



INTEGRATED ACTION PLAN FOR ECONOMIC DEVELOPMENT AND INNOVATION

JUNE 2022



Ayuntamiento de
Medina del Campo





INDEX

[1. INTRODUCTION](#)

[2. OVERVIEW](#)

[Exploring Medina's economic niche](#)

[Establishment of an URBACT Local Group](#)

[iPlace Process](#)

[Learning and transnational exchange of good practice and experiences](#)

[Simón Ruiz Business Development Centre](#)

[3. CITIZEN PARTICIPATION PROCESSES](#)

[Medina2030](#)

[Circular economy](#)

[Support for entrepreneurship](#)

[Encouraging the creation and establishment of companies](#)

[Online survey](#)

[Development of talent](#)

[Hackaton](#)

[Group 1](#)

[Group 2](#)

[Group 3](#)

[4. A STRATEGIC APPROACH FROM THE BEGINNING](#)

[Small Scale Actions](#)

[Online training pills for young entrepreneurs](#)

[5. FOCUS AND OBJECTIVES](#)

[Problems and Obstacles](#)

[Urban challenges](#)

[Vision](#)

[Objectives](#)

[6. ACTIONS AND TIME SCHEDULE](#)

[7. INDICATORS](#)

[8. RISK ANALYSIS](#)

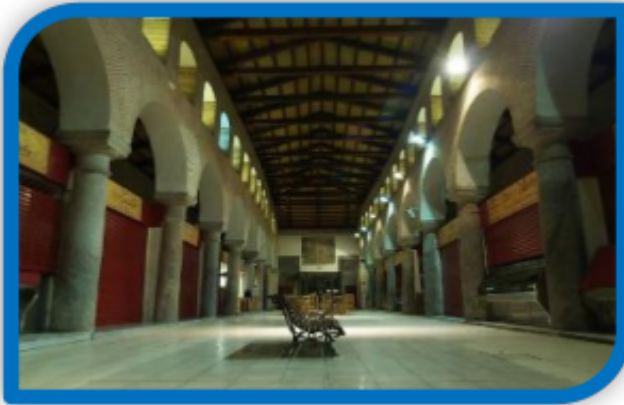


1. INTRODUCTION

Medina del Campo, continuing with its development strategy Medina 21 and betting again on the achievement of common achievements from the participation in European cooperation projects, started in September 2019 a participatory and integrated path through the framework of the **URBACT III iPLACE Project, in order to promote a more attractive ecosystem for entrepreneurship, as well as a sustainable economic development of the city.** This project, co-financed by the City Council of Medina del Campo and the European Regional Development Fund (ERDF), now concludes with this Integrated Action Plan, co-defined by its citizens. This action plan will guide the future of the city in the coming years regarding economic sustainable development.

2. OVERVIEW

Lead expert Wessel Badenhorst concluded in February 2020 the Baseline Study of the iPLACE Project. This project has involved ten cities across Europe and aims to jointly advance in the creation of economic niches that contribute to local development, focusing on entrepreneurship, the establishment of companies and sustainability.



The project is co-funded by the European Union's URBACT III territorial cooperation programme, which promotes integrated sustainable urban development in Europe.

The approach of the project is for partner cities to use the URBACT method to develop actions and measures that contribute to **create an attractive ecosystem for**

business start-ups and economic development initiatives, where sustainability is present. This initiative will consist of the following elements:

Collaboration of stakeholders in each city in a URBACT Local Group (ULG) which will include the implementation of actions that extend beyond the project period, as well as the continued development of related projects and programmes in a sustainable and integrated way;

Networking by ULG members and partners with other partner cities in the iPLACE Project and with other European cities and stakeholders during URBACT events;

Transnational exchange and learning between iPLACE Project partner cities during study visits, providing mutual support and assistance;

Involvement of citizens and stakeholders in the socio-economic activity of the municipality in the process of understanding and analysing the city's problems and developing initiatives and ideas for action;

Planning and design of integrated actions through the participation of the ULG in the knowledge and development of opportunities and challenges that help to promote entrepreneurial activity and the proliferation of businesses in the city, always taking into account citizen participation and focusing on social, economic and environmental development.



The iPLACE Project partner cities have carried out **integrated action plans focused on the creation of an ecosystem that fosters entrepreneurship** within their municipalities, thus contributing to revitalise the city's economy and its development. Those integrated action plans are in line with the objectives of the **EU Cohesion Policy 2014-2020**, specifically 3 objectives:

Objective 3: "Improving the competitiveness of small and medium-sized enterprises".

Objective 8: "Employment and labour market mobility, with particular emphasis on developing local skills and creative means to attract and retain labour in small cities".

Objective 1: Strengthening research, innovation and technological development, with emphasis on local good practice in smart manufacturing.

At the same time, it should be noted that Thematic Objective 3 will remain as priority in the new **Cohesion Policy 2021-2027**, with an emphasis on a "Smarter Europe" oriented towards innovation and support for small and medium-sized enterprises.

The partner cities of the project are the following:

City	Population
<u>Amarante (Portugal)</u>	53,336
<u>Gabrovo (Bulgaria)</u>	62,938
<u>Medina del Campo (Spain)</u>	20,416
<u>Saldus (Latvia)</u>	9,679
<u>Heerlen (Netherlands)</u>	86,832
<u>Kočevje (Slovenia)</u>	8,151
<u>Balbriggan (Ireland)</u>	21,722
<u>Grosseto (Italy)</u>	81,488
<u>Pori (Finland)</u>	83,676
<u>Pärnu (Estonia)</u>	39,605

All these European small cities are committed to cooperate in order to reinforce and valorize their economic niches, develop city conditions and structures for economic development and innovation, and be more prepared to support future economic crisis.

Exploring Medina's economic niche

Medina del Campo still faces a **demographic challenge** where its population is decreasing since 2010 (in 2010 Medina counted on 21,632 inhabitants and nowadays it counts on 20,416 inhabitants). This challenge is completely related to its economic and innovation dynamics and it represents the main challenge for the sustainability of the city.

In 2020, there were a total of 1,271 companies in the municipality of Medina del Campo, which represents a reduction of 2.83% with respect to the number of businesses existing 5 years before. Most of the business fabric of the town is dedicated to the service sector, however **the main sector for the creation of employment is industry** (41.7%) and, in particular, the food industry. On the other hand, the number of self-employed workers has also decreased by 6.47% since 2016, highlighting the difficulties for entrepreneurship in the town. In spite of this, Medina del Campo is the second main economic centre in the province of Valladolid, as in 2019, 84.20% of the affiliated workers contributed in the area of the provincial capital, while 6.20% did so in Medina del Campo.



The **economic and employment weight in Medina del Campo falls on 4 fundamental pillars**, two of them in the public sector and two in the private sector.

Within the **public sector**, the Town Council of Medina del Campo stands out and, above all, the presence of the hospital which employs more than 200 people, being the only one located outside the provincial capital.

Within the **private sector**, the company **Patatas Meléndez** stands out, employing more than 350 people, whose activity lies in the commercialisation of potatoes but also of other tubers. The volume of production exceeds 145,000 tonnes, making it the largest trader in Spain and the third largest in the whole of the EU. Without leaving the food sector, there are also other important companies that are national benchmarks for their production,

specialisation and innovation, such as **Ibersnaks**, which is the largest producer of crisps and snacks in the country, filling the shelves of many supermarkets, as well as the factory that **Grupo Bimbo** has in the town, specialising in industrial bakery, which employs almost 200 people.



Tourism also has its economic weight in the town due to the numerous heritage events held in the town, as well as its historic Renaissance architecture, cultural experiences and the opportunities for visitors to tour the wineries of the **Rueda Wine Route**, it is a great attraction, mainly for national tourism. All this makes it an outstanding tourist destination, especially for lovers of wine, history and traditions.



The Rueda D.O. is internationally renowned for the excellent standard of its wines made from the Verdejo grape, combined with winemaking processes that include night harvesting. In spite of strong competition, it can be said that it is nowadays the region that produces the best white wines in Spain.

Medina del Campo continues to be a good place for **commerce and leisure**. The town has the tradition of having long shopping hours, with the curiosity that it is open on Sundays but not on Thursdays. On the other hand, the restoration of the old food market has meant the creation of a reference point for gastronomy.



However, the **great economic crisis suffered from 2008** onwards led to an increase in unemployment, a reduction in wages and a loss of wealth which, to a greater or lesser extent, still persists today. However, the fact of having a diversified economy and jobs in several sectors favours greater resilience in the face of future challenges, such as the Covid-19 pandemic, which brought the economy to a standstill for weeks.



Furthermore, Medina del Campo has a **strategic location in the Atlantic Corridor and good communications**, where its train stations stand out (including its high-speed station and its traditional station that connects with cities such as Porto (Portugal) or Hendaye (France)) and its good communication with Madrid through the A6 highway.

All these elements are related, they make up **the economic niche of Medina del Campo** and the basis for the development of a dynamic environment for attracting investment, generating new businesses and promoting business competitiveness in the city. Medina del Campo, taking into account this basis and together with its citizens and stakeholders, should work on creating the necessary conditions for becoming a proper ecosystem for innovation and entrepreneurship.

In relation to this, Medina del Campo must bet on joining **the opportunity represented by the digital transition** and bet on its human capital, so that it becomes an attractive territory for investments and for the creation of new jobs, due to its talent and the possibilities offered by new smart technologies to companies.

Establishment of an URBACT Local Group

Medina del Campo already has the experience of having successfully participated in other URBACT project, **City Centre Doctor**, so it has in its URBACT Local Group (ULG) people committed to their city, as well as to the objectives and aims of the project, in order to boost the activity of the municipality. Therefore, its establishment took into consideration the sustainability of the already created group.

All this has undoubtedly been possible thanks to the work of the **Medina21 Forum**, which over the last two decades has created a culture in the city of active participation in the planning and development of social, economic and cultural development processes. The ULG represents a part of this Medina21 Forum and involves representatives of the city government, city staff, self-employed professionals, engineers, unemployed people, entrepreneurs, members of schools, associations, etc.

iPlace Process

On 25 June 2019, the URBACTIII Programme Monitoring Committee announced the approval of the iPlace Project. Participation in this project is helping to integrate new visions beyond those already planned within the multiple initiatives carried out by the City Council of Medina del Campo, which will result in the projection of an attractive ecosystem for business start-ups, the retention of talent and the settlement of companies.

The fact that it is a participatory project where all opinions are welcome, motivates the population to develop ideas and initiatives for their benefit. Moreover, the exchange of knowledge between the different project partners allows the implementation of actions that have already been successfully carried out in other cities.

The municipality of Medina del Campo has an active ULG, which continuously holds meetings to define important decisions and actions. Always taking into account the URBACT



Methodology for citizen participation, using qualitative and quantitative dynamic methods to obtain all the information that may be relevant.

ULG MEETING DATE	MAIN ACTIVITIES AND RESULTS
30 June 2020	Presentation by the Leader Expert of the Roadmap of the Integrated Action Plan and its main components
21 September 2020	Definition and planning to realise the ROADMAP
18 February 2021	Awareness of the project activity and ROADMAP. Hackathon to explore possible Small-Scale Actions
15 April 2021	Awareness of project activity. Continuation of group dynamics (Hackaton). Presentation of a possible Medina del Campo-Amarante collaboration. Announcement of the next project meeting in Pori and URBACT events.
17 May 2021	Planning of the idea generation phase and initial definition of the Small Scale Actions.
24 June 2021	Preparation of the online survey to get citizens' opinion. IAP status. Definition of Small Scale Actions
4 October 2021	Lead Expert visit to the city. Briefing on the status of the project. Analysis of the different points to be taken into account in the IAP. Visits to the facilities of the Simón Ruíz Economic Development Centre.

Learning and transnational exchange of good practice and experiences

The exchange with other partner cities has been a good opportunity for ULG and Forum Medina 21, in general, to pursue the following **learning objectives**:

- **To discover the actions and good practices** of other cities, which have been successful in the search for economic dynamisation through the attraction of talent.
- **To develop joint relationships with other cities** in the European framework with similar problems.
- To carry out **innovative actions**.
- To **gain experience** in order to continue promoting the development of the municipality through European projects and initiatives.



Simón Ruiz Business Development Centre

One of the best practices that Medina del Campo showed and shared with its partners is the empty building of impressive architecture that was the Hospital de Simón Ruiz built in the 16th century, which has been converted into the **Simón Ruiz Business Development Centre**. The revitalisation of this space is a milestone whose impact is expected to transcend the municipal sphere and become a true reference at provincial level.

The dimensions of this building make it an excellent setting for entrepreneurs to develop their ideas and talent in a dynamic and collaborative environment. The municipality's economic development team submitted a proposal for EU Operational Funds following the deliberations of a previous URBACT project, the City Centre Doctor project. The application was successful for the regeneration project, which has included facilities for conferences, small symposia and workshops, as well as teaching spaces for the technology innovation centre at the vocational school.

The **main objective has been to attract entrepreneurs from all over Spain and beyond to set up their businesses in this space and create an inspiring local community**. Throughout the URBACT City Centre Doctor project, members of the ULG and entities such as the University of Valladolid, the University of Newcastle (through the Rural Growth project) or the Santa María la Real Foundation analysed the potential and opportunities of this historic building, which was recently inaugurated during the visit to the city of the rest of the cities participating in the iPlace project.

Today this space is almost a reality and it already has facilities available for organising events, work meetings, etc. In addition, it has a digital infrastructure that offers services related to economic development such as training courses, online meeting rooms and information on entrepreneurship.





3.CITIZEN PARTICIPATION PROCESSES

Medina2030

In December 2020 and against the backdrop of achieving the **17 Sustainable Development Goals** proposed by the United Nations. A **macro-survey** was carried out among the citizens of Medina de Campo to define the actions to be carried out in the coming years. A significant number of questionnaires were collected, where participants had to choose from a series of predetermined options, always framed within the local sphere, and related to a theme. It is also necessary to highlight the context in which the survey was carried out, in the midst of a period of economic recovery due to the crisis caused by the Covid-19 pandemic.



Some of the most outstanding options within the areas related to the theme of this project have been:

- Promotion of the consumption of local and **zero-kilometre products**.
- Incentives for the **settlement of entrepreneurs**.
- Consolidation of Medina as an **intermodal logistics platform**.
- Measures to **support business exports**.
- Increase the number of specialities in the **Integrated Vocational Training Centre**.



A large part of the personal proposals revolved around the revitalisation of the municipality's economy, and making the town an essential point for the economic development of the region, due to its strategic location. Despite being a very important economic centre at provincial level, mainly due to industry, the loss of population and the exodus of young people is constant due to the lack of opportunities, which bodes poorly for the future of the town. Some of the suggestions made by the citizens of Medina del Campo are:

Encourage supply and consumption in the region both on **ecommerce platforms** and locally, promoting **circular economies** of investment, production, employment and consumption in the region.

Encourage and carry out an **active search for investments and entrepreneurs** that generate synergies with the current production in the area, generating a business fabric that complements and reinforces each other, giving real opportunities for new initiatives and investments that not only generate value for themselves but also reinforce existing businesses.

Medina is strategically located and has road and rail infrastructure that could allow it to develop as an **economy focused on the logistics sector**.

Providing Medina with a **business fabric** by actively attracting all newly established companies that hire a certain number of workers from the area.

The enhancement of all the **Cultural and Historical Heritage in an integrated tourist offer**, which contemplates the opening of spaces usually closed to tourism, with extended opening hours and the contracting of personnel.

Diversification of industry in various sectors, in order to prevent crises in the sector from affecting a large number of workers, as has happened in the past with the manufacture of furniture.

Promote an **agro-food or agro-industrial technology park**.

Support for the **web positioning of small businesses** in Medina.

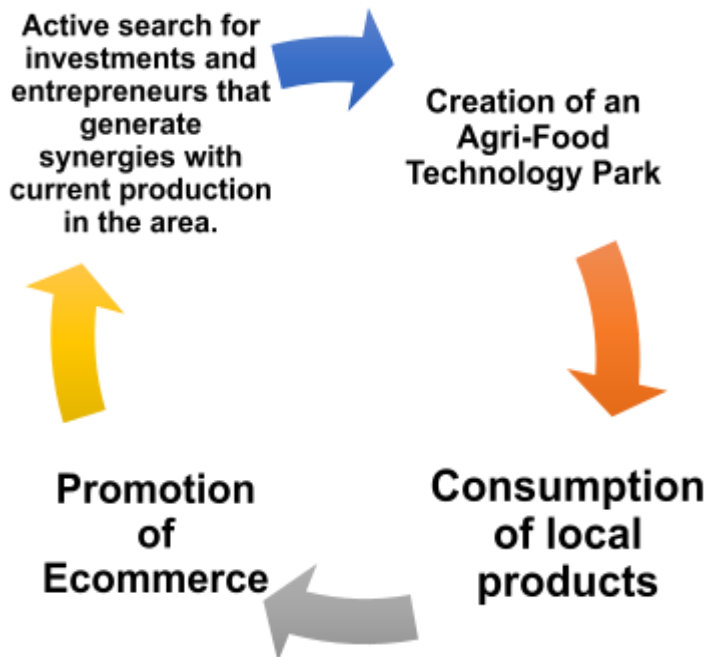
Creation of an **accelerator/business incubator** for technology-based companies.

Making it a requirement that the work team lives in Medina or its region.

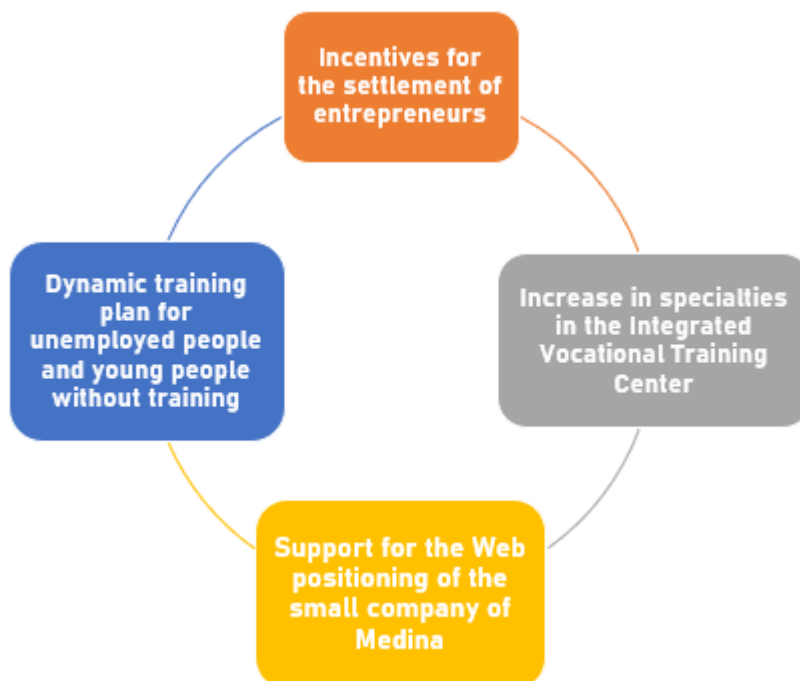
Create a dynamic **training plan for unemployed people and young people** without training.

By way of synthesis, the following outlines have been created, divided into thematic lines with the information resulting from the previous survey:

Circular economy



Support for entrepreneurship



Encouraging the creation and establishment of companies



Online survey

Between June and July 2021 a small survey was carried out in which very relevant information was collected from local workers about the needs and perspectives of the economy and the labour market of the municipality.

The questions were developed in three blocks:

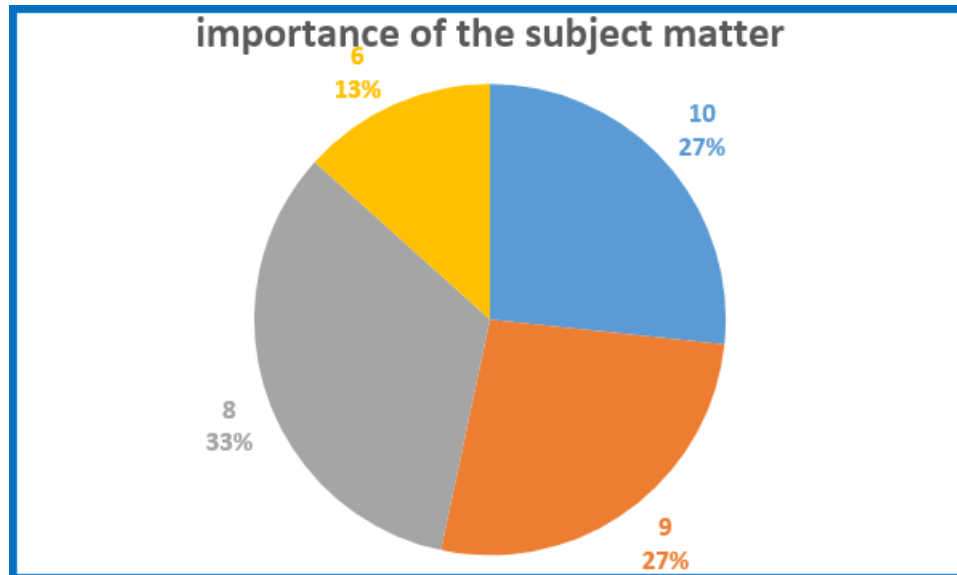
- A. Talent development
- B. Initiatives to support innovation and entrepreneurship
- C. Territorial resources

Development of talent

This section can be understood as the set of initiatives focused on **promoting the professional, creative and entrepreneurial development of the population of Medina del Campo**, so that they can develop their potential in the city through their work or their personal/professional projects and that these have a positive impact on the city.

Of all those surveyed, 27% gave full importance to this subject, with the same percentage being those who gave it a score of 9, and the majority, 33%, gave it an 8. The remaining figure corresponds to 13% of the sample, whose score is a 6. As can be seen, this is an

issue that is in demand by the population, as it is a major concern, especially for young people.



When asked about the **difficulties** that citizens perceive to prevent this initiative from being fully developed, several responses were received. If we summarise the results obtained, we can extract the following points:

- Lack of means to receive adequate **vocational training and support for entrepreneurship.**
- **Price of rents/quality** of premises.
- Lack of **motivation for young people** to stay in Medina del Campo.
- **Bureaucratic difficulties** in starting up and setting up your own business.

On the other hand, participants were asked to propose **actions** to tackle the above difficulties. The responses collected were as follows:

- **Better training and more support** for entrepreneurship.
- **Networking** at local government level.
- Actions for **young entrepreneurs.**
- Offer spaces similar to **incubators** in which mentoring work is carried out by experts in the corresponding subsectors of activity.
- **Training in financial aspects** and administrative processes.
- **Cheaper premises** for the first year of entrepreneurship.
- Include **specific training in the Simón Ruiz.**



Difficulties

- Lack of means to receive adequate vocational training and support for entrepreneurship.
- Price of rents/quality of premises.
- Lack of motivation for young people to stay in Medina del Campo.
- Bureaucratic difficulties when starting up and setting up your own business.

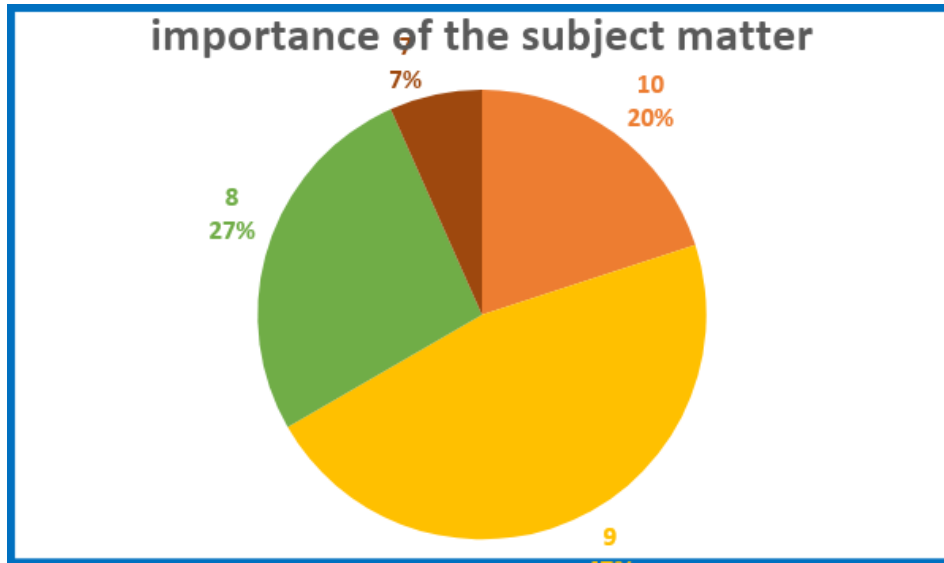
Actions

- Better training offer and more aid for entrepreneurship.
- Networking at the level of the commonwealth. Actions for young entrepreneurs.
- Offer spaces similar to incubators in which mentoring work is carried out by experts in the corresponding subsectors of activity.
- Training in financial aspects and administrative processes.
- Cheaper premises for the first year of entrepreneurship.
- Include specific training in the Simón Ruiz.

Initiatives to support innovation and talent

This section aims to address the set of spaces, structures and infrastructures, both public and private, available in the city of Medina del Campo to support and promote innovation and entrepreneurship in its urban context.

Of all those surveyed, 20% believe that this is a priority point for the economic development of the town. Incidentally, 46% give it an importance of 9 points out of 10, while 27% give it an 8. The remaining 7% think it is of lesser importance.



As in the previous case, the main existing issues perceived by those surveyed with respect to this topic were highlighted. The main conclusions are:

- There are **few infrastructures** and in some cases they are out of date with current needs.
- The existing ones are given very **little publicity**.
- Premises with **high rental prices**.

The interviewees were also able to express their proposals for improving the existing problems in this area. Some of the main ideas that emerged were:

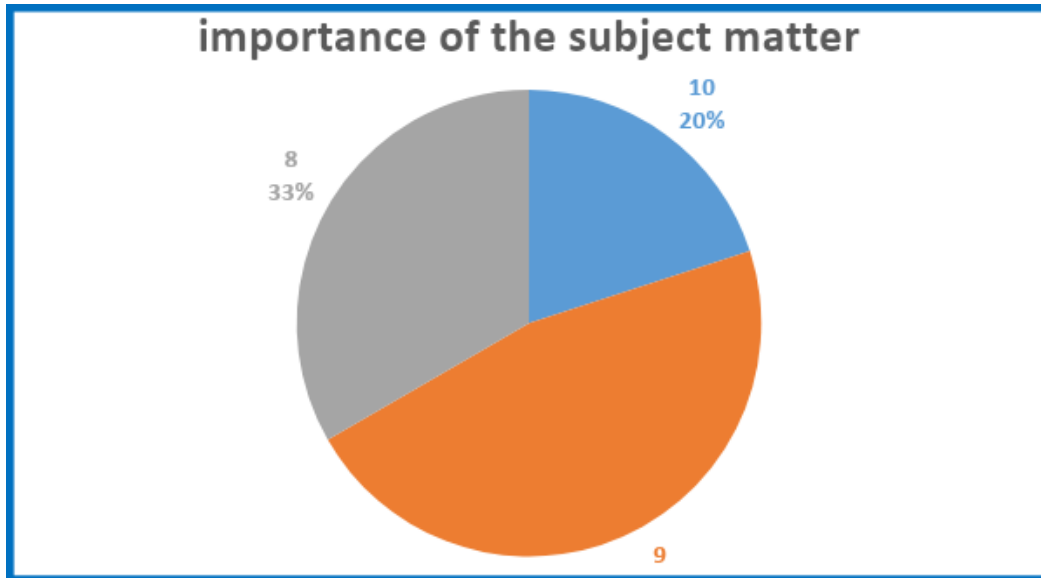
- Giving **greater visibility** and promoting existing resources.
- Creation of **more infrastructures**.
- Providing a more **central physical space for networking**.
- **Providing public spaces** for the first year of entrepreneurship.
- Detection of the **innovation needs of local companies and young entrepreneurs**.



Territorial resources

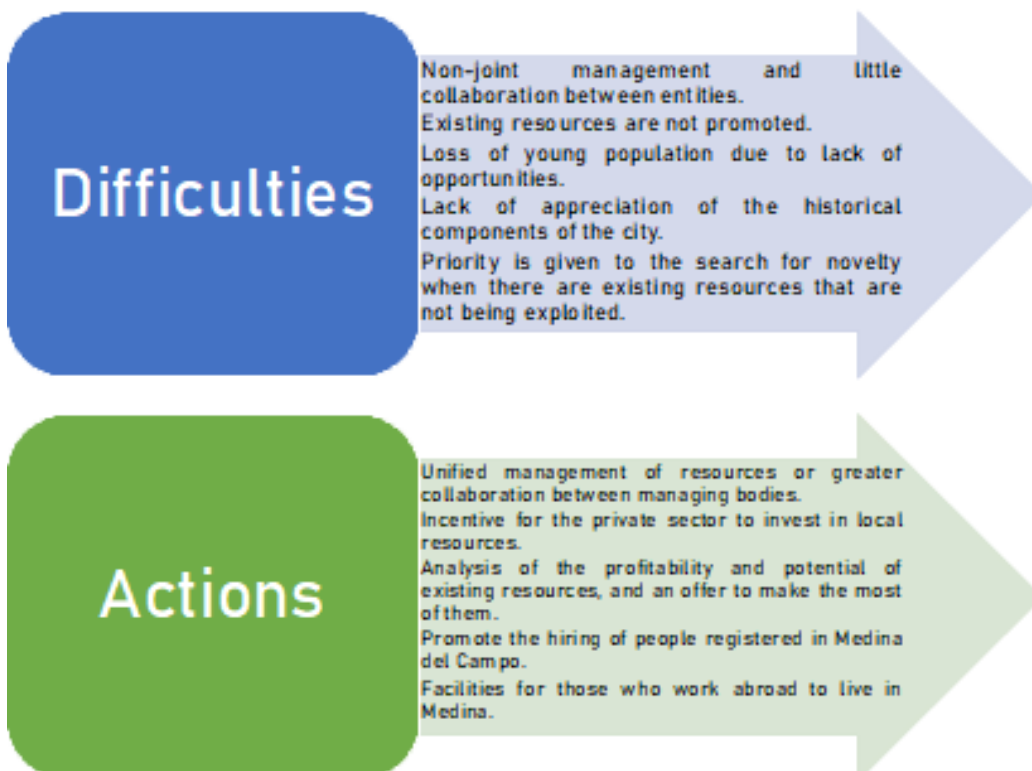
The aim of this section was to find out which of the **city's components (human or natural)** could be exploited for economic development and the development of innovation in Medina del Campo.

This is the question which was of greatest interest to the respondents, with 20% giving it the highest score and 47% giving it a preference of 9 out of 10. The remaining 33% gave it slightly less importance, 8 out of 10, but even so, the relevance of the themes provided is demonstrated in all cases.



Also for this theme, we asked about the **difficulties** perceived by the respondents for the development, implementation and current availability of the existing territorial resources in Medina del Campo. The main points raised were:

- Non-joint management and **little collaboration** between entities.
- **Existing resources** are not promoted.
- **Loss of young population** due to lack of opportunities.
- Lack of appreciation of the **historical components** of the city.
- Priority is given to the search for novelty when **existing resources are not being used**.



The interviewees were also able to express their **proposals** for improving existing problems in this area. Some of the main ideas that emerged were:

- **Unified management of resources** or greater collaboration between managing bodies.
- **Incentive for the private sector** to invest in local resources.
- Analysis of the profitability and **potential of existing resources**, and an offer to make the most of them.
- Promote the **hiring of people registered in Medina del Campo**.
- **Facilities** for those who work abroad to live in Medina.

Hackaton



On 18 February 2021 at the ULG Meet, a group dynamic was held to find out what **Small Scale Actions** could be carried out in the municipality in the following weeks. The activity consisted of a Hackathon, which consists of a common search for creative solutions to solve a goal or objective. The participants were divided into 3 groups and discussed for 25-30 minutes on ideas for small-scale actions in the three themes addressed by the project: a) Development of talent and entrepreneurial community; b) Local entrepreneurship infrastructure; and c) Territorial resources.



Group 1

The search for talent development actions focused mainly on finding initiatives that would **help young people and women to settle in the town**, in order to prevent them from moving to other cities. **Training activities** such as, for example, computer workshops focused on vocational schools, as well as more specific courses for the unemployed, were proposed.

On the other hand, in terms of **entrepreneurship infrastructure**, the creation of a centre for innovation in agri-food industries was proposed. An innovation centre and training provider on digital transition, focused both on SMEs and citizens, was also proposed.

The last theme focused on **agri-food resources** and how to enhance them through **new technologies**. He also highlighted the possibility of applying for new national and EU funds to encourage these ideas. Such as the fact of reinforcing more international professional internships in Medina del Campo thanks to programmes such as Erasmus Plus.

Group 2

For the development of talent this group proposed to **establish synergies between regional vocational schools and local companies** for the training of young people in furniture design and digital tools applied to the furniture industry.

It was also proposed to encourage the creation of a **cooperative or association of companies for private training** and to create **new furniture companies** that will collaborate to reduce manufacturing costs and achieve more competitive furniture awards. Ultimately, what these initiatives aim to do is to move towards a circular economy.

Group 3

In terms of entrepreneurial infrastructure, this group considered that Medina del Campo has a good quality infrastructure to support entrepreneurship, but there is a need to **improve the content of this infrastructure**. Specifically, it is committed to **improving VET training** and adapting it to the real needs of society and the city's economic sector. It was proposed to create an **inventory of professional competences needed by local companies** and to relate it to the VET offer. In this sense, this group highlights the previous experience with the School of Wine Tourism, which was a private initiative born out of a real need in Medina del Campo. This group also highlights the importance of **collaboration between companies and Vocational Training schools** and also the important role of the Town Council, to develop all together the courses and contents of Vocational Training.

Subsequently, at the ULG Meet held on 15 April 2021, this group dynamic was held again to continue gathering ideas for the generation of Small Scale Actions. In this case, the

participants were divided into 2 groups and discussed for 25-30 minutes on the previous results and defined new specific ideas for the three thematic lines previously established.

- Elaboration of an **inventory of professional competences** that local companies could demand in order to establish relations with the Vocational Training offer.
- Information: **online training pills** on different topics.
- **Dissemination materials** (infographics, publications, videos, etc.) on topics that could be relevant for entrepreneurs, e.g. number of empty spaces, activities, etc.



- Creation of an **information/advice point** that will provide information on EU opportunities for SMEs, young people, associations, etc.
- Continuously updated **database of local initiatives**. They will be good examples, bad examples, already implemented, ideas, etc. All this information will help new entrepreneurs who want to start new initiatives.
- **Database on the local needs of entrepreneurs**, information on the services that businesses need, information on what kind of businesses already exist in the city.
- ULG members expressed their interest in having a continuous update of all databases and aiming more at the research process and method, rather than a final database that is not updated in the medium term.
- **Talent web portal**. Web portal where local young people, creative people, experienced professionals, companies, etc. can be found. This will be a portal where all those interested will be able to find other people to collaborate with.
- Medina Shopping Platform expressed its support and offered its infrastructure for all these platforms and services.



4. A STRATEGIC APPROACH FROM THE BEGINNING

The Town Council of Medina del Campo began the new millennium with the creation of the Local Development Service and the implementation of sectoral development plans which have marked a trajectory of intense work and have been the necessary seed for the municipality to be able to participate in European projects of different kinds.

In 2000, the Town Council created the Local Development Service which, during its first two years, implemented four strategic lines of planned development: **Local Agenda 21**, the Programme for the Promotion of Self-Employment, the Plan for the Promotion of Tourism and the Open Commercial Centre. Two years later, the Local Agenda 21 was already in place, a strategic action plan, agreed with all the inhabitants through a participatory process to move towards the sustainable development of the municipality. This plan included a set of indicators that addressed, among other areas, the unemployment rate by gender, economic activity licences, the environmental management systems of companies and the licences granted for building renovation. In 2004, aware of the importance of employment in achieving local sustainability, Medina del Campo Town Council created, as a work area of its **Local Agenda 21**, the **Local Action Plan for Employment (PALE)**, based on 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**, thus becoming the first municipality to conclude the strategic planning phase of an experience of this type developed in Spain. The Capacity project would be one of the first contacts of the municipality with European programmes and initiatives. It is a planning 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: Amaroússion and Kalithea (Greece), Hannover and Heidelberg (Germany), Calviá (Spain) and Helsingborg (Sweden).

After a first phase of strategic interventions in the municipality in which criteria of sustainability 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, by generalising the good practices implemented during the previous years, 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 the different programmes currently being developed by Medina del Campo Town Council have emerged. Medina 21 has already implemented two programming periods (2007-2011 and 2011-2016), and is currently in the third (2016-2021) which includes, for the first time, a transversal and integrated line of work called Medina 21 Europe, in which several European cooperation projects have been carried out.

Within the **INTERREG EUROPE** programme, the Rural Growth project was carried out with the aim of improving support policies for small and medium-sized tourism enterprises in rural areas, through the Visitor Economy and by stimulating innovative and green solutions.



Within this initiative, the [Plan to Combat Depopulation in Medina del Campo](#) and the region was launched, in order to tackle one of the main problems currently faced by rural populations. On the other hand, the **City CentreDoctor** project is framed within the **URBACT III** programme whose objective was to revitalise the urban centre through the participative methodology of this European programme. Also within the Europe for citizen programme, the Europoly project was carried out to create a network of cities that promotes the participation of young people and their social inclusion in order to fight Euroscepticism. Currently, there are links with more than 25 European cities, which allows synergies

to be exploited to improve the development strategy and promote Medina and its resources at an international level.



The commitment to sustainable development in Medina del Campo continues to be continually renewed. The municipality is currently involved in the strategic plan **Medina2030**, a commitment that aims to continue with the same dynamic carried out until now, to achieve the **17 Sustainable Development Goals**, proposed by the United Nations Organisation. This plan consists of numerous actions that have been sponsored and voted for by the citizens of the town, marking the development of the town for the coming years.

Small Scale Actions



Following the ULG Meet held on 15 June 2021, it was proposed to implement two of the small-scale actions that had previously been proposed in the two Hacktones held.



Online training pills for young entrepreneurs.

The first of the initiatives adopted was the implementation of small online training classes aimed at instilling **business knowledge in young local entrepreneurs** who have recently completed their Vocational Training studies in Medina del Campo, or other higher education studies. In this way, the aim is to provide them with the first tools to be able to start up and form a business in the town.

Data collection and research methodology

One of the actions that emerged from the Hackathon was to create a web platform that would include up-to-date information on the needs of companies, the needs of new entrepreneurs, information on the human capital of Medina del Campo or on spaces, public services for entrepreneurs, etc. However, in many cases, obtaining this information is not very efficient, so it is necessary to test new forms of data collection that can help to keep all this information up to date in a simple way. The small-scale action would be to propose and put this methodology into practice, with an **initial search for information on the human capital needs of companies in Medina del Campo** in relation to the skills of their workers. In order to obtain information that will help to improve the formal and non-formal training of future workers.

5. FOCUS AND OBJECTIVES

Problems and Obstacles

As has been shown above, there are different barriers that make it difficult for Medina del Campo to be an attractive node for business development and for attracting investors and entrepreneurs. Some of these **vulnerabilities** are listed below:

Vulnerability	Problems and obstacles
COVID-19	The current economic climate has paralyzed business developments and investments but opens the door to digital alternatives.
Education and training	Lack of education and training about entrepreneurship and creativity. Lack of training adapted to the real needs of local businesses.
Infrastructure and services	Rising rental prices are preventing the development of more traditional businesses. Already existing entrepreneurial services and structures that are not well valorized. The city needs to adapt to current times regarding digital transition and green deal.
Demography	Despite being the main town in the area, it continues to lose population and its demographic structure is aged year by year.
Youth	Young people emigrate to other cities to study and do not return once they have completed their studies. Youngsters don't find opportunities for professional and life development.
Location and logistics	The location of the town for logistics is privileged, but also not well valued.
Institutional support	The City Council intends to promote economic development but needs more support at other different scales and sectors.

Urban challenges

After defining the main barriers, the ULG defined the urban challenges for the economic, employment and social development of Medina del Campo. For this purpose, citizen participation was very useful to know the **needs, potentials and urban challenges** of the town:

Need	Potentiality	Urban Challenge
<p>Improve citizen participation, multisectorial collaboration and better communication and collaboration with stakeholders</p>	<p>The reputation, experience and expertise of the Medina del Campo Town Council in civic participation, undertaking planning and development initiatives, including European projects.</p>	<p>The challenge will consist of incorporating some strategic partners, such as companies, universities and public administrations in the process and improve the collaboration with them;</p>
<p>Stop losing population and youth emigration</p>	<p>The city could be an attractive place to live with a variety of cultural experiences, services offered, good connections, and community engagement so that residents really develop a strong sense of identity and belonging.</p>	<p>To maintain the population and attract new residents, especially young people. Improving youth skills and capacities for creating businesses and new jobs. Promoting connections between local businesses and local young professionals.</p>
<p>Reducing unemployment rates, specially youth unemployment</p>	<p>The city counts on spaces and services to promote entrepreneurship and business development as the Simon Ruiz Economic Development Centre or the Business incubator managed by the Chamber of Commerce; The city counts on already existing structures and facilities for business development;</p>	<p>It is necessary to encourage the creation of new companies and businesses, creating a favourable space for entrepreneurship. To make the old Simón Ruiz Hospital a reference centre for economic development, as well as being a centre for technological innovation; To reinforce business services and infrastructures;</p>
<p>Adapt Medina del Campo to the current challenges about Economic Development as digital transition and green deal</p>	<p>Medina del Campo is in a good position to nurture creativity and, therefore, curiosity and imagination, which are all essential personal qualities that make people innovative in their work and business.</p>	<p>A commitment to new technologies and new green deal, and to creating an environment conducive to creativity and the development and implementation of ideas. Supporting talent, innovation and R+D.</p>
<p>The revival of the municipal economy after the COVID19 pandemic must be based on greater business diversification.</p>	<p>The location of Medina del Campo makes it an ideal place for the installation of logistics transport fleets. There is a business action group in Medina del Campo which advocates the location of Medina del Campo in the Atlantic rail corridor. Campo on the Atlantic rail corridor linking France and the rest of Europe with Spain.</p>	<p>Digital technologies and a well-skilled population could dynamize challenges such as the dry port in Medina, Economic Development Centre Simón Ruiz or the Specialization of the Industrial Areas.</p>

Vision

By the year 2030 we hope that Medina del Campo will be a **city full of opportunities to develop any business initiative**. SMART technologies and a strong entrepreneurial community makes Medina del Campo a reference point, both regionally and nationally, that attracts entrepreneurs and investors full of talent and ideas that contribute, not only to improving the economy of the town, but to society as a whole. Young people will no longer have to emigrate to other places, as they will be able to develop their projects in their own locality. There will be more added value in industrial manufacturing production, supported by skilled human resources and technologies, which will contribute to the development of a circular economy involving many companies and businesses in the municipality.

Objectives

After 2008's crisis and after COVID-19 pandemic, the main objective that motivates Medina del Campo to participate in this European project, is **to explore and define the necessary actions to prepare its city for an economic sustainable development, improving the skills of its professionals and entrepreneurs, and the conditions of the city to make it more resilient to present and future crises**. Based on this, the project specific objectives that the ULG has agreed for this Integrated Action Plan are:

- Improve and consolidate a participative and network system in Medina del Campo, regarding economic sustainable development;
- Improve the city's capacity to develop and retain talent and attract new professionals and entrepreneurs to Medina del Campo;
- Improve the territorial conditions of Medina del Campo for innovation, business development and the creation of new jobs;
- Promote the creative and entrepreneurial culture among its citizens;
- Promote SMART technologies and digitalization to facilitate business development and entrepreneurship;



6. ACTIONS AND TIME SCHEDULE

The actions to be carried out have been defined on the basis of the urban challenges proposed by the ULG. The actions will be implemented in different timeframes over the coming years.

6.1. ACTION PLAN

1. DIGITALIZATION

Context:

In the current context, information is positioned as a precious asset when making business decisions in a territory. Having realistic information on topics as diverse as human capital, land prices or the number of nearby companies with which to collaborate can lead to sound decision-making for companies or public authorities. In this sense, Medina del Campo wants to bet on SMART technologies, so that companies and different socioeconomic actors can convert all the existing information about the territory into knowledge that helps them in decision-making.

1.1. DASHBOARD

Action and results

Dashboard to manage local information regarding economic development, entrepreneurship and human capital. This digital service will offer up-to-date information on the main issues that influence business decision-making and will have applications to plan such decision-making.

Context

This Dashboard initiative responds to a need detected during the different meetings of the ULG. In addition, it arises from the learning produced during the iPLACE project and specifically, inspired by experiences such as that of Amarante (Portugal) or Kocevje (Slovenia) when it comes to attracting talent or companies, thanks, among other things, to the City Council's ability to facilitate information to potential new companies. In addition, as a result of joint learning, the example of the Dublin City Council and its dashboard <https://www.dublindashboard.ie/> emerged. It should be noted that Medina del Campo has

had a socio-economic observatory for years that provides socio-economic data of the city in pdf.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Technology Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

1.2. CREATION OF A DATABASE / REPOSITORY ON SUCCESSFUL EXPERIENCES

Action and results

Creation of a database / repository with local experiences of success, good practices and stories of local entrepreneurs that help and inspire new entrepreneurs.

Context

Within the Medina del Campo strategy of converting information into knowledge, it is intended to implement a research work that leads to a database that can be easily managed in the different dissemination channels of the City Council and also, can be easily managed to future projects to promote the culture of entrepreneurship. In addition, the inhabitants of Medina will be able to count on information to help them learn from the mistakes and successes of entrepreneurs like them.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

1.3. INVENTORY OF PROFESSIONAL SKILLS DEMANDED BY COMPANIES

Action and results

Creation of an inventory of the skills that companies can demand from professionals, in order to be able to relate it to job seekers and to offers of professional training or non-formal training;

Context

This initiative arises from the concern that many companies have when it comes to finding human capital according to their needs. This inventory could help to improve the supply of formal and non-formal vocational training. In addition, this inventory could help young people from other localities who meet some of the requirements or characteristics described in that inventory to go to Medina del Campo in search of employment. It is intended that this research work is done through qualitative techniques based on meetings with the entrepreneurs themselves, with the aim of establishing direct communication channels with them, and being able to update said information periodically, and with a reduced investment of means.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2023-2027

1.4. INVENTORY ON EXISTING HUMAN CAPITAL IN THE CITY

Action and results

Create an inventory of human capital and existing talent in Medina del Campo, in order to facilitate the search for workers or the search for collaborators for business projects.

Context

This initiative would serve in order to better understand the existing talent in Medina del Campo, in order to plan possible hires, business developments, collaborations, but also in order to promote initiatives related to professional training, etc. It is an initiative based on research that seeks to provide information to the economic agents of the territory. It is intended that this research work is done through qualitative techniques based on meetings with the entrepreneurs themselves, with the aim of establishing direct communication channels with them, and being able to update said information periodically, and with a reduced investment of means.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2023-2027

1.5. APPLIED RESEARCH FOR THE ATTRACTION OF COMPANIES TO MEDINA

Action and results

Research about possible companies that are seeking to locate in territories similar to Medina del Campo and analysis of the needs they have and demand.

Context

Medina del Campo also wants to know the needs of potential companies that could be located in its territory and for this, it wants to bet on investigating what companies demand when locating in places like Medina del Campo, in order to be able to propose initiatives according to these needs and be able to attract them to your locality. Medina del Campo wants to offer an image of an open and welcoming territory for companies that want to locate in its territory and for this it wants to offer them answers to their questions and needs.

Lead agency

Medina del Campo Town Hall

Key partners

Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2023-2027

1.6. STRENGTHENING SUPPORT SERVICES FOR ENTREPRENEURS

Action and results

Strengthen the support services for existing entrepreneurs in Medina del Campo by providing more resources that are related to a greater offer of support services and a greater promotion of them.

Context

Medina del Campo has support services for entrepreneurs but on some occasions they are little known because they do not have enough promotion. Likewise, these entrepreneurial support services could be in charge of managing part of the information and initiatives described in this Integrated Action Plan, as long as they have more resources.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Entrepreneurs Association
Finance & Resources	Recursos propios del Ayuntamiento de Medina del Campo.
Timeline	2023-2027

2. Training and talent development

Context:

Medina del Campo wants to bet on local talent and wants to promote the development of the personal and professional skills of its inhabitants. For this, it wants to continue betting on non-formal training as a complement to the regulated training offered by the different educational institutions in the city and also wants to continue promoting improvements in regulated education. In this sense, Medina del Campo intends to continue betting on the development of specialised professional training (as it did by promoting the Higher School of Enotourism) according to the needs of the territory.

2.1. COMPLEMENTARY ONLINE TRAINING

Action and results

Development of complementary online training, in collaboration with educational centers such as the Integrated Professional Training Center, the University of Valladolid or the Higher School of Enotourism of Valladolid, in order to offer complementary training courses for professionals and entrepreneurs.

Context

After the pandemic caused by COVID19, online training has become widespread through courses, webinars, video conferences, etc. The Medina del Campo City Council developed its own online training platform, linked to the Simón Ruíz Economic Development Center and which during 2020 and 2021 has offered a variety of online training activities. In this way, the Medina del Campo City Council wants to bet on continuing to develop complementary online training that offers quality training possibilities for the inhabitants of Medina. In this way, through online training, some geographical barriers linked to face-to-face training and the availability or not of Universities and other types of educational centers in the territory would be eliminated.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2023-2027

2.2. PROMOTION AND SUPPORT FOR THE DEVELOPMENT OF TRAINING INITIATIVES

Action and results

Promotion and support for the development of training initiatives related to professional training and talent development.

Context

The Medina del Campo City Council has experience promoting training activities and collaborating with different entities and institutions when organizing congresses, seminars, courses, etc. Likewise, the Medina del Campo City Council was one of the promoters of the private initiative "Escuela Superior de Enoturismo de Valladolid", which was the second school in Spain in training linked to wine tourism. In this sense, Medina wants to continue to support this type of initiative, promoting networking between the different agents involved and offering a facilitating role in all these processes.

Lead agency

Medina del Campo Town Hall

Key partners

Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2022-2027

2.3. SPECIFIC TRAINING FOR THE PROMOTION OF FEMALE ENTREPRENEURSHIP

Action and results

Development of non-formal training programs to promote female leadership and entrepreneurship, in collaboration with local companies.

Context

Within the framework of the Equality Plan of the city of Medina del Campo, Medina del Campo wants to promote female leadership and entrepreneurship, as a strategy to promote female talent in the city. Rural women tend to have a greater difficulty finding employment in rural and industrial economies, which influences greater emigration to large service centers such as Madrid or Valladolid. Medina del Campo wants to bet on the promotion of female entrepreneurship as an alternative to female unemployment and as an engine for the generation of new economies in the city.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

2.4. SPECIFIC TRAINING FOR POLITICIANS AND MUNICIPAL TECHNICIANS

Action and results

Organization of training courses on entrepreneurship and economic development for municipal politicians and technicians

Context

This type of training will help municipal politicians and technicians to be more open to innovation processes and to better understand initiatives and policies related to issues such as economic development or the promotion of entrepreneurship.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

3. DEVELOPMENT OF ONLINE PLATFORMS

Context:

Medina del Campo wants to bet on online platforms that contribute to the digitization of its entrepreneurial ecosystem. These digital platforms will contribute to improving the services offered by the city to its companies. Especially in times of pandemic.

3.1. PROMOTION OF E-COMMERCE

Action and results

Promotion of online commerce through the development and enhancement of the Medina Shopping platform.

Context

Medina del Campo has had a platform for online commerce called Medina Shopping since 2017. This platform, promoted by the private initiative, has been maintained over time and during the pandemic it was supported by the Medina del Campo City Council as a strategy to face the quarantine and mobility restrictions generated by the COVID19 pandemic. This produced an increase in adhered companies. In addition, during 2020 new applications have been developed with services such as gamification or 3D recreations. The idea of the Medina del Campo City Council is to continue betting on this type of platform that facilitates the option of online commerce to improve the experiences of customers and companies.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

3.2. PROMOTION OF THE ONLINE PLATFORM LINKED TO CDE SIMÓN RUÍZ

Action and results

Creation of an e-Simón Ruíz brand image, identified by all citizens that serves to promote the activities and services linked to the CDE Simón Ruíz online platform. Development of a promotional campaign linked to said march.

Context

The Simón Ruíz Economic Development Center has an online platform that offers services such as training, information, online meeting rooms, etc. This platform was widely used during the most restrictive times of the pandemic, when digital activities were much more present. The aim of this initiative is to value said platform through a brand image and through actions focused on its promotion.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

3.3. INFORMATION AND AWARENESS CAMPAIGN TO LOCAL COMPANIES ABOUT DIGITALIZATION

Action and results

Organization of conferences and informative activities to raise awareness of local companies towards digitization.

Context

Medina del Campo wants to bet on the digital transition as a strategy to increase the competitiveness of its business fabric. Above all, in the current situation of social distancing and uncertainty. New technologies can offer companies the possibility of having more information, being able to better plan their resources, being able to improve communication with their potential clients and also being able to offer new experiences and services.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2022-2027

3.4. INCENTIVE CAMPAIGN FOR THE DIGITALIZATION OF LOCAL COMPANIES

Action and results

Providing incentives for digitalization to local businesses by open calls.

Context

Medina del Campo wants to bet on the digital transition as a strategy to increase the competitiveness of its business fabric. Above all, in the current situation of social distancing and uncertainty. New technologies can offer companies the possibility of having more information, being able to better plan their resources, being able to improve communication with their potential clients and also being able to offer new experiences and services.

Lead agency

Medina del Campo Town Hall

Key partners

Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2023-2027

4. ENTREPRENEURSHIP CULTURE

Context:

Medina del Campo aims to promote the entrepreneurial and creative spirit in the local society. In this way, the local population will be more used to generating business ideas and creating cultural initiatives.

4.1. URBAN SPACE: URBAN FURNITURE AND INFORMATION PANELS

Action and results

Distribution of physical information panels to publicize the entrepreneurial support services and the economic development of the city. These panels will have QR codes that will link with the different applications of the city for online commerce, local development services, e-Simón Ruiz platform, etc. These information panels may include information related to the entrepreneurial culture of the city. For example, information related to the economic history of the city.

Context

This is a campaign to disseminate the different services promoted from Medina del Campo and included in the iPLACE action plan, through information panels that will be distributed throughout the urban space. Combining it with other information related to the entrepreneurial culture.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2023-2027

4.2. URBAN SPACE: AWARENESS THROUGH URBAN ART

Action and results

Promotion of entrepreneurial culture through urban art. Organization of contests of Street Art, Murals, Performances, Video Mapping, etc. These creative expressions will be linked to the economic history of the city and the promotion of the entrepreneurial spirit.

Context

This action is intended to promote the creative and entrepreneurial spirit of Medinense society. This initiative was inspired by other member cities of the iPLACE project such as Grosseto or Heerlen and it is intended to follow their example when organizing art competitions, etc. In addition, Medina del Campo has a long history organizing events of a cultural nature linked to its historical heritage, such as Video Mapping festivals.

Lead agency

Medina del Campo Town Hall

Key partners

Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2023-2027

4.3. PROMOTION OF THE CULTURE OF ENTREPRENEURSHIP FROM SCHOOL

Action and results

Awareness-raising actions and approach to the culture of entrepreneurship from school through informative material and extracurricular activities.

Context

Inspired by the experience of Kocevje (Slovenia), Medina del Campo wants to start with the promotion of the creative and entrepreneurial spirit from an early age. Medina will facilitate the creation of informative material and the organization of extracurricular activities aimed at the school public. These activities can be events, workshops, games, etc.

Lead agency

Medina del Campo Town Hall

Key partners

Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2023-2027

4.4. CAMPAIGNS TO PROMOTE INNOVATION IN LOCAL COMPANIES

Action and results

Organization of activities to promote innovation among local companies. These activities can range from conferences to the organization of local awards for innovation.

Context

The Medina del Campo City Council wants to promote innovation among local companies and highlight the good examples of local companies so that they serve as inspiration for other companies.

Lead agency

Medina del Campo Town Hall

Key partners

Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2022-2027

5. ENTREPRENEURIAL COMMUNITY AND PARTICIPATION

Context:

This block aims to create intangible structures that promote collaboration between the different socioeconomic agents and the different stakeholders that are part of the entrepreneurial ecosystem, for the benefit of the territory.

5.1. CREATION OF A CITIZEN PARTICIPATION FORUM FOR MONITORING THE PLAN

Action and results

Creation and reactivation of a forum for citizen participation to monitor the execution of the plan

Context

According to the previous experience of the city of Medina del Campo with its Medina 21 Economic Development Plan, it is intended to reinforce this participation structure, involving the different socioeconomic agents, in order to monitor the implementation of the plan.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

5.2. FACILITATION OF SPACES FOR MEETING, MEETING AND WORKERS IN SIMÓN RUÍZ

Action and results

Promotion and facilitation of spaces for the meeting, meeting and work of the entrepreneurial community in the CDE.

Context

Medina del Campo has different spaces set up for meetings and work. The new CDE Simón Ruíz offers many spaces that can be used for the entrepreneurial community to meet or

network, even using their spaces as workshops. The CDE Simón Ruiz has already hosted events at the local, regional and even national level.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

5.3. CAMPAIGNS TO PROMOTE ASSOCIATION AND NETWORKING

Action and results

Organization of activities to promote associations between entrepreneurs and networking

Context

The Medina del Campo City Council wants to encourage associations and networking in order to promote good communication and collaboration between all socioeconomic agents and between the different agents of the city's entrepreneurial ecosystem. Medina del Campo already has good experiences in associationism such as the Medina del Campo Entrepreneurs Association or the Rueda Wine Route.

Lead agency	Medina del Campo Town Hall
Key partners	Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.
Finance & Resources	Own resources of the Medina del Campo City Council.
Timeline	2022-2027

5.4. PROMOTION OF NETWORKING WITH OTHER TERRITORIES

Action and results

Promotion of projects and initiatives for networking with other territories

Context

Due to the good experience of Medina del Campo working with other territories at a regional, national and European level, this line is proposed as a strategy to continue learning from other cities and obtaining collaborations for future projects that may bring benefits for the city.

Lead agency

Medina del Campo Town Hall

Key partners

Chamber of Commerce, Association of Entrepreneurs, Individual Entrepreneurs, Integrated Professional Training Center, University of Valladolid.

Finance & Resources

Own resources of the Medina del Campo City Council.

Timeline

2022-2027

6.2. CALENDAR

Action	2022	2023	2024	2025	2026	2027
1.1 DASHBOARD						
1.2 CREATION OF A DATABASE / REPOSITORY ON SUCCESSFUL EXPERIENCES						
1.3 INVENTORY OF PROFESSIONAL SKILLS DEMANDED BY COMPANIES						
1.4 INVENTORY ON EXISTING HUMAN CAPITAL IN THE CITY						
1.5 APPLIED RESEARCH FOR THE ATTRACTION OF COMPANIES TO MEDINA						
1.6 STRENGTHENING SUPPORT SERVICES FOR ENTREPRENEURS						
2.1 COMPLEMENTARY ONLINE TRAINING						
2.2 PROMOTION AND SUPPORT FOR THE DEVELOPMENT OF TRAINING INITIATIVES						
2.3 SPECIFIC TRAINING FOR THE PROMOTION OF FEMALE ENTREPRENEURSHIP						
2.4 SPECIFIC TRAINING FOR POLITICIANS AND MUNICIPAL TECHNICIANS						
3.1 PROMOTION OF E-COMMERCE						

3.2 PROMOTION OF THE ONLINE PLATFORM LINKED TO CDE SIMÓN RUÍZ						
3.3 INFORMATION AND AWARENESS CAMPAIGN TO LOCAL COMPANIES ABOUT DIGITALIZATION						
3.4 INCENTIVE CAMPAIGN FOR THE DIGITALIZATION OF LOCAL COMPANIES						
4.1 .URBAN SPACE: URBAN FURNITURE AND INFORMATION PANELS						
4.2. URBAN SPACE: AWARENESS THROUGH URBAN ART						
4.3 PROMOTION OF THE CULTURE OF ENTREPRENEURSHIP FROM SCHOOL						
4.4 CAMPAIGNS TO PROMOTE INNOVATION IN LOCAL COMPANIES						
5.1 CREATION OF A CITIZEN PARTICIPATION FORUM FOR MONITORING THE PLAN						
5.2 FACILITATION OF SPACES FOR MEETING, MEETING AND WORKERS IN SIMÓN RUÍZ						
5.3 CAMPAIGNS TO PROMOTE ASSOCIATION AND NETWORKING						
5.4 PROMOTION OF NETWORKING WITH OTHER TERRITORIES						

7. INDICATORS

7.1. Result indicators

Specific objectives	Result indicator
Improve and consolidate a participative and network system in Medina del Campo, regarding economic sustainable development.	- Number of stakeholders participating in civic participation processes.
Improve the city's capacity to develop and retain talent and attract new professionals and entrepreneurs to Medina del Campo.	- Number of young entrepreneurs in Medina del Campo.
Improve the territorial conditions of Medina del Campo for innovation, business development and the creation of new jobs.	- Number and quality of services for the creation and development of new businesses.
Promote the creative and entrepreneurial culture among its citizens.	- Number and impact of initiatives for promoting entrepreneurial and creative spirits among local citizens.
Promote SMART technologies and digitalization to facilitate business development and entrepreneurship.	- Number and impact of initiatives for promoting SMART technologies and digitalization.

7.2 Output indicators

Action	Indicator
1.1 DASHBOARD	Dashboard created
1.2 CREATION OF A DATABASE / REPOSITORY ON SUCCESSFUL EXPERIENCES	Database on successful experiences created
1.3 INVENTORY OF PROFESSIONAL SKILLS DEMANDED BY COMPANIES	Inventory of professional skills demanded by companies
1.4 INVENTORY ON EXISTING HUMAN CAPITAL IN THE CITY	Inventory of existing human capital in the city
1.5 APPLIED RESEARCH FOR THE ATTRACTION OF COMPANIES TO MEDINA	Results report about applied research
1.6 STRENGTHENING SUPPORT SERVICES FOR ENTREPRENEURS	Number and quality of support services for entrepreneurs
2.1 COMPLEMENTARY ONLINE TRAINING	Number and quality of online training
2.2 PROMOTION AND SUPPORT FOR THE DEVELOPMENT OF TRAINING INITIATIVES	Number of promotion initiatives
2.3 SPECIFIC TRAINING FOR THE PROMOTION OF FEMALE ENTREPRENEURSHIP	Number and quality of training activities
2.4 SPECIFIC TRAINING FOR POLITICIANS AND MUNICIPAL TECHNICIANS	Number and quality of training activities
3.1 PROMOTION OF E-COMMERCE	Number of promotion activities
3.2 PROMOTION OF THE ONLINE PLATFORM LINKED TO CDE SIMÓN RUÍZ	Number of promotion activities

3.3 INFORMATION AND AWARENESS CAMPAIGN TO LOCAL COMPANIES ABOUT DIGITALIZATION	Number of awareness actions
3.4 INCENTIVE CAMPAIGN FOR THE DIGITALIZATION OF LOCAL COMPANIES	Number of incentive actions
4.1 .URBAN SPACE: URBAN FURNITURE AND INFORMATION PANELS	Number of panels and urban furniture
4.2. URBAN SPACE: AWARENESS THROUGH URBAN ART	Number of urban art actions
4.3 PROMOTION OF THE CULTURE OF ENTREPRENEURSHIP FROM SCHOOL	Number and success of promotion actions
4.4 CAMPAIGNS TO PROMOTE INNOVATION IN LOCAL COMPANIES	Number and success of promotion actions
5.1 CREATION OF A CITIZEN PARTICIPATION FORUM FOR MONITORING THE PLAN	Citizen participation forum created
5.2 FACILITATION OF SPACES FOR MEETING, MEETING AND WORKERS IN SIMÓN RUÍZ	Number of spaces
5.3 CAMPAIGNS TO PROMOTE ASSOCIATION AND NETWORKING	Number and success of promotion activities
5.4 PROMOTION OF NETWORKING WITH OTHER TERRITORIES	Number and success of promotion activities

8. RISK ANALYSIS

Risk No	Description of risk	Action	Level of risk	Proposed risk-mitigation measures
1	Changing local government	All	High	Involving all political parties from the beginning Investing efforts on involve all political parties in the decisions and plans
2	Changing local working staff	All	Medium	Information well organised and ready for sharing with other staff members Good communication between staff members Good coordination structures (trelo, documents folders, etc.).
3	Insufficient budget	All	High	Optimise resources Readjustment of the initial budget Search for free alternatives Search for EU funds and other funds
4	Lack of civic participation and support in activities	All	Medium	Increasing project dissemination Use fashionable communication channels Investing efforts to involve volunteers
5	Lack of quality in activities	All	Medium	Detecting the cause of the lack of Quality Adjustment of the project quality plan Reinforcement of resources to execute the activities