answer is negative and unanimous regarding the cleanliness of the square, all groups consider that it is not clean. However, all groups respond positively in terms of feeling safe in the square. Likewise, all groups agree again that it is usual to see people taking photos in the square, a place that offers numerous possibilities for taking photos.

Finally, there is discrepancy regarding the dominance of vehicles in the pedestrian zones of the square. On the one hand, it is clear that the vehicles do not occupy the pedestrian zone except during loading and unloading hours, on the other hand, it shows the confusion that is sometimes created by not respecting loading and unloading schedules or spaces of transit or directions of circulation.



In the following framework it is possible to see the comments that were made during the activity in relation with this topic by all groups:

To continue	To improve
The arcades are good	Hard benches. Unpleasant surroundings to stay longer.
It is the traditional meeting point but "it does not invite".	Lack of shadows. Pergolas are proposed.
	"In summer you are churning and in winter you freeze."
	It looks like an "inhospitable"
	Lack of freshness. For example, a fountain, colours, etc. The centre of the square is empty.
	Buildings in poor condition.
	It is the traditional meeting point but "does not invite".
	The question of furniture needs to be improved.
	There are elements that distort it. "You have to remove the junk." Example: Lamps are "horrible" or wiring.
	The most valuable and patrimonial elements go unnoticed.
	It gives a feeling of disorder.

Table 5: Additional information related with comfort and landscape

Use and activities

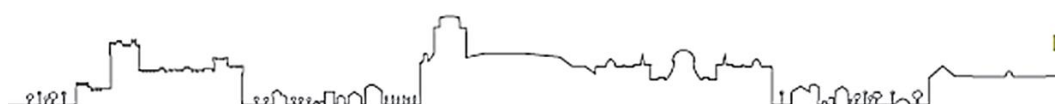
As for the use of the square, everyone agrees that space is used by people, but also indicate certain hours of greater influx. Similarly, all groups respond that space is used by people of different ages.

In the square there are many activities, children playing ball, skating, walking, eating, people sitting, walking. It also notes the use of space for activities, events and shows.

As for the most used areas of the square, the use of terraces, arcades and benches is highlighted. In general, the whole square is used although the centre is a large empty space that is normally used by children to play. Likewise, all groups indicate that there are numerous options of things to do in the square, such as leisure and play for children, catering and trade for tourists and visitors as well as habitual purchases for residents.

Finally, almost all the groups could not identify a responsible person in charge of the management of the place, although it is pointed out to the city council and coordination of services in one of the answers.

In the following framework it is possible to see the comments that were made during the activity in relation with this topic by all groups:



To continue	To improve
The square controls all social and economic life. Example: walk, children.	Conflict between some activities. They affect the coexistence between uses. Example: Bicycles, children playing ball and older people.
Good coexistence between economic activities and services. Collaboration.	Bad uses of space: Beating, ballooning to heritage, etc.

Table 6: Additional information related with uses and activities

Social

All groups point out that the square is a meeting place where it is usual to stay with friends and that people are also speaking in groups. In general, people seem to know each other by faces as well as by their own name, plus space is used regularly and by choice.

On the other hand, people do not seem to be smiling for all groups, although there is a visual contact between people. Finally, there are discrepancies in the existence of a mixture between ages and ethnic groups reflecting the community in general. It also indicates that each community meets, but separately.

To continue	To improve
Meeting place, chat, play.	Each group is by its side. They are divided by ethnicities, countries and do not interact. Conflicts can occur.
	There are residual cases of fiddles or illegalities.
	The police only act if you are warned. They are not proactive.

Table 2: Additional information relating social

Additional information (Maps)

During the observation, plans were distributed of the Plaza Mayor with the most representative elements. Each group added notes in these planes with the most relevant information observed placing that information in the corresponding part of the plane. By way of example, the plane of one of the groups is shown below.



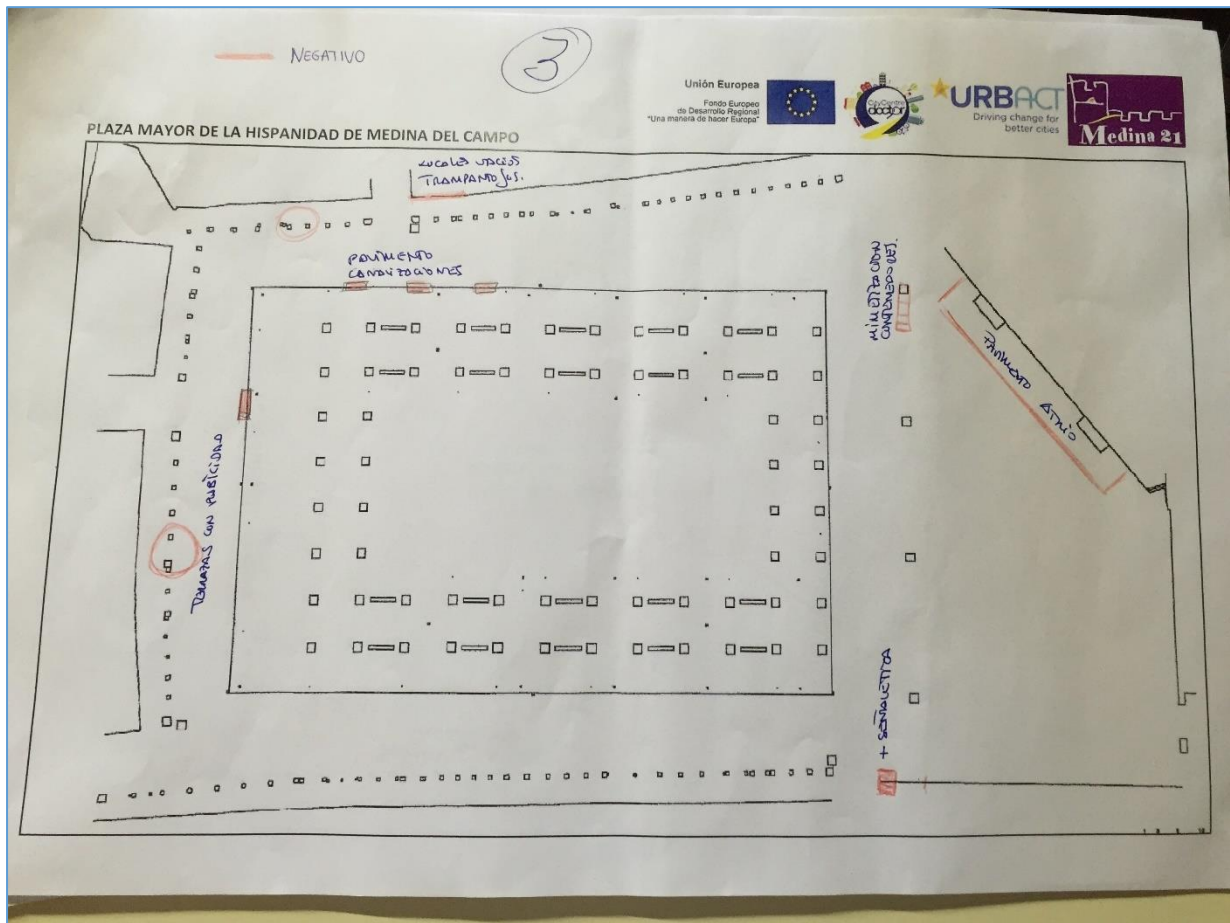


Figure 4: Work Plan Group 3 (negative)

Once all entries have been collected, they have been categorized by eliminating duplicate observations. The annotations referring to aspects to be improved in Plaza Mayor are presented in the following table.

Observation	Category
Terraces invading part of the arcades and areas of passage of vehicles	Accesibility
Visible trash containers (mimic containers)	Esthetical
Clean the columns of the square	Esthetical
Uniformity in signs and awnings	Esthetical
Improvement and flushing of facades	Esthetical
Style of street lamps, change for more rustic streetlights	Esthetical
Wiring of the arcades	Esthetical
Central zone of the square without gardens and with little shade used by bicycles	Esthetical
Empty spaces (use trompe l'oeil)	Esthetical



Advertising terraces	Esthetical
Homogenize the furniture	Esthetical
Outdated Showcases (update)	Esthetical
Essential parking in the centre with entrance by Simón Ruiz and exit by Padilla	Infrastructure
Dirt in some points of the square	Cleaning
Very poor drainage with drainage and bad smell	Maintenance
All guild plaques missing	Maintenance
Puddles in the centre of the square	Maintenance
Pavement of the atrium of the Collegiate	Maintenance
Poor condition of pavement in certain areas	Maintenance
Roofs in poor condition in the arcades	Maintenance / Esthetical
Collegiate church (Atrium), little accessible area	Maintenance/ improvement
Rams and maragatos of the collegiate in operation	Improvement
Improve access to the collegiate and tower with audio guides or other elements if you want to continue charging	Improvement
Signage	Improvement
Lack of collaboration between different merchants	Improvement
Atrium Collegiate not homogeneous with the rest of the square	Improvement
Trees in specific areas of the square (shade ??)	Improvement
Diaphanous space, without use, without urban furniture (area of flags in front of the collegiate church)	Uses
Bollards access from Simon Ruiz without place (free access at 19:00 when there is loading and unloading schedule)	Control / regulation
Private cars parked at 19:00 (outside loading and unloading hours)	Control / regulation
Cars accessing the square by forbidden direction (from Maldonado)	Control / regulation

Table 7: Information from maps

Positive observations were also collected on the maps. The plan of group 1 in which the positive aspects are collected is shown below.



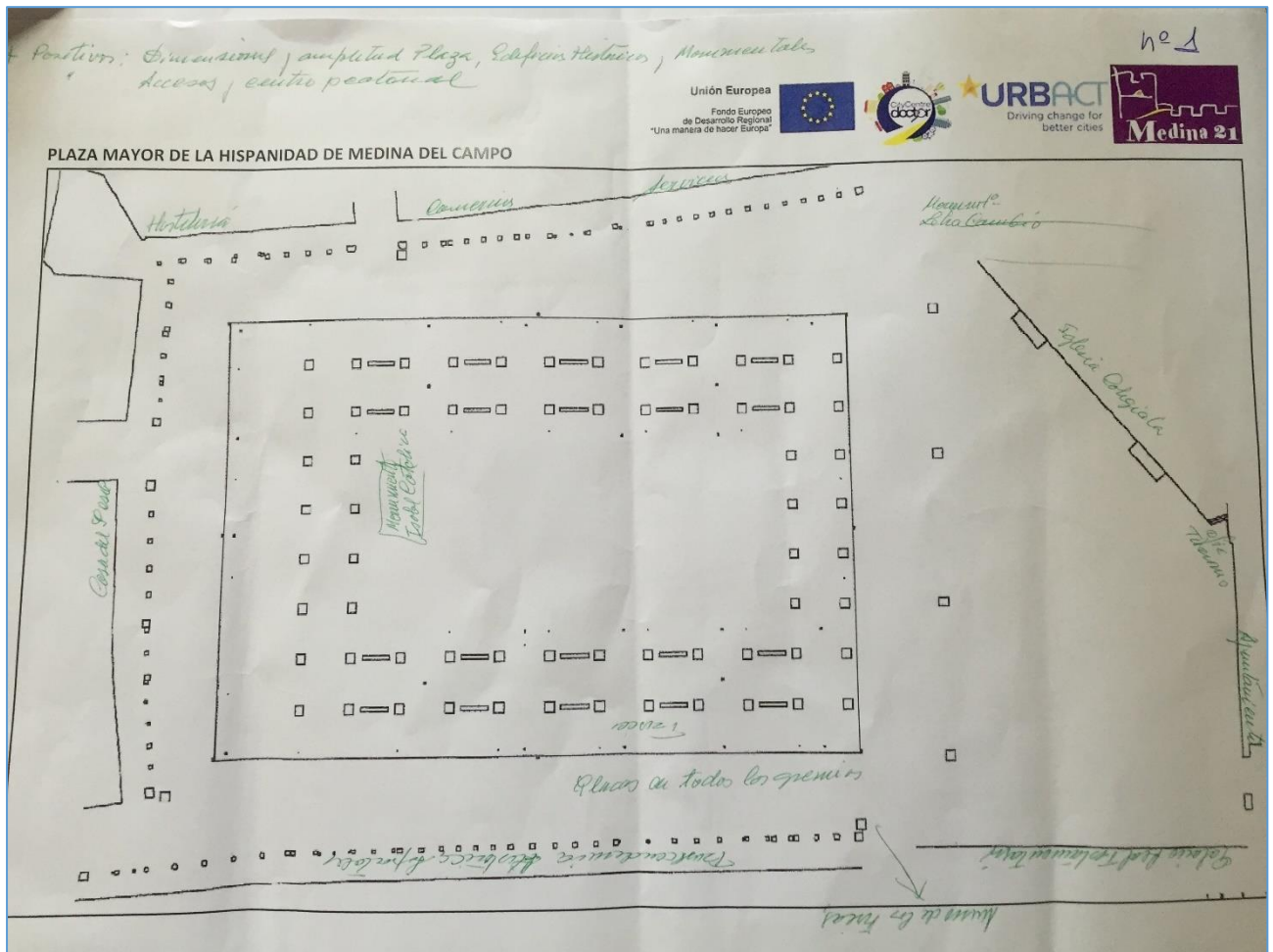
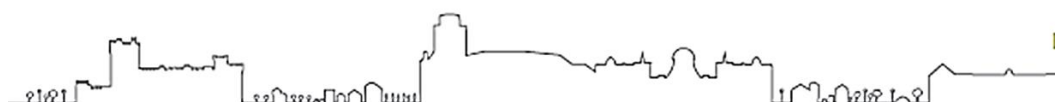


Figure 5: Working group map 1 (positive)

Positive observations of the planes are presented in the following table.

Observation	Category
+ Hospitality, Commerce, House of weight, Services, Tourist Office, Collegiate Church, Town Hall, Royal Testamentary Palace, Isabel la Católica Monument, near access to the Fair Museum, Importance of the arcades	Positive observation
+ Dimensions and width of the Plaza, historic and monumental buildings, accesses and pedestrian centre	Positive observation
+ Wide spaces free of obstacles	Positive observation
+ Meeting points / High activity	Positive observation
+ Important heritage (Testamentary Palace, Town Hall, Collegiate Church ...)	Positive observation
+ Preserved Castellanos arcades	Positive observation
+ All activities must be in the square	Positive observation
+ Wifi ok	Positive observation

Table 3: Information collected in the maps (positive observation)





Additional information (Photos)

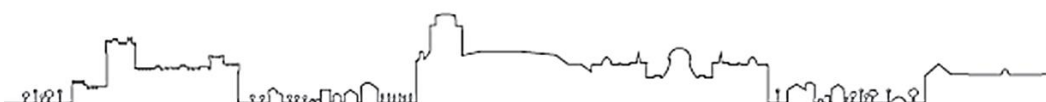
During the observation it was suggested to take several photos showing the most positive and negative aspects of the main square. Below are two photos of each type.



Figure 1: Positive issues of the Plaza Mayor (1)



Figure 2: Positive issues of the Plaza Mayor (2)



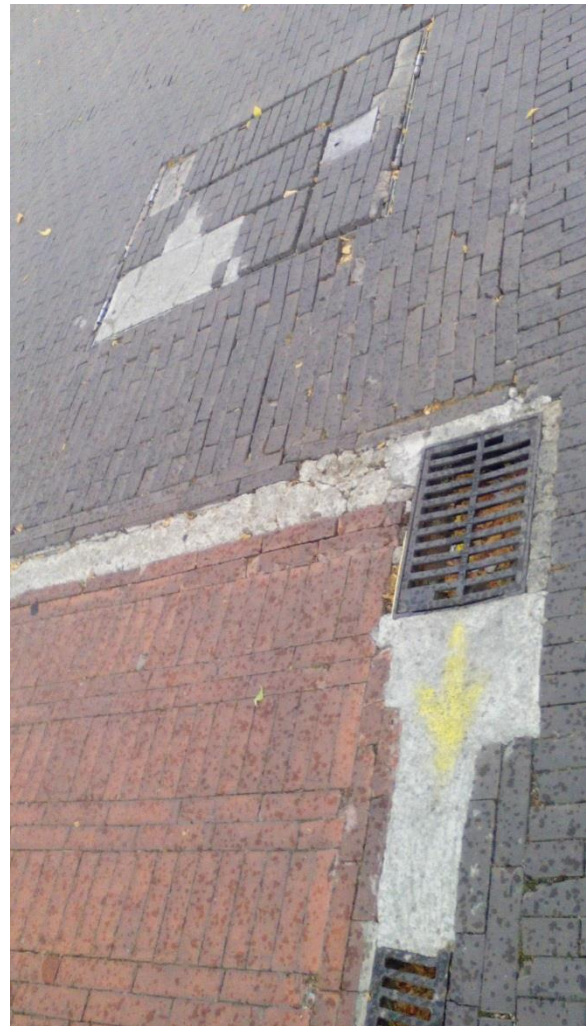


Figure 3: Negative issues of the Plaza Mayor (2)

Problem tree

Problem 1: Unemployment- Decrease in consumption



Consequences

Depopulation, crime increase, favouritism large capitals, "the big" has more advantages, talent leakage, urban deterioration, inequalities and increased poverty, submerged economy, inability to pay taxes:

1. Lack of public investment.
2. High tax-autonomous rates, etc.
3. Less social aid, discouragement, economic paralysis because there is no consumption of suicides

Problems

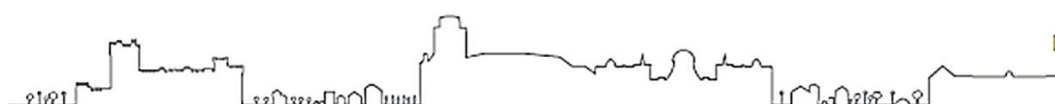
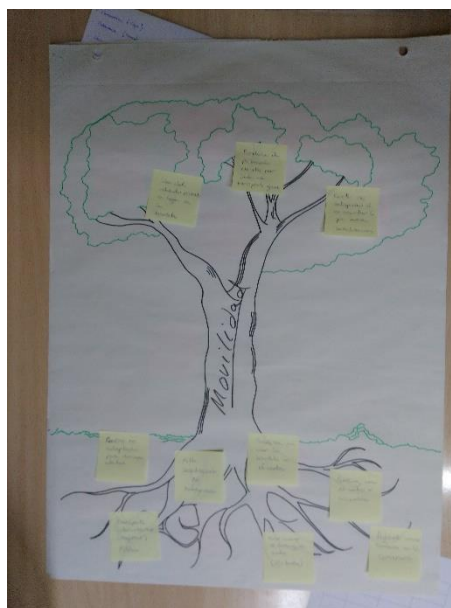
Symptoms 1: Unemployment- Decrease in consumption

Causes

Privatization of the administration, do not see the opportunities or not exploited, a little operative organism -> INEM that does not help the unemployed, Lack of cultural initiatives, Restoration -> cultural applied to new sources of employment, Mechanisms of participation -> Emotion.

Depopulation - less sales to clients, national situation "Brick crisis", lack of initiative to self-employment, Mechanization - less needs, aid-lack of economic and experience support, no investment in projects UI + D

Problem 2: Mobility



Consequences.

Use of private vehicles instead of bicycles, loss of potential customers due to lack of efficient transport, unsatisfied customers not finding what they are looking for (Signaling)

Problem: Mobility

Causes.

City Centre not adapted for the disabled, interurban transport (Improve) public, lacking homogeneous signage, problems to use the bicycle in the centre, easy access from the parking to the centre (Visitors), parking near the centre more accessible, difficult access also in the shops.

Problem 3: Depopulation - Urban degradation



Consequences.

Aging of the population, flight of talent, loss of attractiveness for investments, decline in consumption, infrastructures, decline in public revenues.

Problems.

Depopulation - Urban degradation

Causes.

Lack of active policies to fix population, lack specialized employment, lack of opportunities.





SWOT Analysis

Internal

STRENGTHS

- Potential growth in some sectors (Wine Route, specialized trade, etc.)
- Plaza Mayor with an excellent central location. The Centre, with its commerce and activity, is the one that is the backbone of the city.
- Wide and varied catering offer.
- Local and regional market potential of 70,000 people.
- Existence of business organizations.
- Quality of life and social welfare, in front of the big cities. Low living and housing costs.
- Very positive evaluation of the pedestrian shopping area and secondary places.
- Singularising of certain cultural and historical landmarks of exceptional value.
- Tradition and Open Sunday.
- Relation of closeness to the client. Possibility of forms of loyalty.
- Commercial use of the land is combined with the residential, occupying the lower houses.
- Plaza Mayor with an excellent central location.
- Museum spaces and historical recreations.

WEAKNESSES

- Feeling of degradation (abandoned plots, cleaning, lack of maintenance, closed premises, bars in houses and premises, etc.)
- General inability to assess the potential synergies between different local sectors.
- High rates of unemployment (lack of opportunities, talent flight, emigration, etc.).
- Low levels of training, specialization, marketing knowledge and new ways of selling online among marketers.
- Changes in the tradition of Open Sunday, with trade tending to the low diversification and without adaptation to the new necessities of the clients.
- Socialization and activities generated almost exclusively in the Plaza Mayor. Difficult coexistence of different uses and users of the place.
- Difficulties of accessibility to some of the exceptional patrimonial assets.
- Complexity in urban mobility, especially in terms of road traffic, which makes it difficult to access and relate to some elements of high cultural and economic value (daily purchases, tourist use, lack of parking in sensitive areas such as outpatient clinics, kindergartens, etc.).
- Lack of activities and specific spaces of entertainment for the local population.
- Fixation of tourism in Medina del Campo.





External

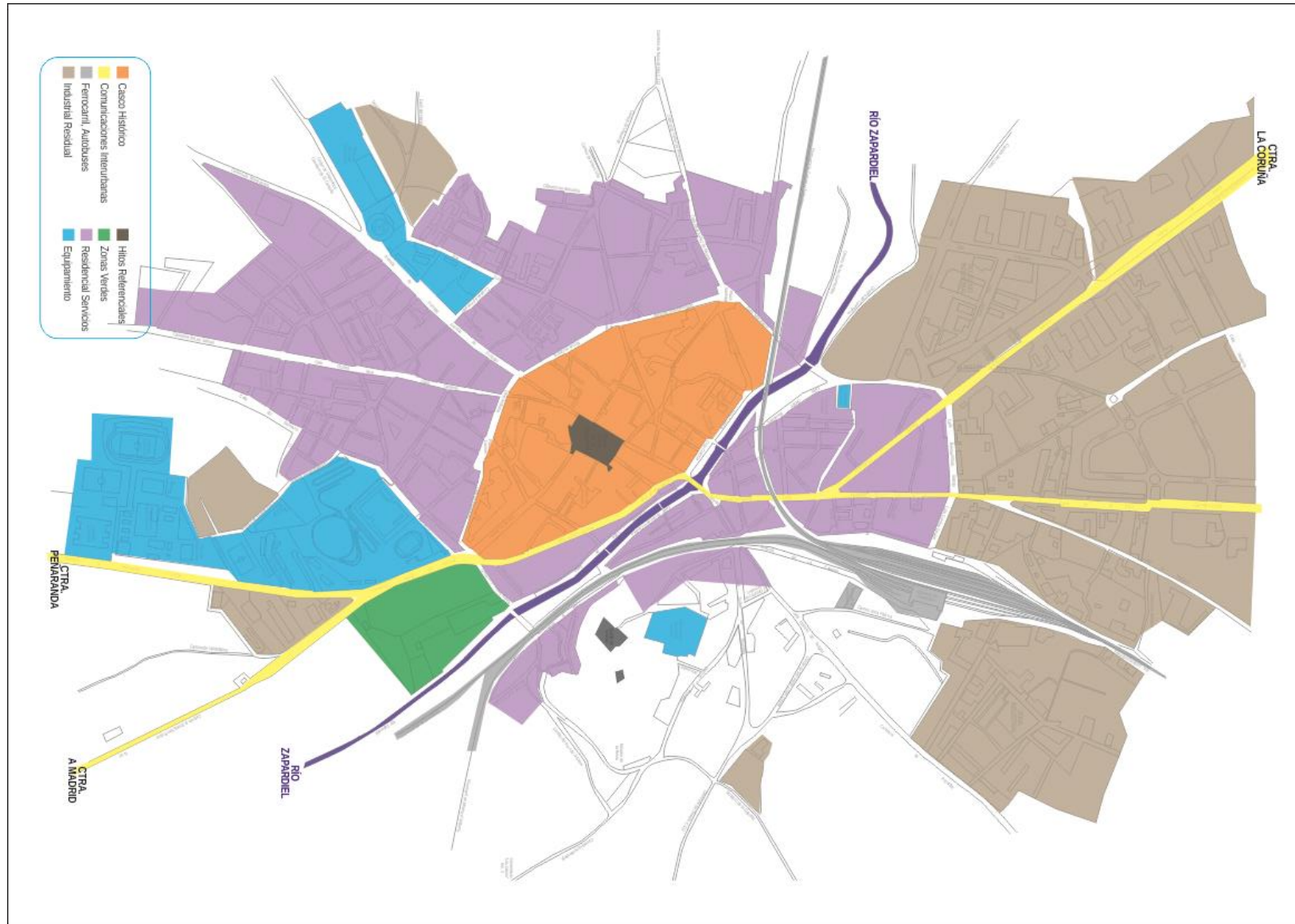
OPPORTUNITIES

- Gran Mercado de Madrid and its AVE and A6 connection.
- Improvement of telecommunications infrastructures.
- Implementation of large pan European infrastructures.
- Change in tourist behaviour (increased national tourism with more trips of shorter duration).
- Instability of tourist attraction countries.
- Rise in cultural tourism Increased demand for alternative and indoor tourism.
- Teleworking (You can work from home which implies that you can attract more population or permanently fix the premises).
- Potential market 70,000 people.

THREATS

- Avoidance of spending to other towns or other areas of the city with better accessibility, supply and prices.
- Peripheral commercial establishments may imply an imbalance of urban commercial supply.
- New nodes of attraction of population with greater professional outlets.
- Lack of investment in conservation, restoration and enhancement of historical heritage.
- Loss of aid due to population decline.
- Problems with animals.





Photographs of the city centre

In order to show our city centre to the general audience, we have chosen some representative pictures about the city centre of Medina del Campo. Photographs were chosen by the local prize discover Medina del Campo during the years 2015 and 2016:

Author: Juan Carlos García Zurdo. Plaza Mayor Arcades.



Author: Juan Carlos García Zurdo. Commercial Area (City Centre)



Author: Aurora García González. Plaza Mayor de la Hispanidad



Author: Manuel Gil San Martín. Plaza Mayor de la Hispanidad



Author: Alba Sobrino Salgado. Business street



Medina's study visit

On Wednesday, September 7, around thirty experts led by Lead Expert Wessel Badenhorst, from the 10 partner cities of the project:

San Dona di Piave (Italy).

Idrija (Slovenia).

Petrinja (Croatia).

Válmez (Czech Republic).

Radlin (Poland).

Amarante (Portugal).

Naas (Ireland).

Heerlen (Netherlands).

Nort-sud-Edre (France).

Medina del Campo (Spain)



Image: City Walk in Medina del Campo on September 2016

We created three working groups (habitability, social aspects and economic activity), and made a practical study visit to the Historical and Commercial Center of the Villa, with a subsequent pooling of the Notes made that we structure in the following groups: positive, negative, challenges to realize and things to improve.

CONTINUE

Good accessibility.

Isabel la Católica Civic Center.

Caritas, Red Cross.

Trees and green in the squares.

Maps on glass containers.

Scanned blue area.

Audience.

Sundays open.

City Science.

Fairs / festivals.

Music on the street.

Plaza Segovia pedestrian.

Cinema.

The shopping area is pedestrianized.

Activities in the Mota Castle for local and foreign citizens





STOP

Too much heritage protection.
 Dog poop in the streets.
 Unemployment.
 Collegiate Church of San Antolín closed.
 Why are there bars in the windows?
 There is a lot of insecurity?

START

<p>Put water in the river. Restore buildings (negotiate with the private sector). Connection of the Mota Castle with the center. Put yellow tape on bollards, before stairs and disabled ramps. Pigeon scavengers. Ashtrays in the litter bins.</p>	<p>New stores with products for the tourist in the center. Expand the diversity of stores. Events in Plaza Segovia. Lack of delimitation of areas for cyclists, bicycle lane. There is a well-defined point for leaving and picking up the children from the Maldonado street nursery. Bicycle rental. More playgrounds and areas around buildings for neighbors to socialize. Reuse of buildings for social activities (young people).</p>
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IMPROVE

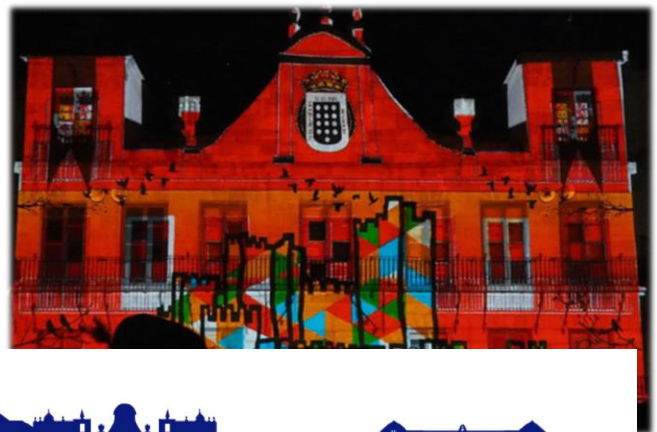
<p>Limited use of Mota Castle. Empty commercial premises. Health center, without parking. Colored public benches. More barrels to the doors of the bars, creates good atmosphere. Put a park in the Market Square. Few green areas.</p>	<p>Traffic regulation. Map to visit historic buildings. Benches on broken, unrepaired streets. Many events in the Plaza Mayor, also use other places.</p>
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4. THE PROCESS OF ACTION PLANNING

A strategic approach from the beginning

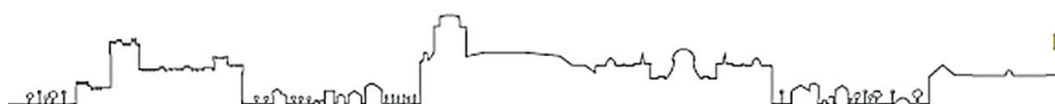
The City Council of Medina del Campo began the new millennium with the creation of the **Local Development Service** and the implementation of sectoral development plans that have marked a path of intense work and have been the germ necessary for Medina del Campo to participate now in different European projects to continue improving in a balanced and sustainable way social,



environmental and economic aspects that contribute to a high quality of life.

Just in 2000, the City Council created a Local Development Service, which during its first two years, launched **four strategic lines of development** with a planned character: The Local Agenda 21, the Programme for the Promotion of Self-employment, the Tourism Promotion Plan and the Open Shopping Centre.

In 2002, the City Council started its **Local Agenda 21**, which includes relevant social, environmental and economic aspects to move towards local sustainability. Within the system of indicators of Local Agenda 21 there are indicators that address the three aspects mentioned,



including the unemployment rate by gender, economic activity licenses, environmental management systems of companies or licenses granted for the restoration of buildings, among others.

The Local Agenda 21 of Medina del Campo was born as a strategic action plan, agreed upon by all inhabitants through a **participatory process** initiated in March 2002, to advance towards the sustainable development of the municipality. This plan guides the participation through the principles proposed by the European Guide for the Planning of Local Agendas 21 of ICLEI and the Code of Good Environmental Practices of the FEMP (Spanish Federation of Municipalities and Provinces), with the following objectives:

- Strengthen the capacity of local government to solve social, economic and environmental problems.
- Disclose existing problems.
- Develop procedures that include and enhance citizen participation in the search for solutions.
- Effectively implement tools and instruments for strategic planning and environmental management.
- Make Medina del Campo an example of a sustainable municipality that improves the quality of life of its inhabitants.

Thus, it constitutes a transversal axis that articulates the rest of strategic plans through the design of a system of indicators, action plans and specific tools of transversal articulation, all coordinated from the **Local Development Service** of the City Council.

Within this area of work, during the year 2004, aware of the importance of employment to achieve local sustainability, the City Council of Medina del Campo creates, as a work area of its Local Agenda 21, the **Local Action Plan for Employment** (PALE), on the basis of the Capacity methodology (Training and Capacity Building for Local Action Planning for Employment) of the ICLEI and the Directorate-General for Employment and Social Affairs of the European Union. Medina del Campo became the first municipality to conclude the strategic planning phase of an experience of this type developed in Spain.

The CapaCity project (in which the staff of the Local Development Service and A21soCtenible receives training) has two major frames of reference: the European Employment Strategy and Local Agenda 21. CapaCity is based on the results of the pilot project "LANE, Local Network for Action Plans for Employment", also developed by the European Commission and led by ICLEI and involving six European cities: Amaroussion and Kalithea (Greece), Hannover and Heidelberg (Germany), Calviá (Spain) and Helsingborg (Sweden).

Having overcome a first phase of strategic interventions in the municipality in which sustainability criteria and citizen participation were applied, it became necessary to implement a Strategic Development Plan that would bring together all the previous lines of intervention and that, by generalizing good practices implemented during the previous years, would unify



the planning processes under the sustainable and participatory criteria of Local Agenda 21 and the Local Action Plan for Sustainable Employment (PALE).

These initiatives culminated in 2007 with the implementation of the Strategic Plan for the Sustainable Development of Medina del Campo, **Medina 21**, which is still in force and operational today, and from which arise the different programs currently developed by the City of Medina del Campo.

Medina 21 is an heir to the experience acquired during the last decade in the implementation and application of local development models, plans and programs. Medina 21 was launched with the aim of joining social, economic, political and technical efforts to establish a sustainable development strategy, shared by citizens, that improves the quality of life in Medina del Campo, favouring **development processes in the medium and long term**.

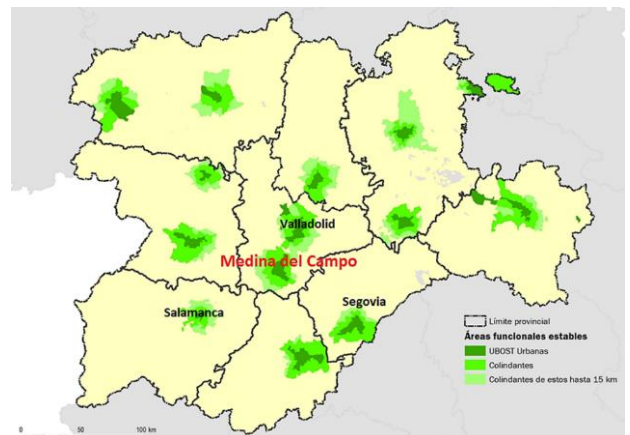
With this working philosophy, based on the strategic planning policies carried out in the municipality in terms of employment, tourism, trade and environment, the Strategic Plan for Sustainable Development relies on criteria of territorial balance and citizen participation, applying European working methodologies adapted to a specific local environment

Medina del Campo, in this sense, presents itself as a dynamic municipality that during the last years has tried to coordinate structures and development plans of sectorial scope through forums and programs that with more or less success, have introduced new concepts and working ways that make possible today the implementation of a new planning cycle of Medina 21.

The **Citizen Commission of Medina 21** was born with the spirit of coordinating the activities generated and at the same time promoting the active and direct participation of the citizens of Medina del Campo in this Citizen Commission.

All this without forgetting that Medina del Campo has a driving effect in its region as it is the head of the **Region "Tierra de Medina"**. This region encompasses 31 municipalities and is characterized by important agro-food and tourism resources.

The town maintains its fair, mercantile, logistic and service character through heritage elements that define the Historical and Shopping Centre (Plaza Mayor de la Hispanidad, the "Museo de las Ferias" Foundation, Theme Park "Villa de las Ferias" and "Reales Carnicerías" market), facilities (Open Shopping Centre, National Cattle Market and Furniture Trade Area), and events (Medina Sunday and Fair Plan). All these elements and others (sanitary, rail transport with other cities of Spain, Portugal and France, etc.), make Medina del Campo the logistics and service centre of the more than 50,000 inhabitants that populate the region.



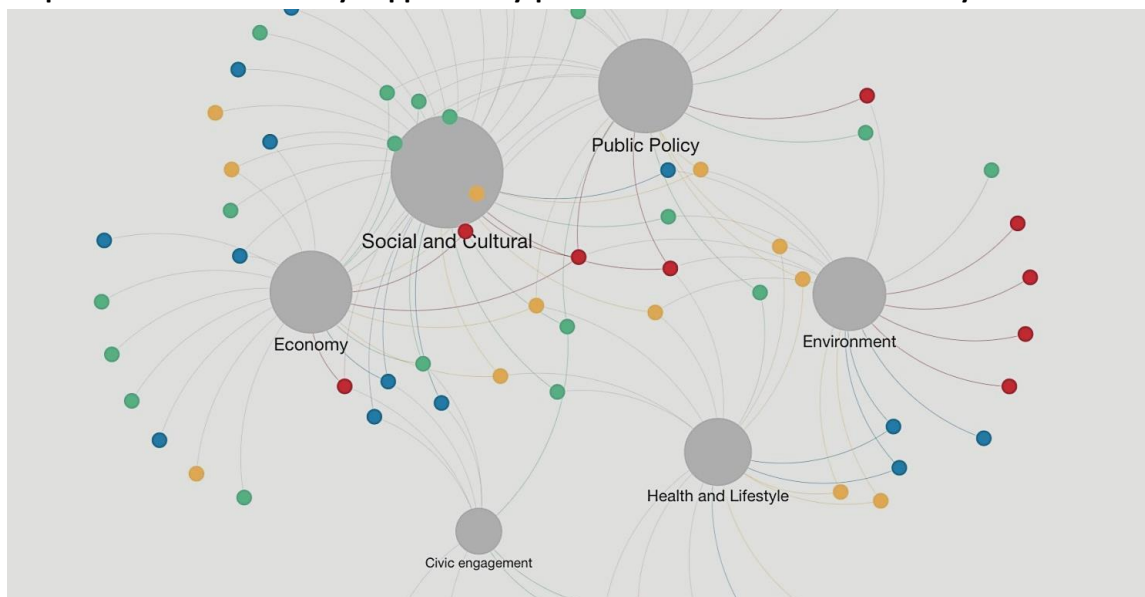
Map: Functional Areas of Castile and León



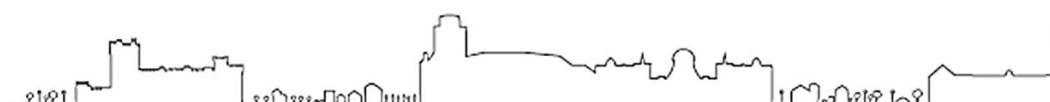
Under the **premises of sustainability and citizen participation** Medina 21, structures itself as a development strategy constituting a path shared by citizens and the rest of the public and private entities of the "Tierra de Medina" in the achievement of objectives and concrete projects shared by all. With three sectoral action plans, they bring together 10 priority projects each in the fields of habitability, economic activities and social aspects, and are implemented through technical working teams which meet at least once every two months and create specific working groups when any of the projects so require.

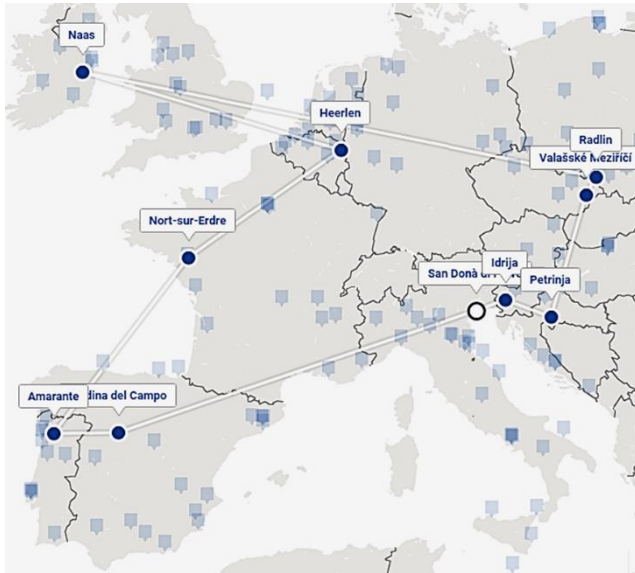
With all the participation forums **open directly to citizens**, volunteers, technicians and politicians, Medina 21 has already implemented two programming periods (2007-2011 and 2011-2016) and during 2016 addresses the last details of a new programming period 2017-2021 which includes, for the first time, a transversal and integrated line of work called **Medina 21 Europe**, in which two European cooperation projects are carried out in a participatory way (City Centre Doctor in URBACT III and Rural Growth in INTERREG EUROPE) along with the present Strategy of Sustainable and Integrated Urban Development.

The results to date have been very satisfactory both from a quantitative point of view (**more than 70% of the projects considered as strategic have been implemented and a remaining 15% have been initiated**) as well as at the qualitative level by introducing a **bottom-up working methodology** and on the basis of respect and valorisation of our resources in a sustained, respected and unanimously supported by public administrations and the City Council itself



manner.





City Centre Doctor Process

Since 2015 Medina del Campo participates in the **“City Centre Doctor”** project, within the European cooperation programme for **Sustainable Urban Development URBACTIII**. This project has helped to integrate new methodologies and visions into the Medina 21 experience and is getting very good results to revitalize the urban centre through the participatory methodology URBACT.

City Centre Doctor has been the first European project in Medina del Campo and it represented a big impact in the motivation of the citizens. After the kick off meeting in Sopron and its public presentation in 2015 more than 40 volunteers asked to be part of Medina’s ULG. This motivation has continued until today, through different meetings at local and at international level, thanks to a good job and communication between the Municipality, the ULG moderators and all the ULG participants.



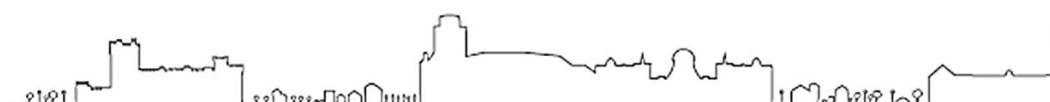
In order to summarize all the official ULG meeting, we show them in this framework:

Meeting date	Topic
26 th November 2015	<i>Official meeting for the ULG start up</i>
5 th July 2016	<i>Place Analysis City Centre</i>
2 nd November 2016	<i>SWOT analysis</i>
6 th March 2017	<i>Ideas generation for the Action Plan</i>
27 th April 2017	<i>Definition of Beta Actions</i>
16 th May 2017	<i>Definition of Beta Actions</i>
26 th July 2017	<i>Monitoring beta actions and defining projects</i>
10 th August 2017	<i>Monitoring beta actions and defining projects</i>
23 rd October 2017	<i>Defining projects and risk analysis</i>



Other ULG activities

The most important activity has been the exchange process with other cities. Medina del Campo, its staff, politicians and citizens had the opportunity to cooperate and exchange ideas with representatives of other 9 European cities through different international meetings. In these meetings, all participants were able to share ideas and points of view about their own cities, their challenges and about how to work with them.



SEIZ

El City Center a Polonia y República Checa



Between these international meetings, on 5th, 6th and 7th September 2016 Medina del Campo organized its international meeting with representative from all the partner cities. It was a successful meeting specialized in participatory dynamics, where all participant were able to learn about participatory processes with Sally Kneeshaw, but also to discover the potentialities of Medina del Campo.



Another important milestones were URBACT events like URBACT Summer University in Rotterdam and URBACT City Festival in Tallin. They were during August 2016 and October 2017. URBACT Summer University took place in Rotterdam, in which 3 representatives from the participation forums of Medina del Campo took part in the event and exchanged experiences, methodologies and new ideas that were later embodied in this Action Plan. At the same time, URBACT City Festival in tallin in October 2017 was also a good event to discover urban good practices to apply in Medina del Campo.



Furthermore, it is important to underline the collection of ideas process for the actions to be included in the action plan. The Municipality of Medina del Campo implemented several participatory actions like the Ideas prizes through its participatory APP Medina 21 APP, a participatory dynamic with scholars, and a participatory dynamic in the Main Square, with volunteers of DESES3 Association and the Erasmus Plus program, on 29th March 2017.

¿Como mejorarías el centro urbano de Medina del Campo?

Participa en nuestro concurso de Ideas APP

Responde a la pregunta que hemos lanzado a través de la App Medina

LAS 3 PROPUESTAS MAS ORIGINALES TENDRAN PREMIO

- 1º PREMIO: 1 LOTE DE PRODUCTOS DE LAS REALES CARNICERIAS
- 2º PREMIO: UN PEN DRIVE DE 16 GB
- 3º PREMIO: UNA CAMISETA DEL CITYCENTRODOCTOR

Consulta bases y condiciones del Concurso en la App Medina 21

Logos: nueva app, Google play, App Store, URBACT, FEDER, Medina 21







5. FOCUS AND OBJECTIVES

Problems and obstacles

After the identification of the main problems of the city centre of Medina del Campo, its needs and its main assets, it is fundamental that the Action Plan intends to reach a series of urban challenges.



After the previous analysis, we defined the most important barriers that Medina del Campo has in relation to the development of its city centre:

Vulnerability	Problems and obstacles for the development of the urban center of Medina del Campo
R+D+i	Lack of modernization and disconnection between the services of the local administration and the citizens
Economic	High rates of unemployment in the local and regional context, with special impact on the young and female population over 45 years
Environment	Local heritage with urgent conservation and valorisation needs
Climatic	Disconnection between urban areas and urban itineraries not accessible and in conflict with the motor vehicle
Demographic	Abandonment of the young population, relative aging of the population and serious risk of depopulation at local and regional level



Social

Groups at social exclusion risk, due to lack of employment and opportunities, especially in the young and female population over 45 years of age

Urban challenges

After the definition of the main barriers, the Urban Local Group defined the urban challenges of the city centre of Medina del Campo. Urban challenges follow the challenges posed by the EUROPE 2020 Strategy and the ERDF operational program, in their thematic objectives. That is why citizen participation was very useful in the relationship between needs, potentialities and urban challenges of the city centre of Medina del Campo:

Need	Potentiality	Urban Challenge
<p>The citizenship increasingly requires a more efficient local public administration;</p> <p>The citizenship requires more IT infrastructures for its leisure, administrative tasks but also for its businesses and jobs;</p> <p>In addition, it demands more information and better communication skills with the local administration.</p>	<p>To be more efficient in the resources used by administration management and to achieve a greater and better impact of public services on citizens.</p> <p>Participation in the European CityFied network and previous experiences in transition initiatives towards a smart public administration</p> <p>Previous experiences like Medina 21 APP</p>	<p>Transition to a more efficient and smart local public administration and more smart services, that respond to the new needs and profiles of citizens</p>
<p>Aging of the population and reduction in the mobility of elderly people</p> <p>Pedestrian itineraries and public buildings that are not universally accessible</p> <p>Need for itineraries where motor vehicles, bicycles and pedestrians live together</p>	<p>Improve the living conditions and accessibility of people with reduced mobility to different buildings and public space</p> <p>Greater use of low-polluting means of transport and reduction of CO2 emissions</p>	<p>Achieve an universal and integrated accessibility in the urban centre and safe and sustainable urban mobility for all the users of the city</p>
<p>Disconnection between important areas of the city such as train stations, Regional hospital, courts, historic centre, Main Square, etc. with distances</p>	<p>Connect areas of the urban area that have an important role in the regional context (Tierras de Medina county with more than 70,000 inhabitants)</p>	<p>Connecting these areas through a means of public transport that is efficient and has zero emissions and that has a great impact at social</p>



<p>that can reach more than 1.5 km and up to 3km (distance between traditional train station and Regional Hospital)</p>	<p>such as the regional hospital or the courts with the train station and the historic centre with all its offers of services;</p> <p>Improve the connection and access to local and regional interest spaces by local users and the entire region;</p>	<p>level and at a local and regional level</p>
<p>Big number and great value, tangible and intangible heritage in the historical centre of the city that needs to be conserved, recovered and put in value (for example, underground cellars)</p>	<p>Preserve and valorise heritage with importance at regional and national context</p> <p>Promote historical recreations and cultural events (fairs) that act as energizers of the urban space and enhance the value of heritage at regional level</p>	<p>To conserve and value the tangible and intangible heritage of the historic center of Medina del Campo in an active, participatory, efficient and sustainable way</p>
<p>Lack of recovery of the Simon Ruiz Hospital as a monumental building of great importance (for its heritage value, size, location, etc.) at regional and national level</p>	<p>Simon Ruiz Hospital with a large size and with a strategic position to offer services to the citizens of Medina and the entire regional context (District Tierras de Medina, Provinces of Valladolid, Avila, Segovia, etc.)</p> <p>Simón Ruiz Hospital with a great historical and patrimonial value at a national level</p>	<p>Rehabilitation of the emblematic building of the Simón Ruiz Hospital as a public building placed at the service of creation, entrepreneurship and social inclusion</p>
<p>Services that help reduce the high rates of youth and female unemployment (especially women over 45) in the regional context</p> <p>The young population leaves the city to go to cities that offer more work and leisure opportunities</p> <p>Lack of support services for creation, entrepreneurship and social innovation</p>	<p>Specialized services of local and regional impact and character that give concrete solutions to the problem of unemployment and the abandonment of the region (and province) by young people</p>	<p>Create a center of innovation and socio-economic dynamization "HUB Medina21" in the Simón Ruiz Hospital</p>



<p>Existence of groups at risk of social exclusion, mainly for reasons of unemployment</p> <p>High value of female unemployment, especially in women over 45 years</p> <p>Aging of the population and need for social inclusion services with an intergenerational approach</p> <p>Depopulation at local and regional level</p>	<p>Talented citizenship with the capacity to undertake, innovate and participate in the local development of the city and the region</p> <p>Positioning as a tolerant and inclusive territory that generates the necessary conditions to take advantage of the talent of citizens and, specifically, of people at risk of social exclusion, attracting young people, women, etc.</p>	<p>Create an "inclusive ecosystem" that attracts and empowers a population that is potentially at risk of social exclusion due to lack of opportunities. In this way, it would contribute to social inclusion at the local and regional level</p>
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OBJECTIVES

The main objective of this Action Plan was defined at the beginning of the project like project slogan. The Urban Local Group of Medina del Campo decided that this slogan could represent their main ambition for the city centre.

In this sense, the main objective for this action plan is: "Revitalize the city hearth of Medina del Campo", understanding the revitalization as an integrated process. Integrated because it includes social, economic, environmental, cultural and institutional areas.



The following graphic gives a sense of the main areas that could be considered, in the Integrated Action Planning process followed in Medina del Campo:



After the definition of the main urban challenges, and following the traditional structure of Medina 21, the Urban Local Group decided to synthesize the main objective in four specific objectives:

Economic:	Strengthen commercial initiative in the city centre and consolidate it as a centre of services for the Tierra de Medina county (60.000 inhabitants);
Social:	Fix young population and generate opportunities of life (services, job, leisure and environment) for young and elderly people, with special attention to improve the city “eco-system” for young people.
Environmental:	Recover and put in value the local heritage in the city centre as elements for tourism, culture, businesses, leisure and public services;
Liability and cityscape:	Improve accessibility and mobility in the city centre and its connections with other urban areas;





6. ACTIONS AND TIME SCHEDULE

Beta actions

According to the working plan of City Centre Doctor project, Urban Local Group on DATE defined some beta actions that were tested during several months, through these actions, we underline:

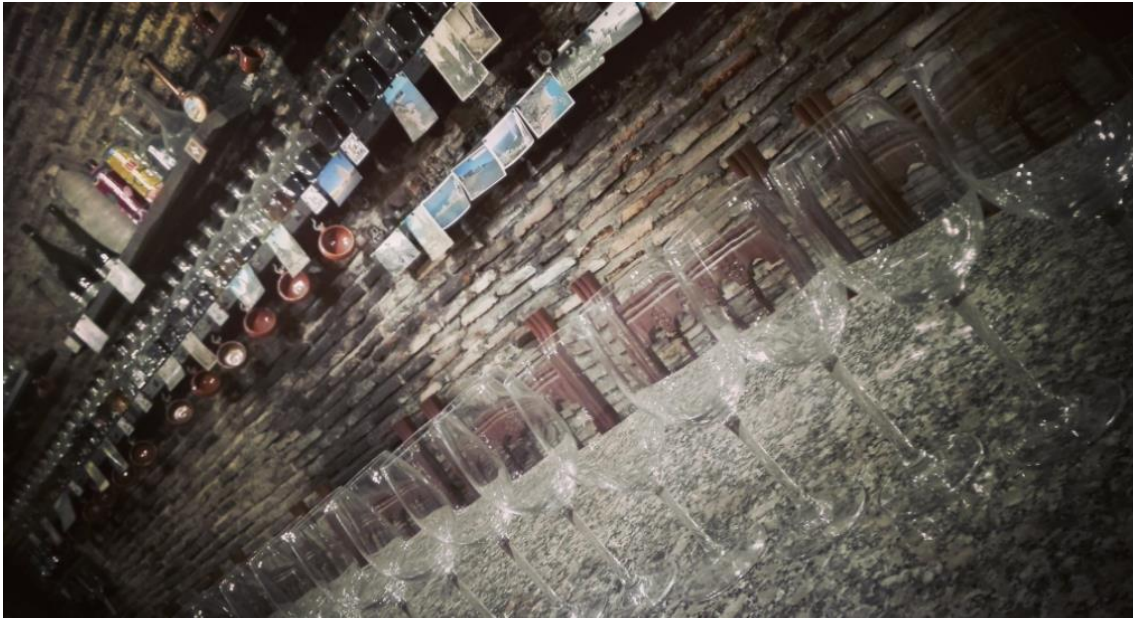
Underground Cellars

The staff of Medina del Campo with some volunteers worked to create an inventory of underground cellars in the city centre of Medina del Campo.

Medina del Campo has many meters of underground cellars that were operating for centuries under the houses of the city centre. Old people say that Medina has an underground city under its city centre.

In this sense, the ULG decided to recover this heritage that could represent an opportunity for tourism and quality businesses. This beta action will continue as one important action in the action plan.





VISITAS A BODEGAS SUBTERRANEAS

Medina del Campo

Sábado 11 de noviembre
11:00 h
Domingo 12 de noviembre
11:00 h y 13:00 h

Inscripción y reservas en el
PALACIO REAL TESTAMENTARIO
983 810063
Plazas limitadas

RECWIN Día Europeo del Enoturismo
12 noviembre 2017



Zapardiel river recovering

The recovering of the Zapardiel river was also one of the key element in the ULG sessions. ULG members propose many ideas for the local river. The main idea was to recover its path (nowadays, dry and acting as a border between urban districts) as a public space for walks, sports, etc. also beautifying its channel. ULG took the example from other Spanish cities like Valencia (traditional path of Turia river) or Elche (Vinalopo river).

However, after some meetings with the stakeholders of the river (mainly the hydrographic confederation who legally manages the river), we concluded that it is not possible to implement this kind of actions, and they recommend us to only act on its beautifying.



Recovering the Simón Ruiz Hospital

The Simón Ruiz Hospital (2 hectare of dimension) is located in the city centre of Medina del Campo. It is a hospital that was buildt in the XVI century.



It is a space whose dynamization would be able to guarantee an impact that exceeds the local scale and reaches the entire Tierra de Medina region and the 29 municipalities that encompass the Rueda Wine Route.

The idea for this building is to create a HUB understood as a creative and innovative eco-system for youngsters, young artists and young entrepreneurs.

During the City Centre Doctor project life, ULG members and entities like the University of Valladolid, the University of Newcastle (through Rural Growth project) or Santa María la Real Foundation have analysed potentialities and opportunities for this historical building.





Actions

After a period of proves and after the ideas generation process lived in Medina del Campo, ULG meeting select and define the actions to included in this Acion Plan. The ULG divided the actions following the Medina 21 structure: Social-Heritage, Economy, Livability-Urbscape and transversal. In this line, the selected ideas were:

Economy:

- Competitive SME / Agency for SMEs
- Strategic project for the promotion of agriculture, commerce and services
- Strategic project space for creation
- Business space
- Creation of a shopping centre
- Commercial network: joint work between local commerce

Social-Heritage:

- Strategic project Simon Ruiz, “living space”
- Plot and subsoil in order
- Strategic project sectoral training à la carte
- Strategic project improvement of urban waste management
- Strategic project of proximity trade competitiveness
- Leisure centre with recreational games
- Living space for young people: space for creation / Spaces for the urban art

Habitability and Urban landscape

- Strategic project improvement of the Zapardiel river
- Accessible Medina



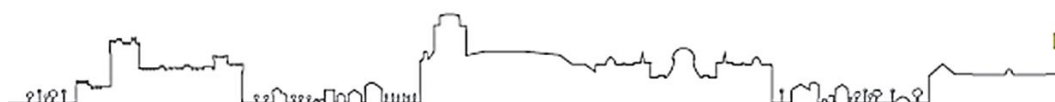


- Strategic project improvement of the Villa de las Ferias park
- Improvement of the Plaza Mayor: more shaded spaces, change of the cobblestones, put back gardens, fountain in the Plaza, etc. / Restructuring the Plaza
- Strategic project safe school roads
- Improvement of urban lighting
- Improvement of street paving

Transversal ideas

- Exploitation of monuments and heritage to attract visitors
- Expansion of the offer of Vocational Training modules
- Center for unemployed youth, to expand / improve their training
- Improve access to Castillo de la Mota and give it more life with different activities and events
- Improvement of the ephemeral architecture for fairs and events / Improvement of the urban equipment

All this ideas were worked in detail, by different ULG meetings and analysed through the Action Plan framework proposed by URBACT:





ECONOMIC ASPECTS

Description	Responsible for the action	Key partners involved	Steps of the action / Timescale	Resources	Output indicator
<p>“Digital Medina”</p> <p>Contest to promote innovative ideas in the city centre</p> <p>Contest for the implementation of digital initiatives in the city centre. The winner ideas will be supported by the Municipality)</p> <p>Budget: 6000 €</p>	<ul style="list-style-type: none"> • Municipality of Medina del Campo • Chamber of Commerce 	<p>SME</p> <p>Entrepreneurs</p> <p>IT entrepreneurs</p> <p>Chamber of Commerce</p> <p>University of Valladolid</p>	<ol style="list-style-type: none"> 1. Call for the contest (1 month) 2. Preparation of the contest (1 month) 3. Valuation of the projects (1 month) 4. Resolution (1 week) 5. Concession (1 week) 6. Start-up (3 months maximum) - september 2018 	<ul style="list-style-type: none"> • Economic resources (European funds) • Human resources of the Municipality • Human resources of the Chamber of Commerce 	<ul style="list-style-type: none"> • Number of companies registered in the projects • Number of viable projects • Increase in company ratios • Survey of participants
<p>“Taste Medina”</p> <p>Promotional campaign for local products</p> <p>Budget: 12.000 €</p>	<p>Municipality of Medina del Campo</p>	<p>Producers</p> <p>Business-associations</p> <p>Retailers</p> <p>Bars and restaurants</p>	<ol style="list-style-type: none"> 1. Location search (1 month) 2. Contact with producers (1 month) 3. Staff recruitment (15 days) 	<ul style="list-style-type: none"> • Contributions from producers • Funding • Equipment and furniture • Staff training 	<ul style="list-style-type: none"> • Store sales volume • Number of the store visitors • Surveys: inhabitants, tourists and producers



			<p>4. Promotion campaign (1 month)</p> <p>5. Opening (1 weekend)</p> <p>- spring 2019</p>		
<p><u>"Medinarte"</u></p> <p>Initiative to promote creativity and art in young people</p> <p>Program to promote young artist and creative people to develop cultural and creative projects</p> <p>Budget: 12.000€</p>	<p>Municipality of Medina del Campo (Youth and Local Development Departments)</p>	<p>Youth Associations</p> <p>Cultural associations</p> <p>Secondary Schools</p> <p>University of Valladolid</p>	<p>- spring 2020</p> <p>1. Location search (1 month)</p> <p>2. Adaptation of the space with youth involvement (3 months)</p> <p>3. Promotion and dissemination (1 month)</p> <p>4. Program of activities (2 months)</p>	<ul style="list-style-type: none"> • Funding • Furniture and equipment • Human Resources 	<ul style="list-style-type: none"> • Number of young participants • Satisfaction surveys
<p><u>"Laboratory of businesses"</u></p> <p>Program of mentoring to link Young entrepreneurs</p>	<p>Municipality of Medina del Campo</p> <p>Chamber of Commerce</p>	<p>Entrepreneurs</p> <p>Volunteer well-known advisors</p> <p>Youngsters</p> <p>Chamber of commerce</p> <p>Business associations</p>	<p>1. Location search (1 month)</p> <p>2. Adaptation of the space (1.5 months)</p>	<ul style="list-style-type: none"> • Financing • Equipment • Human Resources 	<ul style="list-style-type: none"> • Number of companies created • Degree of satisfaction





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<p>with older and more experienced entrepreneurs</p> <p>Budget: 12.000 €</p>			<p>3. Promotion between entrepreneurs and experts (1 month)</p> <p>- autumn 2019</p> <p>4. Action plan (1 month)</p>		
<p><u>"Relive Medina"</u></p> <p>Program to improve the hosting conditions of hotels, restaurants and touristic services</p> <p>Budget: 6.000 €</p>	<p>Municipality of Medina del Campo Association of retailers</p>	<p>Association of Businesses Chamber of Commerce Retailers Hoteliers</p>	<p>1. Marketing campaign (1 month)</p> <p>2. Program of activities with promotions and synergies with the hospitality industry (2 months)</p> <p>- autumn 2018</p> <p>3. Start-up (immediately)</p>	<ul style="list-style-type: none"> • Financing • Implication and time of the retailers 	<ul style="list-style-type: none"> • Sales increase • Degree of customer satisfaction
<p><u>"The union makes the Town"</u></p> <p>Program to create a network of retailers that will work</p>	<p>Municipality of Medina del Campo Retailers Association of entrepreneurs</p>	<p>Association of Businesses Chamber of Commerce</p>	<p>1. Meeting and proposals (3 months)</p> <p>2. Drafting of the action plan (1 month)</p>	<ul style="list-style-type: none"> • Physical space: meeting point • Financing for joint promotion 	<ul style="list-style-type: none"> • Retailers satisfaction survey • Common initiatives





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<p>focus on quality services, offer improvement, etc. by the approach of team-working and territorial branding</p> <p>Budget: 6.000 €</p>			<p>- spring 2018</p> <p>3. Start-up (immediately)</p>		
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LIVABILITY AND CITYSCAPE

Description	Responsible for the action	Key agents involved	Steps of the action / Time scale	Resources	Output indicator
<p><u>"Improvement of the Zapardiel: cleaning of the urban riverbed"</u></p> <p>Program to recover the river path and create a public space available for cycling, walking and other activities; This</p>	<p>Municipality of Medina del Campo</p> <p>Duero Hydrographical Confederation</p>	<p>Municipality of Medina del Campo (Services Coordination)</p> <p>Regional Government of Castilla y León</p>	<p>1. Request and meeting with the Confederation</p> <p>2. Action plan</p> <p>3. Maintenance plan</p> <p>- january 2018</p>	<ul style="list-style-type: none"> • Specialized machinery • Human Resources • Painting and gardening materials 	<p>Survey in the App (before and after)</p>



<p>program also includes actions to beautifying the river</p> <p>Budget 5.000€</p>		<p>Neighbours associations</p>	<p>Total time: 1 year</p>		
<p>"Improvement and expansion of urban signage"</p> <p>Improvement of signage in order to make the city centre more accessible for all citizens and also to improve touristic signage</p> <p>Budget 30.000€</p>	<p>Municipality of Medina del Campo (Traffic, Tourism, Urban Planning)</p>	<p>Specialized Company</p> <p>Wine Route of Rueda</p> <p>Disable people associations (like ONCE at National level)</p>	<p>1. Inventory and state of conservation of the existing signs (6 months)</p> <p>2. Agree on the strategic points to signalise</p> <p>3. Hiring of a specialised company</p> <p>- january 2019</p> <p>Total time: 6 months</p>	<ul style="list-style-type: none"> •Financing •Citizen participation - 30.000€ 	<p>GIS / SIG from the information poles</p>
<p>"Villa de las Ferias Park: annual activities program"</p> <p>Yearly activity program to consolidate the park and its</p>	<p>Municipality of Medina del Campo (Education and Culture)</p>	<p>Municipality (Fairs and Local Development)</p> <p>Cultural associations or groups</p> <p>Sport clubs and associations</p>	<p>Annual call for the activities agenda to coordinate the activities planned</p> <p>- january 2018</p>	<ul style="list-style-type: none"> • Physical space: new amphitheatre • Lawn beds - 6.000€ 	<p>No. of users / participants</p>



<p>infrastructures like the amphitheatre</p> <p>Budget: 6.000€</p>		<p>Schools Elderly people associations</p>			
<p>"Plaza Mayor: ephemeral architecture"</p> <p>Design and acquisition of architectural elements to use in fairs and events organized in the Plaza Mayor, like the Renaissance Week</p>	<p>Municipality of Medina del Campo (Urbanism)</p>	<p>Municipality (Fairs, Local Development) Regional Government of Castilla y Leon Local associations organizers of cultural events and fairs</p>	<ol style="list-style-type: none"> 1. Study and provision of service facilities (electricity, water, etc.) 2. Technical ideas contest 3. Design of exhibition spaces and furniture 4. Execution <p>Total time: 2 years</p>	<ul style="list-style-type: none"> • Municipal budgets • External subsidies: EDUSI • Human resources:: workgroup in EDUSI 	<p>Survey and citizen voting: ideas contest</p>
<p>"Road safety campaign to encourage walking and the use of car sharing"</p> <p>Program to promote the living together of pedestrian and</p>	<p>Parents of Students Associations</p>	<ul style="list-style-type: none"> • Municipality (Education) • Local police • Schools and Institutes 	<ol style="list-style-type: none"> 1. Meeting of Associations 2. Call for volunteers 3. Design of actions <p>- september 2018</p>	<ul style="list-style-type: none"> • Volunteering • Didactic materials • Human resources: Local Police • Examples of other locations 	<ul style="list-style-type: none"> • Reduction of vehicle use • Decline in air pollution during peak hours



<p>cars in the city centre, the sustainable use of the city centre space, to promote walking in the city centre and movility alternatives to connect Medina with other cities by car sharing</p>			<p>Total time: 3 months (first term of the course)</p>	<p>- Funding no needed</p>	
<p>"Ornamental monumental RGB-LED lighting "</p> <p>Program to put in value the local heritage through a better lighting</p> <p>Budget: 140.000 €</p>	<p>Municipality of Medina del Campo (Urbanism)</p>	<p>Municipality Institute for the Diversification and Energy Saving Regional Government of Castilla y León Association of architects Heritage institutions</p>	<p>1. Inventory of places to be illuminated through citizen participation and prioritization of proposals (3 months) - april 2019</p> <p>2. Hiring and execution (6 months)</p>	<ul style="list-style-type: none"> • Citizen participation through Medina21 • Municipal budget • Subsidies 	<ul style="list-style-type: none"> • Reduction of electric bill • Reduction of light pollution





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<p>"Semi-pedestrian paving of Ramón y Cajal and Plaza D. Federico"</p> <p>Semi-pedestrian paving in order to create a living together space for cars, pedestrians, etc.</p> <p>Budget: 350.000 €</p>	<p>Municipality of Medina del Campo (Urbanism)</p>	<p>Association of architects Regional Government (Commerce) Association of cyclists Association of neighbours</p>	<p>1. Drafting of a project similar to that of Juan de Álamos (6 months) 2. Execution (6 months) - January 2021</p>	<p>• Municipal budget • Aids</p>	<p>Suppression of parking spaces and reduction of vehicle circulation</p>
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SOCIAL AND HERITAGE ASPECTS

Description	Responsible for the action	Key agents involved	Steps of the action / Time scale	Resources	Output indicator
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<p>"Simón Ruiz, crafts school"</p> <p>This action is included in the Project of recovering the Simon Ruiz Hospital, that is a big XVI century building, with a lot of potential as a local locomotive</p> <p>This specific initiative is focused on education and training</p> <p>Budget: 40.000 €</p>	<p>Municipality of Medina del Campo Junta de Castilla y León (Education)</p>	<p>Employment services of the regional government of Castilla y León Friends of the Museum Association Santa María la Real Foundation</p>	<p>1. Adaptation of the building (2 years)</p> <p>2. Implementation of the training offer (6 months)</p> <p>- January 2020</p>	<ul style="list-style-type: none"> • Economic resources • Teachers • Materials • Human resources of the Municipality 	<ul style="list-style-type: none"> • Number of courses offered • Number of students - 40.000€
<p>"Simon Ruiz, multidisciplinary centre of polyvalent arts "</p> <p>This action is included in the Project of recovering the Simon Ruiz Hospital, that is a big XVI century building, with a lot of potential as a local locomotive</p> <p>Generate a "creation-space" in the Simon Ruiz Hospital</p>	<p>Municipality of Medina del Campo (Culture)</p>	<p>Schools of dramatic arts, dance, music, etc.</p>	<p>1. Adaptation of the building (2 years)</p> <p>2. Master Plan (5 years)</p> <p>3. Calendar of activities (12 months)</p> <p>- January 2020</p>	<ul style="list-style-type: none"> • Coordination staff • Volunteers • Human resources of the Municipality 	<ul style="list-style-type: none"> • Number of visitors • Number of events - 40.000€



Budget: 40.000 €					
<p>"Simon Ruiz, scene of events"</p> <p>This action is included in the Project of recovering the Simon Ruiz Hospital, that is a big XVI century building, with a lot of potential as a local locomotive</p> <p>This action is focused on develop cultural events inside the Simon Ruiz Hospital</p> <p>Budget: 6.000 €</p>	<p>Municipality of Medina del Campo</p>	<ul style="list-style-type: none"> • Associations • Cultural groups 	<ol style="list-style-type: none"> 1. Adaptation of the space 2. Events plan (2 months) 3. Organization of the events <p>- january 2020</p>	<ul style="list-style-type: none"> • Volunteers • Associations • Cleaning and maintenance services 	<ul style="list-style-type: none"> • No. of assistants • Number of events • Degree of satisfaction <p>- 6.000€</p>
<p>"Little green lungs"</p> <p>Project to change abandoned plots in the city centre into spaces for public interest like:</p>	<ul style="list-style-type: none"> • Municipality of Medina del Campo • Neighbours Associations 	<p>Owners of the plots</p>	<ol style="list-style-type: none"> 1. Catalogue of plots 2. Detailed action plan 	<ul style="list-style-type: none"> • Recycled products • Trees, plants, etc. 	<p>No. of plots conditioned</p> <p>- 10.000€</p>



<p>urban gardens, parkings, children's parks, etc.</p> <p>Budget: 10.000 €</p>			<p>3. Adaptation of sites in a participative manner</p> <p>- january 2018</p>		
<p>"Analysis of the waste management system"</p> <p>Initiative to research about the waster management and propose actions to improve waster management in the county</p> <p>Budget: 3.000 €</p>	<p>Municipality of Medina del Campo / Association of Municipalities</p>	<ul style="list-style-type: none"> • Junta Castilla y Leon • Waste managers • Municipality of Valladolid • Provincial Government 	<p>1. Initial summary</p> <p>2. Establish an evaluation team</p> <p>Time: 3 months</p> <p>- january 2018</p>	<p>Technician for the coordination</p>	<p>Geographic information system</p> <p>- costs no needed</p>
<p>"Loyalty card"</p> <p>Creation of a card to customer loyalty in Medina del Campo,</p>	<p>Associations of retailers</p>	<ul style="list-style-type: none"> • Medina del Campo Municipality • Junta de Castilla y León (Commerce) • Shops 	<p>1. Meeting with retailers</p> <p>2. Collect promotions</p> <p>3. Create the product</p> <p>4. Promotion campaign</p>	<ul style="list-style-type: none"> • Financial resources (subsidies) • Materials from the reatilers 	<p>No. of card users</p>



<p>to use in the city centre commerces and businesses</p> <p>Budget: 4.000 €</p>			<p>- january 2019</p>		
<p>"Public-private leisure centre (project)"</p> <p>Generate a public-private leisure centre, recovering one of the historical building like the traditional abattoir, that nowadays it is without use</p> <p>Budget: 4.000 €</p>	<ul style="list-style-type: none"> • Municipality of Medina del Campo • Private entrepreneur 	<ul style="list-style-type: none"> • Medina del Campo Municipality (Youth) • Entrepreneurs 	<ol style="list-style-type: none"> 1. Study visit to the Nava del Rey leisure centre 2. Search of locations <p>- beginning of 2018</p>	<p>Workgroup (associations, entrepreneurs, etc.)</p>	<p>Drafting of the project</p>

TRANSVERSAL IDEAS



Description	Responsible for the action	Key agents involved	Steps of the action / Time scale Start in January 2018	Resources	Output indicator
<p>"Routes and urban itineraries through heritage"</p> <p>Definition and creation of urban itineraries of heritage interpretation for tourism and citizens. This cultural paths in the city centre will be useful to put in value the local history and heritage among tourists, visitors and citizens</p> <p>Budget: 35.000 €</p>	<p>Municipality of Medina del Campo</p>	<p>Tourism and heritage management companies Owners of the heritage Cultural Associations Route of wine of Rueda</p>	<ol style="list-style-type: none"> Heritage inventory (6 months) Design of the thematic routes (3 months) Preparation of material, signage and technological resources (6 months) Start-up of routes (6 months) Evaluation of the routes 	<ul style="list-style-type: none"> Heritage inventory Human resources: guides Signalling materials Technological resources Financial resources - 35.000€ 	<ul style="list-style-type: none"> Number of visitors to heritage resources No. of downloads of the App
<p>"Professional training in caring for dependents"</p> <p>As consequence of the population aging it is important to develop new</p>	<p>Junta de Castilla y León</p>	<ul style="list-style-type: none"> Companies in the dependency sector Municipality of Medina del Campo 	<p>Already in action. Mixed programs.</p> <ol style="list-style-type: none"> Meeting with the Regional Department 	<ul style="list-style-type: none"> Financing Teachers Specific material Educational building 	<ul style="list-style-type: none"> Places offered Entries made No. of successful students





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<p>services for caring dependents. In this sense, the Municipality of Medina del Campo intends to train citizens for future services of caring dependents</p> <p>Budget: 120.000€</p>			<p>of Education (1 month)</p> <p>2. Design and implementation (12 months)</p> <p>3. Infrastructure allocation (12 months)</p> <p>4. Training offer (6 months)</p>	<p>- 120.000€</p>	
<p>"Electric tourist train Castle-Plaza Mayor"</p> <p>An electric vehicle that will move tourist and visitors from the Castle to the Main square, making a little touristic tour</p> <p>Budget: 9.000 €</p>	<p>Municipality of Medina del Campo</p>	<ul style="list-style-type: none"> • Tourism management company • Entrepreneurs association • Chamber of Commerce • Junta de Castilla y Leon 	<p>1. Evaluation (3 months)</p> <p>2. Hiring the train (3 months)</p> <p>3. Start-up (6 months)</p> <p>- January 2020</p>	<p>Financing</p> <p>- 9.000€</p>	<ul style="list-style-type: none"> • Number of train users • Number of visits to the Plaza Mayor and the Castle



<p>" Consolidation and enlargement of the Aula Mentor as training and orientation centre"</p> <p>Aula mentor is an online training service provided by the Municipality of Medina del Campo, with the support of the Spanish Ministry and the regional government. The Municipality of Medina del Campo would like to improve its service and consolidate it as a training and orientation platform.</p> <p>Budget: 3.000 €</p>	<p>Municipality of Medina del Campo</p>	<ul style="list-style-type: none"> • Ministry of Education • Junta de Castilla y Leon • Aula Mentor • ECyL • Junta de Castilla y León (Education) • Companies with training actions 	<ol style="list-style-type: none"> 1. Evaluation of options for itineraries (6 months) <ul style="list-style-type: none"> - January 2019 2. Selection of new lines of action (3 months) 3. Implementation of lines of action (6 months) <p>. Contact with all entities involved in training to centralize the information (3 months)</p> <ol style="list-style-type: none"> 2. Design of an advertising system for training offers (6 months) <ul style="list-style-type: none"> - January 2018 	<p>Financing</p> <p>- Not needed</p>	<ul style="list-style-type: none"> • Number of new courses offered • Number of users
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Implementation calendar

ECONOMIC ASPECTS

ACTION	Jul-Sep 2018	Oct- Dec 2018	Jan-Mar 2019	Apr-Jun 2019	Jul-Sep 2019	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021
<u>"Digital Medina"</u>													
<u>"Taste Medina"</u>													
<u>"Medinarte"</u>													
<u>"Laboratory of businesses"</u>													





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"Relive Medina"														
"The union makes the Town"														

LIVABILITY AND CITYSCAPE

<u>ACTION</u>	Jul-Sep 2018	Oct- Dec 2018	Jan-Mar 2019	Apr-Jun 2019	Jul-Sep 2019	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021
<u>"Improvement of the Zapardiel: cleaning of the urban riverbed"</u>													





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<p><u>"Improvement and expansion of urban signage"</u></p>													
<p><u>"Villa de las Ferias Park: annual activities program"</u></p>													
<p><u>"Plaza Mayor: ephemeral architecture"</u></p>													
<p><u>"Road safety campaign to encourage walking and the use of car sharing"</u></p>													
<p><u>"Ornamental monumental RGB-LED lighting "</u></p>													





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"Semi-pedestrian paving of Ramón y Cajal and Plaza D. Federico"														
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SOCIAL AND HERITAGE ASPECTS

<u>ACTION</u>	Jul-Sep 2018	Oct- Dec 2018	Jan-Mar 2019	Apr-Jun 2019	Jul-Sep 2019	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021
"Simón Ruiz, crafts school"													
"Simon Ruiz, multidisciplinary centre of polyvalent arts "													
"Simon Ruiz, scene of events"													





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<u>"Little green lungs"</u>														
<u>"Analysis of the waste management system"</u>														
<u>"Loyalty card"</u>														
<u>"Public-private leisure centre (project)"</u>														





TRANSVERSAL IDEAS

<u>ACTION</u>	Jul-Sep 2018	Oct- Dec 2018	Jan-Mar 2019	Apr-Jun 2019	Jul-Sep 2019	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021
<u>"Routes and urban itineraries through heritage"</u>													
<u>"Professional training in caring for dependents"</u>													
<u>"Electric tourist train Castle-Plaza Mayor"</u>													
<u>" Consolidation and enlargement of the Aula Mentor as training and orientation centre"</u>													





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Indicators

PRODUCTIVITY INDICATORS

Productivity indicators are pre-established by the ERDF managed by the Spanish Ministry of Treasury, following the strategic objectives defined on its agreement with the European Union:

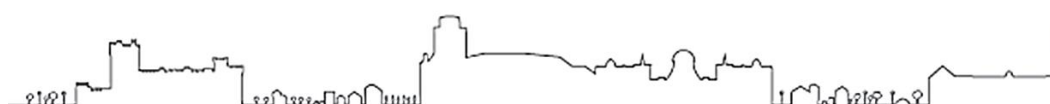
Ref	Indicator	Unit of measure	Expected result
<i>ERDF Thematic Objective 2: Improvement use and quality of new information and communication technologies and their Access</i>			
E016	Number of users that have a determined level of digital services of SMART Cities.	Number	21110
E024	Number of users who have Access to apps and services from the SMART public administration.	Number of visits / year.	4000
<i>ERDF Thematic Objective 4: Promote transition to low carbon economy in all economic and social sectors</i>			
C034	Yearly greenhouse gases reduction	Teq CO2/year.	1,34
EU01	Number of sustainable mobility plan to support ERDF mobility actions.	Number.	1
<i>ERDF Thematic Objective 6: Conserve and protect environment and promote resource efficiency</i>			
C009	Increase number of visitors to local heritage and local natural places.	Number of visits / year.	110.000
E064	Surface of recovered buildings and places that are cultural heritage and are not tourist.	m2.	13000.
C022	Total Surface of recovered land	Ha.	2 Ha
<i>ERDF Thematic Objective 9: Promote social inclusion and fight against poverty and discrimination</i>			
E059	People benefited by phisic, social and economic regeneration actions	Number of people.	21110
C040	Rehabilitated houses in urban areas.	Number of houses	0

MONITORING INDICATORS

ULG members also established own indicators to monitorize the implementation of the initiatives defined in this Action Plan. They also accorded that if necessary, they will define new indicators during the implementation process:



ACTION	INDICATOR
<p><i>ECONOMIC</i></p>	<ul style="list-style-type: none"> • Number of mobile applications created • % of public administrative procedures that can be performed in comparison with Valladolid and province • Number of users • Number of procedures performed • % of digital procedures performed with respect to procedures through the traditional system • Total young inhabitants in the city • Unemployment rate with respect to Valladolid capital and Province • Number of new entrepreneurs • Number of companies created as a result of the proposed actions vs. No. of existing companies in the area • Number of jobs created (direct or indirect) as a result of the proposed actions • Total female unemployment rate in the area vs. female total unemployment rates of the municipality
<p><i>LIVABILITY</i></p>	<ul style="list-style-type: none"> • Public sustainable transport lines created • Number of trips • Number of places created • Bike lane kilometers created • Number of infrastructures for the bike • Number of courses on sustainable mobility • Number of people reached with promotional activities • Number of signals • Number of users (quarterly) • Degree of utilization of services • Energy consumption (quarterly) • Origin of users (Territorial connection) • % of linear meters of streets of coexistence (Cars, bicycles and pedestrians) vs % Total linear meters of the city
<p><i>SOCIAL AND HERITAGE</i></p>	<ul style="list-style-type: none"> • Number of adapted buildings



	<ul style="list-style-type: none"> • Number of interventions carried out • % of use of the new space to host events • Number of visitors per month • % of foreign visitors with respect to nationals.
<p>TRANSVERSAL</p>	<ul style="list-style-type: none"> • Number of courses held • Number of users • Number of cultural activities created • Number of participants of the organized actions • Number of green lands created • Number of itineraries

OTHER INDICATORS

ULG members also agreed to include satisfaction indicators following the Medina 21 model, created in 2007, that followed the European document “Common European Indicators 2001-2002”.

On the other hand, ULG members decided to use the survey implemented on 2016 to analyze city centre problems by City Centre Doctor project, to monitorize the results of the implementation of this action plan. More than 300 people answered this survey during the analysis stage, and ULG members though that it could be very useful to provide information about implementation results.





7. RYSK ANALYSIS

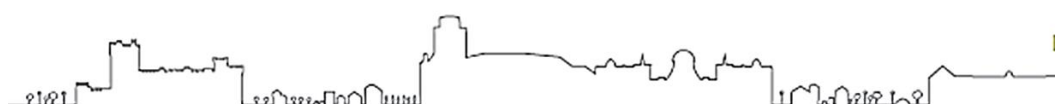
Rysk analysis

Risk management is a planning exercise to prepare contingencies (a Plan B when the scenario/risk happens) and to decide if the risk is too high to include a proposed action in the IAP. The diagram below gives an overview of risk management.



		PROBABILITY					
		Points	Rarely	Unlikely	Likely	Almost certain	Sure
IMPACT	Points		1	2	3	4	5
	Severe	5	5	10	15	20	25
	Major	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Minor	2	2	4	6	8	10
Insignificant	1	1	2	3	4	5	

Type of risk	Description	Evaluation and justification	Total
Operative	Delay at the execution of the key actions in the strategy	Impact Severe 5: Direct impact that can signify the failure of the Project Probability Likely: 3	15



		<p>Although the local government have enough experience in the management of the co-financed projects with FEDER, the integrated character of the strategy and the congestion between two different municipalities, it is a challenge of independence of the actions and coordination</p>	
Operative	Lack of coordination between local entities	<p>Impact Severe: 5 Direct impacts in the execution of the strategy, affecting to a lack of organization that lead to execution mistakes that affect the periods, form and quality of the results</p> <p>Probability Likely: 3 Even though there is mutual understanding at work and that the strategy was designed and planned in a participative, collaborative and integrated way can be some incoordination between local entities because of reasons like the lack of communication</p>	15
Operative	Delay at the management of contracting and public tender	<p>Impact Severe 5: Direct impact that can signify a delay in the execution of the actions of the strategy causing imbalances in the periods that could affect in a roundabout way to other aspects like the coordination or the quality of the results</p> <p>Probability Likely: 3 Both local entities have a long experience in the management of contracting and public tender nevertheless, may occur temporally unbalanced between areas of one of the local governments or between consistories</p>	15
Operative	Mistakes and errors when is time to executed the actions	<p>Impact Severe 5 It can be an issue to get the expected results in the strategy. A mistake in the execution the actions can modify gravely their results.</p> <p>Probability Unlikely 2 The actions suggested in the strategy are really innovative and require a good organization and management. The local government have a professional</p>	10



		staff with previous experience in the management of projects	
Operative	Shortage of control about the extent of implementation of the strategy	<p>Impact Major 4</p> <p>It is necessary to make a tracking of level and quality of execution of the different actions of the strategy. A lack of control can cause a difficult management of problems and deviation in relation to what is planned, that would affect directly the results of the actions</p> <p>Probability Likely 3</p> <p>The FEDER impose fundamental requirements of tracking and control that make quite difficult the lack of track or deviations from the plan</p>	12
Financial	Delay at the obtaining of the financing	<p>Impact Major 4</p> <p>It could mean a delay in the execution and a loss of time answering the necessities of the strategy</p> <p>Probability Likely 3</p> <p>As exist different sources of fund, increase the probability of a delay in it and do not allow achieve the timetable. An extreme case would be do not receive fund from one of the sources</p>	12
Financial	Incorrect certification and incorrect tracking of accounting and financial	<p>Impact: Moderate 3</p> <p>Could be necessary financial corrections even loss of fund</p> <p>Probability: Unlikely 2</p> <p>Unlikely because the authorities of management and the local governments are involved in the operative of the strategy</p>	6
Legal	Delay to obtain the permissions and the prescriptive administrative authorizations	<p>Impact: Major 4</p> <p>Lack of authorizations on time or inappropriate form in different scales (municipal, regional or national) to carry out the different actions planned in the EDUSI</p> <p>Probability: Likely 3</p> <p>As it is an integrated strategy, it is necessary the implication of the different people that are responsible for decision making in the authorization concessions field</p>	12
Legal	Modification of the normative framework of competency	<p>Impact Moderate 3</p> <p>It can cause a loss of capacity of actuation to the local governments. It</p>	6



		<p>can cause the appearance of other regional agents that would cause delays and management problems</p> <p>Probability Unlikely 2</p> <p>The risk is real, but there is a low probability that it happens</p>	
Technical	Lack of technology, Moderates or appropriate knowledge to execute the action	<p>Impact Moderate 3</p> <p>The planned activities at the strategy are really innovative and that require moderates, know-how, and concordant technology. The lack of resources could affect in a bad way in the results obtained</p> <p>Probability Unlikely 2</p> <p>The actions planned in the strategy are in accordance with the know-how and with the available resources in the territory. Besides, it will assure the correct execution of the actions, outsourcing services, and equipments wherever it will be necessary</p>	6
Human resources	Inappropriate management of human resources	<p>Impact: Severe 5</p> <p>It would affect the execution of the actions because it is about the personnel responsible for the management and execution of the EDUSI. It will affect to the get the goals, quality, and deviation to the actions with respect to the defined features at this document. It is possible to lose the funding of the strategy.</p> <p>Probability: Rarely 1.</p> <p>Guidelines have been established of management and tracking of the strategy that reduces the possibilities of this risk</p>	5
Human resources	Insufficient human resources according to the DUSI necessities	<p>Impact: Major 4.</p> <p>It is necessary to have certificated staff with a specific technologies knowledge to carry out the specific actions of the EDUSI. The lack of this staff can affect in a bad way to the quality and periods of the previous results.</p> <p>Probability: Unlikely 2.</p> <p>The technical staff created to the elaboration and development of the EDUSI strategy have technicians of different municipality services, with appreciated experience in their areas of work. Besides, it is possible to use</p>	6



		outsource services and contract to external technic assistance	
Conduct	Social rejection to the interventions and opposition of the implicated agents	<p>Impact: Major 4</p> <p>Can cause that the citizens who are affected by the strategy protest or creation of lobbies that became opposite to the predicted actions</p> <p>Probability: Rarely 1</p> <p>It is unlikely because the strategy is made with the support of the citizens, making them part of the strategy from the beginning at the decision making. These decisions are now express in the strategy</p>	4

IDENTIFIED RISK MITIGATION

To mitigate the identified risks is planned to start actions that each possible risk, as is summed up in the following table.

Risk	Planned action
Delay at the execution of the key actions in the strategy	Mitigate. Elaboration of an internal manual of management and control that must include and unify the procedures of actuation. Start up sessions to train the people that are involve.
Lack of coordination between local entities	Mitigate. Elaboration of an internal manual of management and control that must include and unify the procedures of actuation. Start up sessions to train the people that are involve. Creation of new channels of direct interlocutions between local entities.
Delay at the management of contracting and public tender	Mitigate. Initial planning of outsourcing hiring needs, in special that contracts that need a long term of processing. Analysis of the possibility of implant a model of join contract tables that could accelerate the process of approval tenders to third parties. Internally, communication between the different agents involved.
Mistakes and errors when is time to executed the actions	Mitigate. Elaboration of an internal manual of management and control that must include and unify the procedures of actuation. Start up sessions to train the people that are involve. Creation of a new unity orient to achieve an excellent level of management and tracking.



<p>Shortage of control about the extent of implementation of the strategy</p>	<p>Avoid. Evaluation possibilities of eligibility and periods necessary to obtain funds to reduce the eventual impact of this risk.</p>
<p>Delay at the obtaining of the financing</p>	<p>Avoid. Evaluation possibilities of eligibility and periods necessary to obtain funds to reduce the eventual impact of this risk.</p>
<p>Incorrect certification and incorrect tracking of accounting and financial</p>	<p>Mitigate. Elaboration of an internal manual of management and control that must include and unify the procedures of actuation.</p>
<p>Delay to obtain the permissions and the prescriptive administrative authorizations</p>	<p>Mitigate. Involvement of relevant local agents in the purely municipal process and communication with agents of other administrations. Initial analysis of the administrative procedures necessary to execute the action points of the strategy.</p>
<p>Modification of the normative framework of competency</p>	<p>Acceptance. Both municipalities have qualified personnel expert in the normative framework and they have the legal obligation to make reports about it.</p> <p>As a corrective measure, it will establish a good communication with the public competent authorities.</p>
<p>Lack of technology, Moderates or appropriate knowledge to execute the action</p>	<p>Mitigate. Diagnosis of the solutions from the local government to make an evaluation of compatibility to integrate systems.</p>
<p>Inappropriate management of human resources</p>	<p>Mitigate. Creation a hierarchic and horizontal structure of management with a clear designation of responsibilities and tasks.</p>
<p>Insufficient human resources according to the DUSI necessities</p>	<p>Mitigate. Evaluation of the capacities that should have the staff to execute the actions and outsource works, hiring outsource technical assistance to specific issues.</p>
<p>Social rejection to the interventions and opposition of the implicated agents</p>	<p>Acceptance. With the participative process and with the participatory methodology that is going to be used during the strategy, would assure the acceptance from the citizens.</p>





Information and publicity

Following the European regulation n ° 1303/2013 of the European Parliament and the Council, of December 17, 2013, has been defined a specific strategy in relation to communication, information and publicity of this Action Plan. This strategy will set the guidelines for actions when it comes to publicizing all the information related to the City Centre Doctor action plan.

Information and publicity actions will be coordinated by the staff of the Municipality of Medina del Campo, with the support of the ULG Members represented in Medina 21 Europe that will be the sustainable working group who will continue after the funding period of City Centre Doctor project. The objectives foreseen in the Communication, Information and Publicity Strategy are:

1. Ensure transparency regarding the information regarding the execution of Action Plan projects;
2. Communicate and disseminate in a transversal way the content of the Action Plan and information related to the contribution of the ERDF and other Funds;
3. To spread to the public opinion the importance of the Regional Policy and the role of the EU in the development of the implemented actions;
4. Inform about the financial availabilities contributed by the European financing;

This line of action aims at different target groups, depending on their characteristics and information needs. These are:





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a) Internal targets: Areas / departments / agencies executing the actions, etc.

b) External targets: potential beneficiaries.

b) Indirect targets: Media, socio-economic agents and citizens in general.

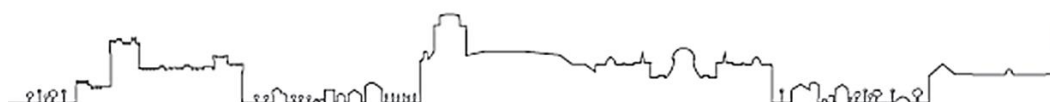
ULG defined 2 potential targets:

1) Potential beneficiaries and real beneficiaries, other authorities and organizations involved:

- Institutional presentation of the initiative.
- Advice directed to the people involved.
- Follow-up and control of adequate compliance with the regulations regarding information and publicity by the entities and organizations involved.
- Organization of meetings and meetings with the executing agencies on any modification or updating of the regulations in the field of European Funds.
- Dissemination of the results of each of the actions of the Action Plan, among potential beneficiaries (access conditions, participation procedures, project contacts, deadlines, publication of selected ones).
- Dissemination in the media, transferring information about the European Funds to the public and how they are being applied in Medina del Campo.
- Preparation of a specific epigraph on information and publicity actions in any activity report that is generated.
- Compilation and permanent audiovisual diffusion.
- Internal press dossier.

2) Public in general:

- Press conferences on the Structural Funds in the Regional Community Policy, as well as the way in which they can participate in the City Centre Doctor Action Plan.
- Press releases in local and regional newspapers.
- Informative brochures about the City Centre Doctor project and about the Action Plan in general.
- Specific information brochures and posters of the actions to be developed in the project's intervention area.
- Continuous update of the Internet site where the general information of the project is located, as well as presence in social networks.



In accordance with the established regulatory provisions, the ULG members will assume the organization of the following actions:

- Presentation of an institutional event on publicizing its content, lines of action and specific measures, making known the role of the Structural Funds, the specific objectives, the financial participation in the Program and its contribution to the priority objectives defined in it.
- Likewise, and on an annual basis, an informative activity (seminar or day) will be organized, in which the progress and achievements of the Action Plan will be reported, as well as the actions implemented or those that will begin in that period, explaining in a clear and concise way how to participate in the proceedings.
- Lifting of the European flag for a week, starting on May 9, in a public space and some participatory activities organized with citizens to remember City Centre Doctor project and its Action Plan.
- The lists of beneficiaries, the names of the operations and the amount of public funds allocated to the operations will be published electronically and in the information panels and bulletin boards of the executing agencies involved.

The Departments / Areas / Executing Services / and other organizations that participate in the execution of the Action Plan will be responsible for:

- Inform the public of the help obtained by the City Centre Doctor and the ERDF.
- Place a permanent, visible and large explanatory plate once the operation has been carried out, when the conditions required by the Regulations are met.
- During the execution of the operation, the beneficiary will place a poster in the place of operations, when the conditions required by the Regulations are met.

The plan contemplates, by way of indication, without prejudice to its development and subsequent expansion, the use of the following tools.

At a general level: Website; Social networks (Facebook, Twitter, Instagram, LinkedIn, etc.); Annual Newsletter; Presentation brochure; Finishing brochure; Days of presentation of the project (launch, intermediate, final); Final capitalization seminar; Press conferences; Press releases;



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Tweets **847** Siguiendo **49** Seguidores **229** Me gusta **2.150**



At the level of execution of actions: fences; plates; informative sign; days of diffusion and dynamisation; brochures; publications (booklets, brochures, informative notes); diplomas; BOP publications notifications; wheels and press releases;

In addition, it is necessary to provide evaluation criteria in the dissemination strategy. With these criteria, it is expected to verify and measure the impact, quality and effectiveness of the activities undertaken. The staff of the Municipality of Medina del Campo and the other organizations involved must ensure:

- Provide evidence of the achievements, in the form of examples or samples of material or the description of the activity.
- Test the impact / scope, quality and effectiveness of the activities carried out, that is, define a series of indicators of scope, quality and effectiveness and inform the Commission of the results.

