

CREATIVE SPIRITS **OPERATIONAL IMPLEMENTATION FRAMEWORK**

Boosting Creative Entrepreneurship through
creative-based Urban Strategies



Ibi, creative spirit

MUNICIPALITY OF IBI
TOY VALLEY
SPAIN



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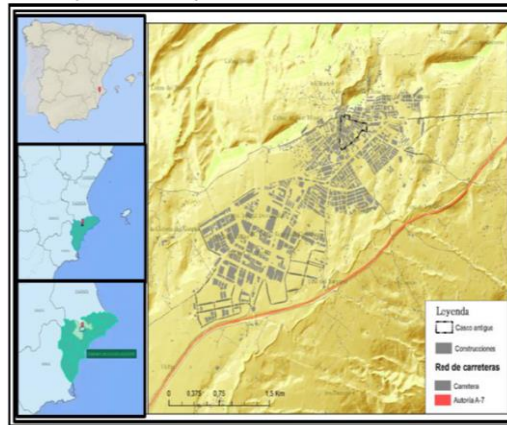
SECTION 1 – INTRODUCTION AND CONTEXT

Between 2016 and 2019, Ibi participated in the URBACT Implementation Network 'Creative Spirits'. In this network, nine cities from across Europe worked together to improve the implementation of strategies relating to the cultural and creative industries. This document, the Operational Implementation Framework (OIF), is the final local output produced by Ibi. It is intended to provide a framework for future improvements to Ibi's implementation capabilities. It describes the challenges faced during the implementation of Lublin's strategy, Lublin's approach to overcoming them, and the knowledge gained as a result.

It begins with an assessment of Lublin's baseline position regarding the five challenges of implementation. It continues by outlining the implementation plan that Lublin developed from its strategy documents and worked to implement over the course of Creative Spirits. Next, it describes Lublin's attempts to overcome each of the five implementation challenges during this process. Following this, it captures this process in a learning journal that was updated throughout the course of Creative Spirits. Finally, the Synthesis section draws the OIF to a close and makes recommendations for the future of implementation in Ibi."

Geography

Ibi is situated in the La Foia de Castalla area ("Toy Valley"), in the countryside of the Province of Alicante, Spain. The town is located 37 km from the city of Alicante, surrounded by mountains and gorges. The economy of Ibi has fully been based on the toy industry - and partly on the ice-cream industry -, the most important of this kind in Spain. As a result of this industry's development, many other related industries have also emerged in the last years. Nowadays Ibi's economy is much more varied with sectors as aerospace, food, chemical, machinery, automotive, cosmetics, toys, metallurgy, furniture, paper, health and steel.



Brief history

Until the 19th century, the economy of Ibi was based on agriculture and ice businesses (buying ice collected in winter from the mountains) and, in relation with the latter, on home-made ice-cream industry. Ibi was one of the first Spanish places where the ice cream industry started to work. Ibi and its neighbour town Xixona are considered as the cradle of ice cream.

During the 1940s and 1950s the toy industry started to grow, with reinforcement of important factories as Rico and Paya that had more than 100 workers at that time. The Paya brothers were one of the pioneer toy producers in Spain making toys as horse tartans.

The population of Ibi grew very fast (as fast as the toy industry grew) in the 1950s and 1960s from around 3,000 inhabitants to 20,000 inhabitants. There were more than 1,000 factories that occupied thousands of square meters in the actual urban and residential area.

Until 1975, Ibi and the whole Toy's Valley had a prospering economic period. After 1975, however, the industry started to face strong competition from other markets such as China. As a consequence of this, traditional enterprises like Rico and Paya had to close their factories in the 1980s.

Nowadays, Ibi has a more diversified industry and it has one of the biggest industrial areas of the Province of Alicante (the third after Alicante and Elche). This industrial area is located outside the residential areas, not like the traditional industrial area whose old buildings are still situated in the centre of the city. In the last years, these old factory buildings were renovated by the Municipality and started to host public services.

The goal of the Municipality of Ibi has been (forced by the changing

economic reality) to try to transform the traditional “working” city into a new “service” and “living” city. During this process, however, the city centre has lost its position and vibrancy. Many inhabitants moved out and commercial areas became abandoned as well. Nowadays, the Municipality wants to recover the city centre and fill it with vitality and creativity rooted mainly in the industrial (toy industry) traditions. This is one of the reasons why the Municipality has joined the Creative Spirits network.

Social and economic profile

Today Ibi has more than 24.000 inhabitants. As in all the cities of the province of Alicante (except Alicante, Elche, Sant Vicent del Raspeig university town), the number of inhabitants has shrunk since 2012 as a consequence of the economic crisis. In spite of the current quite good economic developments, the population has not started to grow yet.

The Municipality of Ibi is part of the creative cluster of the Toy’s Valley composed by the Municipalities of Castalla, Onil and Ibi. Ibi is the most important town of the cluster. The key economic sector of Ibi today is the plastic industry. Some of the plastic factories produce big toys and thus continue competing with Chinese factories, while other factories have decided to change to produce bioplastics, dresses, cellophane (and similar), medical and pharmacy products made of plastics. At the same time, Ibi is not only a producer, it is an important logistic centre as well: it distributes toys and more elaborated plastic objects to other parts of Spain and Europe.



The cultural-creative industry in the local economy

As already mentioned, Ibi had and still has a significant toy industry. The city is also active in research and development related to toy-manufacturing: the Technological Research Institute of Toys and Children Leisure, which is a centre of creativity is located in Ibi.

Considering other creative and cultural industries or activities of Ibi, the Municipality has several museums, with a regional function. The most important ones are the Toy's Museum and the Biodiversity Museum. Further cultural and creative activities are related to local traditions and festivities such as the "Moros i Cristians", "els Enfarinats" or "the Magi". There are more than 300 cultural actions a year in the city including the programs of theatres, street festivals, cultural centres. For instance, the Rio Theatre, the biggest theatre located in the city centre organized 108 performances in 2016. Another important cultural centre (but outside the city centre) is the Miro Cultural Centre which organized 118 cultural activities in 2016.

The number of enterprises in the city is 1,780. Most of them operate in the cultural-creative industries. Nonetheless, currently in the city centre, which is the target area of Ibi in the Creative Spirits network, only 5

creative enterprises are still operative.

SECTION 2 – BASELINE POSITION

The Integrated and Sustainable Urban Development Strategy 2014-2022 of Ibi was signed in December 2015 to comply with the new rules of ERDF Funds and Spanish National Ministry policies regarding urban development. The strategy was designed during the last months of 2015. It is based on the previous Local Development Strategy (1992) and it also takes into account previous local strategies.

The local policy challenge that the city's integrated strategies/action plan address

The attraction and revival of creative enterprises to the target area linked to the traditional toy industry is one of the key challenges Ibi is facing. Designing toys was and still is rooted in the creative hearts of the Ibi community and the challenge is to benefit from the "nostalgic" trend for more sustainably produced toys.

The public spaces and historical buildings of the city centre need to be rehabilitated with quality services and by using new measures to attract and support creative, and/or young, entrepreneurs there and thus to transform the city centre into a creative hub by rethinking traditional crafts, attracting new generation designers, etc. This is the challenge the city is currently facing, which can not only be influenced by potential and creative history of the toy industry, but the proximity of the Alicante area as well (tourism).

This challenge is further influenced by the fact that nowadays a significant number of local young people leave the city and move to Alicante because of better services, entertainment opportunities and universities. Also, tourists prefer Alicante (on the seaside) and it is hard to attract them to the inner parts of the Alicante Region, to places like Ibi. By tackling the policy challenge – how to transform the city centre into a creative hub - it would be possible to keep local people in the city and to attract young qualified ones showing them that their creative enterprises are supported by the Municipality and the city centre's creative and cultural activities provide enough opportunity for entertainment after work and during weekends.

Objectives of the strategy/action plan

To promote culture-led urban development and Creative and Cultural Industries (CCI) and boost creative entrepreneurship in the historical city centre is an overarching goal of the Integrated and Sustainable Urban Development Strategy. Most of its objectives tackle this issue, yet the most important ones are the following:

- Objective 1 is related to physical and urban improvement (e.g. reactivation of services and commerce);
- Objective 2 is related to social and neighbourhood integration and mainstreaming and youth objectives (e.g. promotion of youth participation and leisure improvement); Objective 3 is related to the environmental improvement of public spaces, urban transformation (e.g. creating a cultural space);
- Objective 4 is related to economic development (e.g. improvement of the competitiveness of the local economy, support of innovation and entrepreneurship); Objective 5 is related to the recovery of industrial heritage and cultural promotion (e.g. promoting the traditions of the toy industry);
- Objective 6 is related to the recovery and conservation of historical heritage (e.g. conservation and consolidation of the local historical heritage); Objective 7 is related to tourism promotion (e.g. improving degraded zones and consolidate them as leisure and creativity spaces).
- Boosting creative entrepreneurship may contribute to most of the above objectives.

Main actions/measures included in this strategy/action plan

The strategy includes the following main actions related to city centre development:

1. Physical and urban improvement (environmental improvement and development of the businesscommercial zones)
2. Development of Church's square and enabling integrated use of the space in the Castelló's House (emblematic local building), job creation, labour integration actions; family support programme; gender mainstreaming, promotion of social volunteering
3. Environmental improvement of public spaces (Church's square, public lighting, gardens and parking elimination).
4. Economic development (Paya Square, Empedrat street, Main street, Santo Tomás Street, construction of an economic and business center for creative entrepreneurs, training for SMEs (adaptation to

- new technologies), promotion of e-commerce).
5. Industrial heritage regeneration (renovation of the traditional building of the Payà Factory, promotion of the adaptation of traditional industries to new technologies, training in traditional jobs and jobs related to local industry, marketing actions, recovery of materials and machines).
 6. Historical heritage preservation (recuperation of the old bullfighters square, promotion of cultural events).
 7. Tourism promotion (Palla's square, Main street, Empedrat street, Church's square, recovery of residual spaces, promotion of children leisure, promotion of health activities for old people, creation of touristic itineraries related to the industrial tradition of Ibi (story-telling)).

All of these actions could be applied if the historic city centre could be transformed into a creative hub, attracting creative businesses and start-ups.

As part of the implementation of the strategy, the following Strategic Initiatives are currently in progress related to the main policy challenge of the Creative Spirits network:

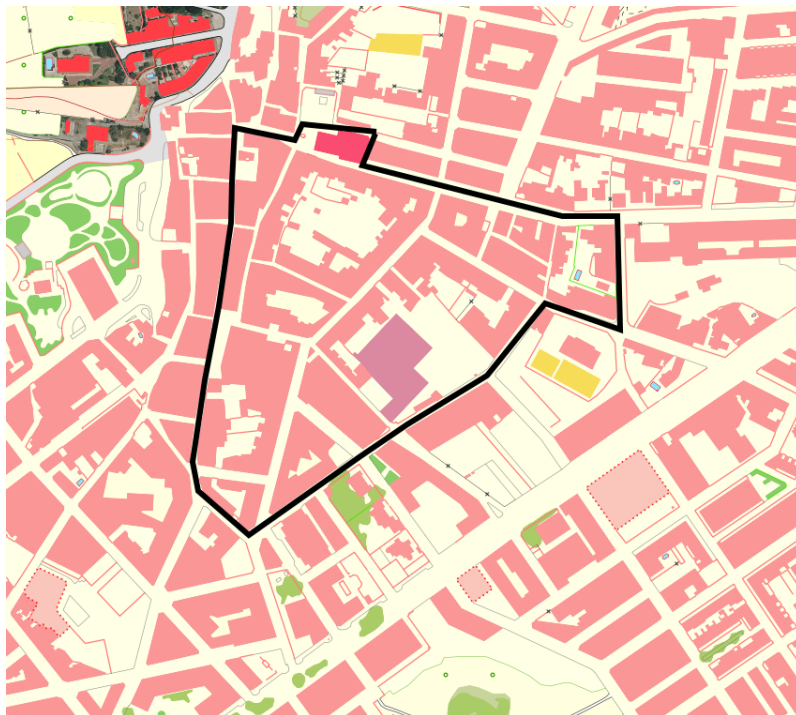
- Improvement of the industrial cluster. Several years ago, Ibi joined the REINDUS program to develop
- its industrial clusters and to reduce the environmental impact of industrial activities.
- Start-up of "La Casa de Los Reyes Magos", one of the most ambitious and powerful projects to promote the image of Ibi as a toy and childhood destination.
- Revitalization and strategic support to the industry of Ibi, improving the image of industrial spaces and offering more industrial space for new investors.
- Complex renewal of the historical city centre.
- Promoting employment, training and local employability.
- Developing interior tourism ahead of traditional 'sun and beach' tourism. Ibi is making efforts in developing its tourism industry based on local traditions of toy manufacturing, handmade ice-cream and mountain tourism.
- Working closely with the citizens to define together future actions to grow more and be more responsive to their needs.

The main expected results of the strategy/ action plan

The strategy defines the following results related to city centre development:

- Strengthened local industrial net in a favourable urban context with services and opportunities to improve the toy industry's competitiveness and sustainability
- Improved industrial area in order to maintain investments and attract new enterprises
- Re-discovery of the city centre by entrepreneurs as an environmental-friendly, clean place with minimal carbon footprint
- Increased cooperation between local socio-economic agents through the local economic and social guidance
- Leveraging the advantage of new communication infrastructures to adapt to the circumstances of the New Economy (social, green, creative, knowledge-based) and the creation of new jobs and enterprises
- Re-defined historic centre as a main point of cultural, economic and social relations
- Conserve and revalorize the local cultural heritage in order to use it as a motor of new economic activities, with a special attention to CCI
- Achieve a more included and integrated society

The area that the strategy/ action plan covers



The part of the Strategy Ibi wishes to build upon within the Creative Spirits project focuses on the city center with its significant built and industrial heritage. The most important creative heritage of the city center is the Toy Factory and its Museum. Beside the permanent toy exhibition, the Toy Museum hosts also the exhibition of the One toy one dream program, which is a school program encouraging local children to make home-made toys for poor children. Regarding further programs of the museum, for the 25th anniversary of the museum local artists will have a theatre performance acting as toys. The performance is the initiative of the museum supported financially by the Municipality.

The creation of the Toy Museum was only one step in the renovation and revitalization process of the old Toy Factory. Most of the factory halls are still in the condition as they were left when the factory was closed 35 years ago. The factory, however, has a great potential to be turned into an interactive museum and workshop place presenting the creative heritage – toy making tradition - to local people as well as to tourists. The Toy Hotel located in the target area, hosts the most tourists, especially families with children.

Further creative places within the target area include for instance the Municipality owned Teatro Rico which hosts performances of local actors and guest artists or bands.

In addition, a derelict, empty mill in the target area has great potentials to be turned into a cultural centre with an open air theatre in front of the building. Regarding further underused places, the upper part of the target area is the most critical one, especially since infrastructure there is in private ownership. The empty shops of the city centre had been turned mainly into bars, but as residents complained about the noise they had to be closed. Nowadays every type of entrepreneur is invited to these empty shops to bring back vitality and creativity to the city centre, and as it appears creative entrepreneurs prefer to open shops in the city centre strengthening the creative district profile of the area. Contributing to this goal, the Municipality also started to open the market on Saturday afternoon for young people organizing gastronomy events.

Implementation Related Challenges of the strategy

Based on the questionnaire filled in by the Municipality of Ibi preceding the city visit and the experiences of the city visit itself, the following challenges, learning needs and good practices were identified related to the implementation of the city's strategy in the target area.

Ensuring the integrated approach in the delivery of the strategy and their related actions/projects

Before Creative Spirits, Ibi had some experiences regarding the ensuring of the integrated approach during implementation phase. In this sense, it is remarkable its experience through its Urban Sustainable and Integrated Development Strategy made in 2016, but also its experience regarding commonwealth services among Toy Valley towns.

However, although city managers recognize the importance of such an approach, they still need to develop their adaptive capacities to change (values, habits, traditions, thinking) towards social innovation, new economic and new governance models. The municipality is in great need of new and flexible actions within new governance frameworks:

- New ways of working across sectorial boundaries
- Strengthening local leadership to facilitate creative ecosystems
- Focusing on long-term shared objectives
- Frequent knowledge transfer between planners and officials responsible for the execution of the plans
- Ensuring that all departments have a shared understanding of the objectives and actions of the strategy and work in cooperation. For instance, the 5th action of the strategy – industrial heritage regeneration – includes soft (training in traditional jobs, marketing actions) and hard (renovation of the traditional building of the Payà Factory) measures typically carried out by different departments of the municipality. Therefore, a strong cooperation is needed between the soft and hard departments in order to implement this complex action effectively.

After Creative Spirits project, Ibi still needs to foster more efficient cross-department collaboration in order to improve the three approaches (social, economic and environmental) of integration during implementation, the Municipality already has shown successful cooperation between departments and integrated implementation of projects thanks to their cooperative working culture.

Maintaining involvement of local stakeholders and organising decision-making for delivery

Before Creative Spirits, the Municipality of Ibi had experience in creating participative forums at local level within the framework of various projects, as the Local Agenda 21 or the drafting process of its several socioeconomic and urban development strategies. However, these forums

have not been sustainable.

This experiences influenced in the implementation of Creative Spirits, were the ULG members were quite afraid that the ULG will also not continue to work after the project ends. Therefore, Ibi needs to learn how to maintain stakeholders' participation in the long-run, especially during the strategy's whole implementation process. Creative Spirits represented a challenge for Ibi staff, because they would like to learn how to include and make use of quick wins during the implementation process.

The Municipality of Ibi has already involved into its Local Group: the representative of IBIAE, the local association of entrepreneurs (an association having 900 members and its headquarters in China), the representative of the Research Institute of Toys and Leisure, the representative of each political party in the city hall (6 political parties), two technicians from the Urbanism Department (including environment and urban planning), three local entrepreneurs running creative enterprises in the City Centre, a technician of the local tourism body, two managers of two local cultural associations (located in the city centre), a technician of the local economic development agency, the manager of the Toy's Museum, the representative of the provincial professional association of architects, the representative of the provincial young entrepreneurs' association (in its headquarters of Ibi) and the representative of the University of Alicante. Ibi's ULG will have 3 local coordinators: a politician, a creative entrepreneur and a technician of the Municipality.

Due to the industrial traditions, people consider Ibi as a working place and not as a living place where entertainment and services are available. Even if the city centre, and in general the city offers more and more to inhabitants, people can't see the opportunity for improvement. This kind of mentality of local people can be an obstacle for the successful involvement of them, consequently the main bottleneck of the participative implementation of the strategy.

At the same time, Ibi has some rather successful projects based on the cooperation of local creatives or institutions. For instance, in the "One toy one dream" school program, the Toy Museum, the local schools and the Municipality work together in order to support poor children and encourage local children to be creative by making home-made toys for the poor ones. Similarly, the Toy Museum, the Municipality and a local theatre group cooperate successfully preparing for the 25th anniversary of the Museum. Therefore, it is suggested to investigate what are the engines of these cooperations and which parts of them can be used as impetus to create the desired long-term cooperations and what can be adapted from them by other cities of the Creative Spirits partnership.

Creative Spirits project has represented a big opportunity for learning how

other European cities have deal with the same problem. Public staff and decision makers have learnt also about how to implement a successful model of civic participation that is URBACT method. However, it will be difficult to maintain an active participation after the Creative Spirits ends.

Setting up efficient indicators & monitoring systems to measure performance

Ibi has applied in its Sustainable and Integrated Urban Development Strategy indicators recognized in the ERDF Operational Programme according to its priority and strategic axis. Also, some indicators were defined related to the specific objectives of the strategy. However, specific indicators have not been defined for the measurement of creative industries of Ibi. So, the city needs to learn about indicators and monitoring systems specified for the measurement of CCI.

Moving from strategy to operational action-plan

As CCI is an overarching aspect of their strategy it is a challenge for Ibi when turning it into an operational plan how to start to apply soft measures related to attracting creative entrepreneurs to the centre. Also, Ibi needs to learn how temporary use of underused or abandoned spaces should be encouraged by the city council, as more actions related to this field should be defined in an operation plan.

Additionally, new rules and regulations for urban and regional planning (flexible planning schemes) should be considered, giving particular attention to how to make empty shops or flats in the planned creative location in the centre available at below-market prices. Furthermore, Ibi would like to learn how it as a city council can encourage the touristic appeal of the city centre. For instance, what kind of programs should be organized related to toy and ice cream production in order to catch the attention of tourists; how can signs in public places emphasize that they are in a creative district informing them where are the creative-cultural places and what is going on inside them; how can Ibi be a childhood touristic destination; beside the Toy Hotel, what kind of other accommodation should be provided for visitors etc.

Regarding Ibi's good examples about translating objectives into specific actions, they can be remarkable, a new regulation that was launched in 2016 in order to attract entrepreneurs to the city centre's empty shops. Thanks to this regulation on the main street of the target area shops are rented for a lower fee by the Municipality. As a result some previously empty shops are now occupied by creative/cultural enterprises. Another good practice of the Municipality that Creative Spirits partners may want to adapt is the shop-window competition: shop owners in the city centre

receive awards if their shop-window has a particularly creative, aesthetic or tasteful appearance. Another good initiative for boosting creative enterprises is business training courses organized by the Municipality offered especially for young entrepreneurs in order to tackle the youngsters' unemployment and attract young qualified workers. As it was mentioned previously, the traditional industrial area's old buildings are still situated in the centre of the city. It is considered a good practice that these old factory buildings were renovated by the Municipality and started to host public services.

However, Creative Spirits also motivated other good examples. The Municipality of Ibi, after the project study visits in Kaunas and Ravenna, started using "director plans" for revitalizing public buildings. These director plans are specific and detailed strategies for specific buildings. They need specialized staff (architects) who will plan interventions in the buildings. Ibi has drafted until now 2 director plans. One for an old Water mill and another one in the Factory Payà (the main toy factory in the city centre).

These director plans are very useful for implementation phase, because they define the detailed intervention for each specific building. They are also useful regarding asking money and subsidies like EU ERDF funds. In fact, the Municipality of Ibi has reached around 400.000 ERDF euros at the beginning of 2019 for revitalizing the Water Mill. And it hopes to apply this year for the Factory Payà. These director plans have supported their projects and their applications.

Enhancing funding of urban policies by exploring financial innovation

In the city's strategy all the planned activities were matched with European thematic priorities, including potential European programmes that could fund them. In order to avoid complete dependence of EU funds and risks that come with it, Ibi would like to diversify the funding portfolio by involving local businesses and local people to collaborate in developing innovative funding measures.

In the past, the Municipality of Ibi used regional funds managed by the Spanish government. Ibi improved its industrial area using such funds, so they have some experience in this regard. The Municipality has a specific department dealing with European funds in order to support local projects, helping them to find European grants. The experiences and good practices of this department can be also transferred to other partner's institutional practices.

However, the Municipality of Ibi has not experience using other kind of

financial innovation, such as equity instruments, revolving funds, crowdfunding, social impact bonds, etc. During Creative Spirits experience, the Municipality of Ibi staff had the opportunity to learn about this kind of financial innovation and probably some of them will explore them in the near future.

Setting up Public Private Partnerships for delivery

This challenge is not a specific priority for Ibi although public/private cooperation linked to Corporate Social Responsibility programmes from the big industries in the area could be beneficial to boost the creative sector. It is also a challenge to engage the real estate sector more to the development of the creative sector.

SECTION 3 – OVERVIEW OF THE IMPLEMENTATION PLAN

The actions for the implementation plan are based in two types of activities. The first should involve the citizens and active their creative spirit. The second ones want to provide spaces in where the entrepreneurs and creative people should exchange their ideas and start new business based on creative ideas.

Action 1: Ideas Contest

Organization of an **ideas contest** to generate and develop innovative creative ideas to regenerate the city centre of Ibi. This action will be defined from the beginning by a participative approach, involving all stakeholders, members of the ULG. The ideas contest will be open to all citizenship and to all potential participants from other regions.

The purpose of this contest is to select, among the different creative projects presented, those proposals and solutions (architectural, cultural, urban or otherwise) that will contribute to regenerate the city centre. However, it will not be a typical ideas contest, it was designed as a creative and collaborative pathway that will be divided into three phases:

- 1) **Call of proposals and initiatives.** The participants will show their ideas and the best ones will be selected for the second phase. In this phase all the proposals presented by the participants will be collected and evaluated, selecting the best ones. In this phase we will also include a line for children participation, involving local primary and secondary schools.
- 2) **Development of ideas.** Selected ideas will have the opportunity to be developed during six months by a collaborative approach. Each selected idea will be developed by a working team based on the promoter author-team, with the support of local artist, mentors and other volunteers. The Municipality of Ibi in collaboration with local artist and creativity people will facilitate spaces and activities to work on the idea.
- 3) **Urban Creative Fest.** This event will be a good opportunity to show projects and creative ideas developed during the previous months, and also to do the last selection of the projects to be included in the swill, become a future creative project, suitable to be implemented in a mid -

term by the Municipal support.

4) **Centro Cantó** This is a White space in where the associations can develop their activities. The space needs some works, those can be executes with the collaboration of local artist

5) **Adaptation of fàbrica Payà** the fabrica Payà (Payà factory) was the biggest factory in Ibi, now some of the factorys building remains in its original aspect, even inside. The fabrica Payà has new uses, for example the museum of biodiversity and the Valencian museum of toys.

This museum are vary actives and organizes several activites during the year, the activites are related with creativity, imagination, photography, etc. and have a great public. They are a dinamyc spaces to attract tourist to Ibi.

6) **CAS mujeres** In a way to work in a transversal way we have specific activities for woman, we have the contest of CAS initiative It is a project that wants to recover the history of the women of Ibi. Its role in the town and the history of the town. It came a little bit driven by the URBACT project, and it has consisted in a research that continues, and to do as an urban itinerary with plates with the history of different women of Ibi, very old and more recent. Now they are doing guided tours.

This creative pathway will incentive the generation of creative ideas and the promotion of creative citizens, promoting also talent and opportunities for networking, synergies, creative initiatives, etc.

Regarding **implementation barriers**, this action was delayed as a consequence of bourocratic times at the Municipality of Ibi. In fact, the action path was planned in december 2017, but the call for propossals was open in April 2019.

Action 2: Creative Workshop

This action are related with historical heritage preservation in which will provide the recovery of the old industrial buildings. This action is going to leave a space that was in place in the **city centre** for the artists to rehabilitate it and work there.

In the way, the intention is to create a **co-working space** for local artist and creative people, which will become an **incubator of creative projects** and will contribute to promote creative talent. In addition it will serve as a central infrastructure where creative workers can meet, create networks, synergies or train themselves. These spaces can refer to artistic activities, as well as other forms of creativity, and can be essential when creating a sense of community and stimulate learning, entrepreneurship and creativity.

In relation to this, the Municipality of Ibi will let the space to the creative actors of the city, if they create an **association**, who would be the manager of the workshop. In this sense, governance will take an important value on this initiative because the creative sector in collaboration with the city hall will manage and coordinate this workshop.

This idea was learned after visiting Waterford (Ireland) and Kaunas (Lithuania) from their experience in creative co-working spaces. In this sense, after those study visits, the local decision makers stablished a collaboration with local creative sector in order to facilitate an empty building and space for work, receiving some creative projects for the public benefit as payment.

Regarding **implementation barriers**, this action was also delayed as consequence of the bourocratic times at the Municipality of Ibi. Also some political decissions changed the original plans and this delayed a little bit the implementation process. However, this action was finally implemented during the lifetime of Creative Spirits implementation. The local artists stablished their creative association and their official statutes were aproved on April 2018. The Municipality of Ibi started its works on the final co-working space, located in an old public house for school teachers, finalizing them in April 2019. Creative artists will start working in the creative workshop in summer 2019.

SECTION 4 – RESPONSE TO THE IMPLEMENTATION CHALLENGES

Nr. 1. Ensuring the integrated approach in the delivery of the strategy and their related actions

The Municipality of Ibi has an integrated and sustainable development strategy focused on its city centre and aligned to the ERDF objectives and priorities. It was not approved to be funded under the 12 ERDF objective but, it follows all its issues.

As we are a small city, it is easy for us to contact other municipal departments and all stakeholders. We are all in contact through phone, social networks, free time places, etc. Politicians are also well connected and touchable between them, and also open to collaborate with other neighbour cities (Regional Creative Cluster). We have experience in collaboration between all stakeholders, for example, enterprises, Universities with local associations, and with the City Hall and also with other neighbour towns for questions like energetic issues.

*Where do you need to develop (new) capability/capacity?
Where will you use existing capability?*

Even if they are working well, we would like to improve the collaboration between departments and staff members, and also establish a better coordination between them.

We would like to develop or improve capabilities regarding collaboration between stakeholders at local but also at regional level. We would like to improve connections and collaborations with other neighbour towns in order to share common concerns and efforts with neighbour cities.

How Ibi tried to overcome this challenge?, What was the impact of this?

Ibi has focused on its main resources to overcome this challenge. In our opinion, they are three. Firstly, our scale. As we are a small town all of us are well connected. On the other hand, several years ago the Municipality funded Promoibi as an autonomous enterprise focused on project coordination. This enterprise nowadays was integrated as a city department for local development coordination, and still managing projects like EU projects or local development projects. Finally, staff members have a good communication channels like whatsapp group. They

also share socializing moments like coffee breaks. Many of the staff members of Ibi live in Alicante and share their car to go to Ibi everyday. All these moments are good momentum for exchanging ideas and coordinating projects.

At this regard, ULG tool was a very important structure to concentrate and involve almost 20 stakeholders in every meeting. Among those stakeholders, they were representatives of several and different city departments (Local development, Tourism, environment, urbanism, economic promotion, social works, etc.) as well as local stakeholders like representatives of SMEs, associations, etc. The continuous ULG meetings, established a new communication platform as well as a new coordination platform for local initiatives in the city centre.

On the other hand, the Municipality of Ibi involved several staff members from different city departments as members of the project working group. This motivated all of them to accept Creative Spirits project as part of their responsibility, gaining a more integrated focus. This also partially solved the problems of human resources to implement the project at local level, getting collaboration from all different target departments.

What can Ibi do next to improve its performance in this area?

Ibi should continue looking for common working spaces between Municipality departments, but also involve key stakeholders in future local initiatives. At the same time, we consider that it will be very interesting to approach new project and initiatives, sharing efforts and resources with other neighbour towns from the Toy Valley.

Challenge Nr. 2. Maintaining involvement of local stakeholders and organising decision-making for delivery

This is one of the biggest challenges for us. We would like to create a sustainable and reciprocal local partnership with stakeholders based on a shared understanding and goals. We would like to improve our maintenance of stakeholders and promote the cooperation between them-us.

We have experience at our local and small scale. We have involved traditionally different stakeholders to develop initiatives as "One Toy, One dream" initiative or other socio-economic projects. Our strategy was also made by participative approach. We can highline two different experiences of participation: On a one hand, the Municipality of Ibi opened a survey

and also implement several participative dynamics to collect the main ideas for the strategic plan (SWOT analysis, define actions, etc.). These participative dynamics were divided into different target groups: decision-makers, public officers, non-governmental entities, etc. On the other hand, the Municipality of Ibi has experience involving stakeholders to organize initiatives for a common goal. They use to be specific events and campaigns where private entities collaborate with the Municipality.

However, it was never created a sustainable local forum like ULG. It is because it is difficult to maintain the participation if the City Hall don't show results to the citizens. On the other hand, political parties are also jealous between them and they don't want to open too much strategic plans and initiatives, because they are afraid of some other political party stealing their idea.

Through Creative Spirits, we are working hard in order to learn about URBACT methodologies and implement them in our city. We are glad on the work already done through Creative Spirits. We have noticed motivation in the different staff members participating in the project and expectation from the different political parties. We also have got the creation of an association of creative people that is the first one in Ibi. They are also a key part of our ULG.

*Where do you need to develop (new) capability/capacity?
Where will you use existing capability?*

In our opinion, we need to go further into the participation culture of our neighbours. They still think in short term and for this reason is easy to frustrate them. On the other hand, politicians but also staff members need to understand better about participation processes and how to inform everybody and make them participants in the initiatives, sometimes delay the project implementations, but it is the best way for sustainable processes and projects.

At this regard, we would need to really develop a culture of participation, between citizens but also at political and technician level.

How Ibi tried to overcome this challenge?, What was the impact of this?

The Municipality of Ibi tried to overcome this challenge generating participation opportunities for stakeholders during the project implementation. First of all, we should underline the creation and management of the ULG. This was the most important participative structure that has involved all local stakeholders. The Municipality of Ibi

had organized continuous working meetings and tried to involve ULG members in the main project decisions, involving them in the organization of the study visit in Ibi, organization of the ideas contest, etc.

In our case, Ibi has implemented some successful actions where stakeholders involvement and civic participation was very important. First of all, we would like to share the new association for artists created in Ibi by the support of our Municipality and Creative Spirits project. This association called Engafat, was born for a local collaboration between artists and Ibi. This association will be one of the managers of the future creative workshop in the city centre and they will provide artistic works to the city as contribution.

On the other hand, the Municipality of Ibi also implemented several community engagement activities that were very successful. Creative Spirits partners were able to see how many citizens participated in the theater show at the Theatre Rio during the study visit in Ibi. All of them were volunteers and organized that performance for Creative Spirits project. Other interesting initiative was the initiative "Women of Ibi" impulsive by the Social Works department but in collaboration with local associations in order to put in value local women history and also establish a related cultural path in the city centre. Finally, it is remarkable the community engagement activity implemented in the La paya square about "urban knitting", implemented in collaboration with volunteers from local associations, citizens, etc.

What can Ibi do next to improve its performance in this area?

It will be very interesting to maintain the ULG structure for future urban integrated projects. City staff will try to organize meetings in order to continue working on the civic participation for the city strategy implementation.

On the other hand, Engafat association will continue working and will be one of the managers of the new creative public workshop in the city centre of Ibi. The idea will be to promote creative culture and spirit in the city centre of Ibi, attracting new talent into the workshop, as well as providing opportunities to share and implement that talent in public interest projects.

Finally, other city departments as environment, social works or local development, has indicated their interest on continue working and going further on civic participation related to their some of their projects.

Challenge Nr. 3. Setting up efficient indicators & monitoring systems to measure performance

This is one of the main challenges for the city of Ibi since until now the definition of indicators and the monitoring of success in the implementation of a strategy through indicators have not been taken into account. In this sense, the city established in its strategy "Ibi, creative spirit" a series of indicators that came to follow the guidelines established by the Ministry of Finance through its call for the European Regional Development Fund. These indicators were captured in the strategy but, since it was not approved for its subsidy, the indicators fell into disuse. Likewise, the lack of information and data, has been reflected during the project implementation process, when from the general coordination of the project we were asked for data on the number of creative industries or other information of which we did not have so much detail as they could tell other larger cities like Kaunas or Maribor.

At present, and after the learning observed in study visits such as the one carried out in Kaunas, the work methodology has been changed and the definition of master plans has been chosen, such as sectoral intervention strategies, which include indicators and a breakdown of very important information for the monitoring of operations.

*Where do you need to develop (new) capability/capacity?
Where will you use existing capability?*

In the case of indicators, it is necessary to know success stories that help demonstrate that the definition and monitoring of indicators when executing a strategy will have a positive effect on the efficient use of resources and a greater multiplier effect of actions implemented.

In this case, the staff of the City of Ibi needs to improve their capacities on the management of indicators in the strategy and above all, improve their willingness to work with this type of sources. However, it currently suffers from a problem shared with the other small municipalities, which is the lack of personnel and resources that make it difficult for this challenge to be addressed in an optimal manner.

How Ibi tried to overcome this challenge?, What was the impact of this?

In this case, we consider that the staff of the Ibi City Council has increased their interest in the challenge of the indicators. Above all, because they have proven that many of the subsidies at regional, national and European level require this type of information in the projects that are requested.

Ibi has started investing efforts to make "Director Plans" for revitalizing public buildings and provide them with new uses. These Director Plans are detailed plans that include also indicators. Thanks to one of this Director plan, the Municipality of Ibi got almost 400,000 euros for revitalizing the old paper water mill by EU Funds. This evidence motivated to make the Director Plan for the Payà Factory in the city centre.

Finally, this challenge was evidenced and also noticed by staff members and politicians in Ibi. However, the lack of resources continues to be a barrier when it comes to working with them on a daily and standardized basis. A success in the short-medium term can be outsourcing and contracting of external companies that help in the definition and management of product indicators, result.

What can Ibi do next to improve its performance in this area?

The Municipality of Ibi will go further investing efforts producing new Director Plans for the key buildings and using similar methodologies for new integrated projects in the city centre. Through this technical plans, Ibi will generate also key information that will be useful for future strategies and new plans.

On the other hand, the Municipality of Ibi will bet on public subsidies from Provincial and Regional Governments in order to contract external enterprises that would work and improve the situation regarding key information, data bases and the establishment of indicators.

Finally, the Municipality of Ibi is working for establishing collaboration with the University of Alicante in order to generate researches about the city and also generate strategic information for future implementation strategies and indicators.

Challenge Nr. 4. Moving from strategy to operational action-plan

Ibi has worked on this challenge through the Creative Spirits project, having improved its management, for example, from the point of view of the management and recovery of spaces and abandoned buildings. This has been the case of the "Payá Factory" and the "Molí del Aigua" in which the City Council, following the example learned in Kaunas, invested efforts in the definition of two master plans and their subsequent declaration as "culturally interesting goods". " This strategic documentation has helped to plan more efficiently the future implementation of recovery actions for these spaces and in the case of the "Molí del Aigua" have been two key elements to obtain funding from the European Regional Development Fund for recovery.

The City Council of Ibi has continued to manage at the local level greater flexibility when implementing regulations such as accessibility, etc. Especially in the historic center, where the majority of old buildings and houses do not comply with current accessibility regulations. In this sense, a strict application of the regulations would have caused the entrepreneurs not to locate themselves in the historic center, while on the contrary, they have tried to facilitate the opening of new businesses, being flexible in the application of said regulations.

In addition, to the campaigns of decoration of the shop windows, in the year 2018 and linked to the Creative Spirits project, the City Council of Ibi, in collaboration with civic and cultural associations of the city, have implemented different actions such as the decoration of Plaza la Palla through actions of "Urban Knitting".

*Where do you need to develop (new) capability/capacity?
Where will you use existing capability?*

The City Council of Ibi will continue working to revitalize the historic center of the city, using the lessons learned through the different actions of exchange and networking of the Creative Spirits project. In this sense, the writing of master plans is attributed to the learning acquired in the trip to Kaunas and this has already helped to acquire a new subsidy for the "Molí del Aigua" and it is expected to be able to repeat the effort for the case of the Payá factory .

Similarly, Waterford, Kaunas or Maribor saw different examples of public-private cooperation and how artists' associations could generate initiatives of public interest for the city in exchange for facilities such as workshops to work, coworking places, etc. This learning is trying to be carried out in

Ibi through the new association "Engafats".

However, the Ibi staff must improve their skills in terms of the follow-up and continuation of an activity, and in terms of the union of efforts between different sectors and key agents. From the Creative Spirits project it is clear that a greater openness and predisposition to participation and collaboration could lead to many more projects and initiatives beneficial to the city.

How Ibi tried to overcome this challenge?, What was the impact of this?

The Municipality of Ibi started establishing sectoral plans and director plans for actions and projects to be implemented in the city centre. In this sense, said plans will suppose a phase subsequent to the definition of the implementation plan. The master plan will mark and define the resources, schedule, etc. of each action, going to the detail. Ibi staff believes that this can help to have a clear and detailed road map about the different actions and that this roadmap is essential. Above all, from the point of view of architectural type actions that require this level of detail.

This new working process was learnt from Kaunas and Ravenna study visits. It was applied in a first project "Paper Water Mill" that was granted by 400.000 ERDF euros. After this good experience, the Municipality of Ibi is developing new sectoral and director plans for other spaces like the Rico Factory.

What can Ibi do next to improve its performance in this area?

The Municipality of Ibi learnt that strategical planning is a key element and tool for future implementation of projects and initiatives. Its staff changed their improvisation and short-term planification mind to another one, more focused on the long-term planification.

On the other hand, the personnel that has participated in the present project recognizes that a greater participation and involvement of different work areas and key agents, would help to be able to implement more actions and achieve a greater impact. However, it seems that this idea is not present in the vast majority of technical staff of the City to which is also added the large volume of work that count small municipalities.

Challenge Nr. 5. Enhancing funding of urban policies by exploring financial innovation.

The Municipality of Ibi has some experiences of public-private partnerships and it has also experience managing some regional funds. At this regard, recently the regional government has supported some initiatives regarding the Ibi industrial area and a initiative regardin cultural heritage.

Ibi is also a city that receives a lot of money from enterprise taxes in its industrial zone. In this line, Ibi has a good background attracting enterprises to its own territory that represent new taxes for the city hall. Nowadays is investing a lot of efforts to expand its industrial zone and build more squarter meters of industrial zone.

Ibi started and specific office for European projects in 2015. Nowadays is managing 5 European projects and supporting other local entities with their European projects (schools, associations, etc.). This office is externalised in a private consultancy. This office is nowadays managing the already aproved projects but it is not asking for more projects since the end of 2017, because the Municipality of Ibi has not enough staff to ask for more projects.

*Where do you need to develop (new) capability/capacity?
Where will you use existing capability?*

Even if we have some experience regarding this, we think that it could be very interesting to improve private-public collaborations. It would be also very interesting to introduce methods like crowdfunding in our local contest.

How Ibi tried to overcome this challenge?, What was the impact of this?

The Municipality of Ibi didn't explore yet finantial experiences like crowdfunding, Social Impact Bonds, etc. However, after the study visit in Ibi and the conferences about exploring financial innovation, staff members expressed their interest on this new financial opportunities.

The Municipality of Ibi has continued asking for ERDF, ESF and other EU funds during the last months, and it got some grants regarding the "Paper water mill" as well as for its industrial area.

What can Ibi do next to improve its performance in this area?

It would be interesting to continue going further participating in EU calls. However, it would be very interesting to explore other kind of financial innovation like crowdfunding applied to urban integrated policies.

Finally, the Municipality of Ibi should continue establishing and reinforcing public – private collaborations in order to find also other financial resources.

SECTION 5 – LEARNING JOURNEY

STARTING POINT

The Municipality of Ibi started its participation in Creative Spirits project in a different situation than other city partners. There was non specific office or department for European projects like Kaunas or Sofia have. The Municipality of Ibi is a small town of 23.600 inhabitants and its staff number is smaller and it is not habituated to work with EU projects.

In 2015 the Municipality of Ibi decided to bet on European projects contracting an external company that would support local technicians on European projects drafting and management. This new collaboration system was useful in order to get several European projects. However, in practice, the City Hall didn't contract new staff in paralel with the aproved projects. And this EU projects represented more working time for the current staff people. For this reason, the staff of the Municipality has had some difficulties to adapt its normal tasks to the new tasks related to the EU projects.

Regarding methodology, URBACT methodology is very useful in terms on civic participation, integrated approach, international and local networking and also, about strategic planning. However, sometimes, it looked like too much bourocratic in terms of minutes, signatures sheets, etc. Our Municipality is more habituated to organize informal meetings between staff members during the working time in the different town departments, as well as, non-formal meetings between staff members, private entities and decision makers.

The Municipality of Ibi didn't have previous experience dealing with international cooperation projects. Most of its staff is neither habituated to work in English. For this reason, at begining it also represented a point of affraid or worry about the European cooperation works.

However, Creative Spirits experience is representing a qualitative change for all staff, decission makers and the rest of stakeholders that are taking part in the project. These changes are transversal to all the URBACT challenges: integrated approach, involvement of stakeholders and participation, monitoring project implementation, pass from the strategy to the actions and financial innovation.

STAKEHOLDERS:

Regarding the starting point among the different stakeholders involved in the Creative Spirits ULG and their change:

Stakeholder	Starting point and change
Elisabeth Seco and Jose Manuel Requena (Municipality of Ibi – Urbanism Dep.)	They started the project very focused on “urbanism” task related to land uses and architectural issues. However, through its participation in the different project meetings and also through its work in the different participatory activities they open their focus to the “soft” initiatives. They also started the works in Creative Spirits and open its implementation to other City Hall departments like Tourism or Local Development, following the integrated approach of the project. Nowadays, they are more pro-collaborative and open to co-lead initiatives with other city department and stakeholders.
Fernando Fernández (Guapos de Papel)	It is an entity based on two local artists from Ibi. They didn't have implemented very much projects regarding urban landscape or in collaboration with the Municipality. Through its participation in Creative project, they established a well communication and collaboration with the Municipality of Ibi and other ULG members and they have implemented several local projects. They are ambassadors of Creative Spirits but they also have started a local association based on local artists, they have implemented some murals to improve city centre landscape, they are taking part in the creation of the Creative Workshop in the city centre and they will co-lead the organization of an Urban Art Festival in the city centre of Ibi at the beginning of 2019.
Rafael Serralta (Mayor of the Municipality of Ibi)	Creative Spirits is its first European project experience. It had a strong motivation to get new ideas for the city centre. His main initiative was to recover the Paya Factory in the city centre of Ibi. Thanks to the project, he received many ideas and feed-back from Creative Spirits peers and from the Lead Expert Mr. Hen Gerritse. Thanks to those ideas, nowadays the Municipality of Ibi is starting the works to recover the Paya Factory and create a city museum and interpretation centre inside. Mr. Rafa Serralta also participated at the URBACT

	University of Talling (2017) and in the Case Study Meeting of Loulé (September 2018). These activities were very inspirational for the Mayor and motivated him to think on new ideas, as for example, create workshops for local traditional jobs in the city centre of Ibi.
Virginia Paya (University of Alicante - Entrepreneurs)	She is a researcher from the Economy department at the University of Alicante. She was very interested on Creative Economy but she had not experience in European projects. She have participated in the Case Study Meeting of Ibi, Sofia and also at the URBACT University of Lisbon (2018). She became very involved in the ULG and also in the project implementation. She have represented Creative Spirits in the Smart Cities World Congress of Barcelona (November 2018), representing the Ibi experience, and she is also collaborating in the ideas contest of Ibi.
Felix Moreno Arranz (Partido Político Compromis (Members of the Political party))	As political party in the oposition, their members are actively participating in the different ULG meetings. They started the project implementation with some doubts that were evident during the visit of Mr. Hen Gerritse in January 2018. However, through the different ULG meetings and after the Case Study Meeting of Ibi (March 2018), they point of view changed and they are more participative, collaborating also in the implementation of the Urban Art Festival that will be implemented by Ibi at the begining of 2019.
Noemí García Torregrosa (EUPV Partido Político (Members of the Political party))	As political party in the oposition, their members are actively participating in the different ULG meetings. They started the project implementation with some doubts that were evident during the visit of Mr. Hen Gerritse in January 2018 (for example, they supported the idea about that Creative Spirits project will bring gentrification problems in the city centre of Ibi). However, through the different ULG meetings and after the Case Study Meeting of Ibi (March 2018), they point of view changed and they are more participative, collaborating also in the implementation of the Urban Art Festival that will be implemented by Ibi at the begining of 2019.
Joaquín Vilaplana Cerdá AIJU – Research Institute of Toys and	AIJU is a research entity with a big experience in European and innovation projects. It also participated and collaborated with local schools implementing Erasmus Plus projects. During

Leisure	Creative Spirits implementation, AIJU reinforced its communication and collaboration with the City Hall that was evident in the involvement of the Municipality in different projects as associated partners, and also in the pro-collaborative attitude of Joaquín Vilaplana and AIJU for future projects in the city centre.
Fidel Rico Amorós (Pastelería Rico – Bakery)	As a local entrepreneur located in the city centre, he decided to participate in the project in order to collaborate promoting interesting initiatives for the city centre. He has collaborated in the organization of the Case Study Meeting of Ibi (March 2018) but also in local community engagement initiatives like the “Kinitting” initiative in the La Paya Square during the summer 2018. He is still open to continue collaborating in initiatives that will contribute to improve the city centre.
Lorena Pastor (IbañezMunicipality of Ibi – Tourism dep.)	She was involved in the project being her first European experience, and also with a small experience on participative initiatives. Through the project implementation, she increase her knowledge about how creative economy can improve districts and increase tourism. She participated in the intership week in Ravenna that inspired her to start defining new initiatives for Ibi. She is very active in the ULG meetings and she is participating in the different project main actions at the city centre.
Hector Torrente Pastor (IBIAE – Association of Entrepreneurs of Ibi and its county)	He started the project very enthusiastic trusting on participative approaches and with a big expectation about the potential results of Creative Spirits project. He participated in the different ULG meetings, contributing in the deffinition of the main actions of the implementation plan. The attitude of IBIAE is open to collaborate with the Municipality and the rest of stakeholders. Creative Spirits has improved the communication and collaboration channels between IBIAE and the City Hall.
Susana Hidalgo Vidal (PSOE – Political party)	As political party in the oposition, also Susana Hidalgo and its political party were not too much motivated to participate at the begining. However, step by step, she show how real URBACT and Creative Spirits were and how they could be positive for the city. Her involvement increassed and she also was very active in the organization of the Ibi Case Study Meeting, organizing the theater

	oper at the Teatro Río. She continues being very motivated to implement the main actions of the implementation plan and also to organize the Urban Art Fest at the begining of 2019. She would like to go further with the learning got by Creative Spirits if her party wins the local elections on May 2019.
Loli Soler (Municipality of Ibi – Local Development)	She was very active in Creative Spirits implementation. As a public officer Creative Spirits brough her new ideas and projects to implement at the city centre, as for example, the “Kinitting” initiative in the La Paya Square during the summer 2018. She has participated in the Case Study Meeting of Ravenna (May 2018) and she will participate in the next meetings in Maribor and Sofia in 2019. She was one of the promoters of the Creative Workshop in the city centre of Ibi, taking the idea learned during the Kaunas Case Study Meeting.
Alexandra Eslava (Municipality of Ibi – Environment)	As responsible of environmental area, she is very interested on recover traditions related to plants and fibers from the surrounding mountains and also regarding urban environment. Creative Spirits , and specifically, experiences like Loule's one, were very inspirational for her. She also participated in the Ravenna's Case Study Meeting and she was very active in the implementation of experiences like the “Kinitting” initiative in the La Paya Square during the summer 2018.
Pilar Luz (Escaparate Digital – Local newspaper)	She is responsible of the county newspaper. She is contributing to disseminate project results every month with press relases and articles. She is a very active member of the ULG.

5.2 IMPLEMENTATION PLAN

It is important to highline the participative approach carried out during the development of the Implementation Plan. It was very interesting and important to stablish a good communication between stakeholders and the City Hall. In this line, it was very interesting to stablish a well communication and collaboration channel between creative sector and the City Hall. It was demostrated through the creation of the association of creative people (called Engafats) that was inspired during the Case Study Meeting of Kaunas (<https://www.facebook.com/Engafat-916549371857022/>). Other example will be the creation of the creative

workshop that will be inaugurated by the beginning of 2019 and will host a co-working space for creative entrepreneurs and artists. This idea also was learned from Kaunas and Waterford. This association is nowadays very active members at the ULG, its leader is also the Ibi ambassador in Creative Spirits project, and the association is collaborating in the implementation of the Implementation Plan.

The implementation plan covers only two initiatives because our ULG and our project working group decided only focus on two activities and learn how to use the URBACT methodology. After the experience of implementing those two initiatives, Ibi staff will be able to manage the format and methodology for future projects. The two initiatives are:

1) Organization of an **ideas contest** to generate and develop innovative creative ideas to regenerate the city centre of Ibi. This action will be defined from the beginning by a participative approach, involving all stakeholders, members of the ULG. The ideas contest will be open to all citizenship and to all potential participants from other regions.

In relation to this initiative, we must say that the ideas contest and all its rules were defined at the beginning of 2018. However, internal bureaucratic issues delayed the start of the process. Urbanism staff is dealing with these issues in order to implement it as soon as possible.

The ideas contest is an idea that born from a ULG meeting. ULG members decided to open a participative process to collect innovative and creative ideas for regenerate the city centre. The City Hall changed their traditional working system accepting to open a participative process to collect and decide how regenerate the city centre.

2) This action are related with historical heritage preservation in which will provide the recovery of the old industrial buildings. This action are going to leave a space that was in place in the **city centre** for the artists to rehabilitate it and work there. This space is was almost ready and only needed some minimum interventions. We hope to count on it at the beginin of 2019.

In the way, the intention is to create a **co-working space** for local artist and creative people, which will become an **incubator of creative projects** and will contribute to promote creative talent. In addition it will serve as a central infrastructure where creative workers can meet, create networks, synergies or train themselves. These spaces can refer to artistic activities, as well as other forms of creativity, and can be essential when

creating a sense of community and stimulate learning, entrepreneurship and creativity.

The Creative Workshop is a project that was learned during the Kaunas and Waterford Case Study Meetings. Ibi would like to recover a space in the old Rico Factory and create a workshop for creative entrepreneurs. This place will act as co-working space and training space for creative projects. This place will have a public-private management system. Creative entrepreneurs will be able to use the space by free, offering a collaboration to the City Hall for public creative initiatives.

There were several issues for our implementation plan. We found some bureaucratic barriers, as well as financial and legal issues for the implementation of our initiatives. These barriers slow down the implementation of our main activities defined in the implementation plan.

Regarding the project implementation and the implementation of the Implementation Plan, it was the lack of resources and specialized staff at the City Hall, that slow down all the processes. Sometimes, staff members were very busy with their daily work and it had some consequences regarding delays in the project inputs and outputs delivering.

5.3 LEARNING FROM THE PARTNERSHIP

We have established a good communication with the rest of the Creative Spirits partners. We have found similarities with all of them, even if some of them are bigger than us (Budapest, Sofia, etc.). We have found very interesting experiences in all of them, during all the study visits.

The most interesting tool for learning were the case study visits. We learnt a lot from the city walks and their explanations. We also had great opportunities to exchange ideas and experiences during the different workshops and dynamics. In this regard, it was very interesting to have the opportunity to debate and confront ideas during the working sessions, but also during socializing moments like dinners, lunches, etc. They were good moments to understand better their experiences.

Those moments and activities like the City Walk Peer Review were very useful to detect our strengths and weaknesses. At this regard, it was very useful the feedback received by Mr. Hen Gerritse by our city profile and also by the minutes of the Study Visit in Ibi, where it was highlighted the value and potential of our industrial heritage. We must say that it was very useful, because normally local citizens don't recognize this important value.

As we have mentioned the other key activity was the working groups and

group dynamics during the study visits where we were able to exchange points of view with our partners.

It is important to highlight that Ibi has **learned some lessons from others Creative Spirits cities**, like Kaunas or Lublin:

- **Case Study Meetin in Lublin (Poland), 17-19, October 2017 :**

Lublin has some strategic documents like Development Strategy 2013-2020 and Lublin's Culture Development Strategy 2013 – 2020. We had the opportunity to discover and check them during the study visit in Lublin, and they were part of our inspiration in order to improve our Urban Sustainable and Integrated Development Strategy of our city.

We also appreciate the experience Creative Ones project, aiming at searching for niche creative businesses, promoting them (by publication, exhibition, photo shoot and short film), and finally linking them with other actors (citizens and business). We consider this kind of good practices very interesting in order to stimulate creative entrepreneurship, and it inspired us to promote new related initiatives.

- **Kaunas (Lithuania), 5-6, December 2017:**

Ensuring an integrated approach and style of working between all relevant municipal sectors (infrastructure, housing, social affairs, environment, economic affairs) is a priority challenge for Kaunas. In particular the development of the Community Centre and the Science Centre are crucial anchor points for a successful development of the Aleksotas area. This is a good experience that we would like to adapt to our local context in order to work closely with our stakeholders by a sustainable local cooperation.

On the other hand, Kaunas currently has installed a new process for monitoring and evaluating all projects within the Development and Investment Division of the Municipality dealing with the ITDP projects. We would like to know more about the new process that Kaunas has installed for monitoring and evaluating all projects.

Another experience that we would like to adapt is the Cultural-Creative Industry Map. It seems very interesting and maybe it is a good idea to implement in Ibi.



- **Ravenna (Italy) 23-25 May 2018:**

It was very interesting to see “in situ” how the Municipality of Ravenna is transforming its old “Darsena” in a new creative district. The Darsena is a very big space in we think in our local scale. However, we found some similarities between the old industrial area of the Darsena and our current industrial area and our industrial heritage located in the city centre.

In this sense, we found very interesting some examples of how the Municipality is stablishing collaborations with entrepreneurs who want to create new creative services and businesses in the Darsena. Also, it was very interesting to see the results of the participatory initiative “La Darsena che vorrei” and the co-working space Raffineria 42.

- **Sofia (Bulgaria), 27 – 28 June 2018:**

It was very interesting how Sofia is approaching the change of its park but

the most interesting learning from Sofia was the lessons learned about indicators. As Sofia is very interested in developing a set of indicators it faces again the challenge of coordination between the governing departments, and also because it is a common need in most of Creative Spirits partners, our Lead Expert planned a specific Master Class related to Indicators. After this training session, we are dealing also with the indicators definition.



- **Loulé (Portugal), 26 -27 September 2018:**

It was very interesting to see the similarities with the Loule's Integrated and sustainable development strategy aligned to the ERDF objectives and priorities. It was also interesting to exchange impressions about how approach the relation between its urban priorities and objectives and the ERDF OP and ERDF rules.

Our strategy is also based on the our historical centre, and it was very interesting to see Loule's main challenges and learn about how they are supporting traditional economic sectors. At this regard, its plan "Loulé Criativo" was very interesting for us. For example, the CCI Map Index, New Artisans Workshop (similar with our new Artists Workshop), or the Loulé Design Lab are ideas that could be adapted in our city.

Regarding the Map Index, we consider it very interesting. We would like to create also a GIS tool in order to have all the economic and social information with a geographic relation. We have a lack of specific information and it was very useful to see how Loulé is implementing theirs.

It was also very interesting to see how the Municipality of Loulé is collaborating with the private sector in order to finance urban initiatives.

- **Waterford (Ireland), 6 -7 November 2018:**

The experience of Waterford was very useful for the Municipality of Ibi. It was good to see and check how Waterford coordinates and manages integrated approach. We could highline how Waterford was strengthening local leadership to facilitate creative ecosystems or achieve a common understanding of the conditions for an integrated approach by all involved parties.

We consider very interesting the experience of Waterford and its Health Check. We also share the same challenges in monytoring systems and it was interesting to see how Waterford is facing them.

It was also very interesting to know how Waterford is implementing and managing the Viking Triangle because we are very interested in promote and put in value our relationship with the Magi.

- **Maribor (Slovenia)**

In Maribor the labour market participation of the older workers depends very much on job opportunities in a context of high unemployment and low overall labour demand.

To promote social inclusion and active citizenship This requires the creation of specific programmes and the provision of subsidies to ensure access to basic services also to lower income elderly people. Establishing financial mechanism to fight poverty is deemed to be a major policy challenge. The municipality of Maribor has also policy experience in the field of health and social care. It is currently running gerontology centres and is also co-financing social care programmes with civil society organizations

5.4 LEARNING FROM YOUR OWN PRACTICES

The Municipality of Ibi had good experiences implementing initiatives from its strategy. At this regard, they valorize this experience and took in advance the inspiration from URBACT to design and implement new urban creative initiatives focussed on the city centre.

Creative Spirits was a starting point to put in value our creative heritage

related to our traditional industry and our popular traditions. URBACT introduced different approaches to valorize our own resources. In this sense, the gender parity department of the Municipality of Ibi implemented an initiative regarding putting in value the heritage related to the creative and entrepreneur women in the history of the town. This community engagement initiative had a big success and the City Hall in collaboration with several civic associations continue researching and implementing this initiative by their own resources.

Ibi also has a good communication system between staff members and city departments. The integrated approach and the participative approach of URBACT method, valorize and improve this experience and we have seen several initiatives where different city departments have collaborated as the different ULG meetings or the organization of the Case Study Visit in Ibi.

ULG meetings:

ULG MEETING	LESSONS LEARNED
Team building session, 24 July 2017	<p>Meeting to introduce the main characteristics of the Second Phase of the project Creative Spirits.</p> <p>All participants also discover what is the URBACT festival in Tallin, the training courses in Paris about Implementation Plans, etc.</p> <p>They were defined the 3 ULG Moderators and it was defined the first ULG Workplan.</p> <p>Finally, ULG members started planning an Ideas contest by a participative approach.</p>
ULG meeting for core members linked to Lublin meeting	All ULG worked about good practices and learning card of Lublin (the kick off meeting was organized in Lublin).
1 st Case Study Meeting	
Open public ULG event for wider ULG group, linked to Lublin meeting, 16 November 2017	Participants of the Kick off meeting introduced the main conclusions of the Case study meeting in Lublin (Poland), sharing the main lessons

ULG MEETING	LESSONS LEARNED
	<p>learned. We introduce the methodology of the implementation plans that was exposed during the Lublin meeting. We scheduled a working session only for this topic after Kaunas study visit.</p> <p>Then, Kaunas meeting was introduced, presenting good practices of Kaunas and it was organized a debate in order to complete de learning card for the Kaunas study visit.</p> <p>Finally, we recorded the video of the participants in Lublin, with their impressions about the meeting in Lublin. This also was a new exercise for the Ibi participants, that made them to do an English speach and syntetize main learned lessons.</p>
ULG meeting for core members linked to Kaunas	We organize the participation of Ibi in the Study visit of Kaunas. We discuss about the learnin cards and about what ideas search in Kaunas and about how present the ideas contest.
2nd Case Study Meeting	
Open public ULG event for wider ULG group linked to Kaunas, 29th January 2018	<p>Participants in Kaunas described the most important conclusions from the visit:</p> <ul style="list-style-type: none"> - The feed-back got about the ideas contest; - The idea about a co-working space for artists, adapting a good practice visited in Kaunas. <p>From Kaunas meeting, the City Hall and the local ambassador announced the creation of an artist association and opening a creative workshop.</p> <p>We discussed and worked on the Implementation plan in order to better prepare the participation in</p>

ULG MEETING	LESSONS LEARNED
	the trainin course of Paris on 1 st , 2 nd February.
ULG meeting for core members linked to Ibi	<p>We didn't prepare learning cards for our meeting but met in different moments to organize the meeting.</p> <p>It was very interesting how many local citizens took part in the meeting organization. From the organizing of a theater oper to the organization of meals or activities. It was a good example of community involvement for a common objective.</p>
3 rd Case Study Meeting	
Open public ULG event for wider ULG group linked to Ibi, 27th April 2018	<p>We made our own evaluation about the meeting, analizing which points improve for future meetings, etc.</p> <p>We also planify the next meeting in Ravenna, and follow up the implementation plan . ULG participants also debated about the learning card of Ravenna's meeting</p>
ULG meeting for core members linked to Ravenna	We work deeper about the Ravenna's meeting, also planifying the intership week in Ravenna of Ms. Elisabeth Seco and Ms. Lorena Pastor.
4 th Case Study Meeting	
ULG meeting for core members linked to Sofia	Preparation of the meeting in Sofia, conclusions of the meeting in Ravenna and the intership week in Ravenna. Organizing Ibi participation in the URBACT festival of Lisbon.
5 th Case Study Meeting	
Open public ULG event for wider ULG group linked to Sofia, 21 th September	We debated the main conclusions of the Case Study Meeting in Ravenna and the Case Study Meeting in Sofia. We also discussed about the project implementation, and we also discussed about the Implementation Plan and the OIF
ULG meeting for core members	Preparation of the meeting in Loulé

ULG MEETING	LESSONS LEARNED
linked to Loulé	and sharing conclusions of the URBACT Festival in Lisbon. We also discussed about the main learnings and conclusions of the intership week in Ravenna and previous meetings in Sofia and Ravenna
6 th Case Study Meeting	
ULG meeting for core members linked to Waterford	Core ULG member met to organize the Case Study Meeting in Waterford and prepare the learning card. They discussed about the previous experience in Waterford during phase 1 and its best practices.
7 th Case Study Meeting	
Open public ULG event for wider ULG group linked to Waterford, 5 th December 2018	We discussed about the main conclusions and learnings from the Loule's Case Study Meeting and Waterford Case Study Meeting. We also analyze the peer feed-back about our OIF.
ULG meeting for core members linked to Maribor	We have discussed about our OIF and the Peer Review dynamic to do during the meeting in Maribor, regarding the OIFs of Kaunas and Lublin. We prepared our participation in the meeting in Maribor
8 th Case Study Meeting	
Open public ULG event for wider ULG group linked to Maribor	This meeting was open to all ULG members and Ibi citizens, to show OIF final results and also project final results, and the last meeting in Ujbuda
ULG meeting for core members linked to Újbuda	Preparation of the meeting in Budapest
9 th Case Study Meeting	
Open public ULG event for wider ULG group linked to Újbuda	Conclusions of the meeting in Ujbuda and closing Creative Spirits project at local level

5.5 Organizing a case study meeting in Ibi (March 2018)

It was the first international meeting organized by the city, related to an European project. This represented a unique moment for all the members of the ULG who saw in him a great opportunity to show their city abroad and give the best of themselves. In this sense, there was a great involvement on the part of the different members of the ULG, who worked hardly during almost one month in order to organize a good meeting.

The different departments of the City Council joined together to organize different activities, such as, for example, making available emblematic spaces such as the Rio Theater or the Biodiversity Museum. Proof of the involvement of citizens was the event organized in the Rio Theater that was used to raise awareness of the project among the public and had its great culmination in a play organized collaboratively between different associations in the city .



5.6 Implementing Community Engagement Actions:

As community engagement activities we can underline three different actions that were very important for Creative Spirits implementation in Ibi. The first of these has already been discussed and was the organization of a major event in the Rio theater during the Case Study Meeting of Ibi, in which different cultural associations of the city offered a play related to the creative identity of our city. This was a very important event, because

it demonstrated the capacity and commitment of the citizenship with the project and the development of positive initiatives for the city.

Another initiative born through Creative Spirits has been the initiative on "Creative Women" of the city. The project aimed to highlight the creative identity of the city of Ibi, especially in the historic center (target area). For this, and with the collaboration of the citizenship, the history of the role of women in the municipality was investigated and put into value through different information panels in the historic center. In this way, it was intended to stimulate the participation of women in the field of creative entrepreneurship and in the improvement of the historic center of the city.

Another very interesting initiative was the realization of a mural and a video about it, related to the project. The mural was developed by Fernando Fernández, ambassador of the project, who also recorded the creation in a video. This was the first of a series of initiatives that both he and his association of artists (created from the project and called Enfanats) are implementing in the historic center. These initiatives are showing interest and commitment to the historic center and above all, are contributing little by little to generate a creative ecosystem in the center of the city.

<https://www.youtube.com/watch?v=TLYtosjnyFQ>

Finally, the department of economic promotion of the city of Ibi, in collaboration with the association of bolilleras of the city and associations of women, implemented a "Kinitting" initiative in the Plaza de la Palla. Initiative that had a great neighborhood acceptance and was present throughout the summer. Once again, the initiative was based on citizen participation and aimed to improve the urban landscape and generate an environment favorable to creativity.





5.7. Internship week in Ravenna

Elisabeth Seco, from the urban planning department, and Lorena Pastor, from the tourism department, actively participated in the "internship week" in Ravenna (Italy) from June 4 to 8, 2018. According to them, it was a very enriching experience since they were able to meet First-hand experience of the Ravenna Darsena. They had the opportunity to meet with the main actors who were participating in the execution of the strategy. From entrepreneurs, responsible politicians and also representatives of the University of Ravenna.

Although the scales are quite different between Ravenna and Ibi, the industrial past and the need to reconvert buildings and industrial zones that need new uses is similar in both cities. Elisabeth and Lorena highlight the reuse of spaces to house the headquarters of new companies, as well as to house services for these companies. These initiatives were very inspiring for them.

5.8 URBACT FESTIVAL LISBOA

Intense days to learn and share experiences in an international context. It was very enriching to have first-hand good practices and urban strategies that are implemented both in Spain and also at European level.

In this event there was the opportunity of being able to contrast and ask directly about tools and procedures. Moreover, it was a great moment to get to know colleges who are working in the same field and facing the same problems during the visit to StartUp Lisboa.

5.9 SMART CITY CONGRESS BARCELONA

In order to present the Operational Implementation Framework of Creative Spirits of Ibi, there was a participation of the Smart City Congress of Barcelona. In this meeting there was the opportunity to present what was happening in the project of Creative Spirits in the partner city of Ibi. Moreover, there was the opportunity to meet again with the local agents who were met before in Lisboa. This opportunity led to a share of practices but also to continue with the development of the project.

SECTION 6 – SYNTHESIS

6.1. Lessons learnt

From this experience, the municipality of Ibi has learnt in several and different ways. First of all, it has been assumed and that there is a lack of connection among departments but also with other neighbor towns. From this point, it has started to work to solve this problem and to grow from this difficulty. At this regard, the ULG was a good tool to start connecting different departments and technicians in order to implement actions. ULG showed to its participants how important is communication and collaboration between departments.

Moreover, and thanks to the participation in the URBACT project, Ibi has learnt about the methodologies used in the this kind of projects and also how to implement them in the practice. Project participants valorized very much the study visits and how important are discussions and peer-reviews in order to discover mistakes and also to reflect about your own work. Project participants also valorized the stakeholder involvement regarding implementation phase, but also how important is to exchange ideas and practices between cities and technicians in order to valorize your own resources, innovate and develop your own ideas.

This knowledge will be use also in the future for another projects and to implement activities at local level with citizens and stakeholders. As the first example, the Municipality of Ibi started implementing the Director Plans as planification tool for revitalizing public buildings. Ibi has drafted 2 Director plans until today (Watermill and Payà Factory). Thanks to this Ibi is receiving EU funds easily and these tools demonstrates how detailed and organized are these projects. Other learning remarkable was the establishment of collaborations with stakeholders. It was materialize through the agreement with the creative community at local level. The Municipality of Ibi has pushed the establishment of the first creative and artistic association of Ibi, that involves an important part of the local artists. Then they established a collaboration agreement where the association will provide artistical works to the city.

In addition to all the mentioned above, the city of Ibi has learnt from its qualities. One of them is its small scale that allows it to work better and with good connections. Due to this fact the communication channels are fast and the sharing of knowledge can be distributed also in a quick way. Nevertheless its small scale, which allows them to have fast communication, there is work to do about converting this fast communication into a sustainable one to maintain cooperation during the years, not only in punctual moments. This implementation will facilitate the relations with neighbor municipalities and will strengthen their relationships to cooperate and create projects together.

In addition, talking about values, the municipality of Ibi bet for a better understanding of the values of tolerance, patience and collectiveness. These 3 values will provide the citizens, stakeholders and departments with a strengthening of the empathy which will allow them to a more positive relationship in order to understand each other and to be able of create projects together.

6.2. Skills, methods and tools

Firstly it is needed to present that one of the main points of the strengths of Ibi is the creation in the past of Promoibi. This enterprise works as a city department for the promotion and development of the city and it is one of the main tools for the municipality to work in the several projects of development.

The following important tool of the municipality of Ibi is its believe in the informal meetings. The informal meetings such as coffee breaks, whatsapp groups or carsharing lead to a better relationships among the staff working together. These little moments of sharing, allows them to get to know each other consequently to work better.

Also the little activates are very important in the citizens conscience. They are very usefully to activate the participation at local level and start the mobilization (seminars, art contest, photography workshops,...). The creation of new personal networks, the join of population increase the exchange of information and motivate the beginning of new activities.

Thanks to these tools it is possible to develop some implementation activities. The main methodology used is the surveys but also the participative dynamics. It is very well-known that the participation of the citizens and stakeholders in the projects carried by the municipality makes the project richer in knowledge and also in dissemination. The main aim of the development of a town is to improve the way of living of their citizens and for this the participation of these last ones is essential. That is why

the URBACT Local Groups was one of the main important points of the project and it was made for their success among the population.

6.3. Summary of the experience in the context of the URBACT project

The experience was positive in general. It was the first European experience for the Municipality of Ibi regarding urban development topics, and our staff tried always to do its best, taking into account their own limits and barriers. Since the beginning, the Municipality of Ibi tried to involve its staff and policy makers, as well as key stakeholders in the project working group. In this sense, several representatives of the Municipality of Ibi participated in the different case study visits and this represent a key of success for the project implementation and project impact. The Municipality of Ibi involved its Mayor and Deputy Mayors in different case study visits as Kaunas and Loule, and it was very useful for adapting experiences and ideas to our local context. Technicians from different city departments (Urbanism, Environment, Social Works and Local Development) also participated very active in the project implementation, and this motivated several new community engagement initiatives, implemented in collaboration with some civic associations, related to the Creative Spirits project.

The Municipality of Ibi was very proud of be member of Creative Spirits project, and it always tried to rise to the challenge as well as the different city partners. However, Creative Spirits represented a very big challenge for the city because Ibi is a small city with less staff resources than other city partners like Kaunas, Ravenna or Sofia. The Municipality of Ibi took this opportunity as a challenge to learn from other cities and get valuable experience for future urban initiatives. After almost two years of cooperation, the Ibi staff and all involved stakeholders can recognize several lessons and knowledge learnt from the different project activities, as well as how internal barriers (burocratic limits, human resources limits, etc.) have influenced also the correct implementation of the project. In this sense, nowadays, the Municipality of Ibi is planning to adapt several initiatives that was born from Creative Spirits, adapting experiences visited in our different city partners. Those initiatives were unthinkable before creative spirits. Creative Spirtis has motivated changes in the mind of the policy makers, staff members and Ibi citizenship.

Regarding our implementation plan, the Municipality of Ibi followed the structures and forms learned during the different seminars organized in Paris. Those seminars were very useful, because we participated in different working groups and dynamics that helped us to better understand planning process and the main characteristics of our project and our implementation plan. At this regard, even if there were some

barriers that slow down the implementation of the initiatives, we didn't change the plan, only adapting its calendar and adapting some minor changes. It was very useful the methodology for the implementation plan because, even if we had experience regarding strategic plans and actions plans, we didn't have to much experience regarding implementation plans.

During these months the Municipality of Ibi is implementing the two main initiatives of its implementation plan. They have suffered some delayed on its implementation times, but the Ibi staff is working on all procedures in order to finalize them before the end of the project. Creative Spirits experience has also showed the internal limits and barriers in the implementation phase. That is a positive point in order to know what improve in future project implementations.