



■ LOCAL ACTION PLAN

CITY OF CASTELLÓN

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1. The context

First of all, it is important to know the situation of the Ceramic Industry in Castellón in terms of concrete data, what makes of Castellón and its surroundings a strategic area in terms of world ceramic tiles production.

Over 80 % of the Spanish ceramic industries are allocated in the Valencian Region (specially concentrated in Castellón), what supposes a volume of employment about 23,000 people in the whole province of a direct way and other 7,000 persons of an indirect way.

According to 2008 data (first with affection of the crisis), the sector produced a whole of 494.7 million square meters. The volume of sales overcame 3,670 million Euros, of which 60 % (2,211 million Euros) was the value of the exports. The Spanish ceramic sector commercializes the product to a whole of 179 countries in the world.



Castellón has a very competitive industrial sector, and a dynamic higher education system that is focused on supporting it, providing the courses and the applied research facilities that are required by the industry.

But to strengthen its innovation system, Castellón needs to improve the cooperation model between research and industry, with research organizations playing a more leading edge research role towards an extended community of users, and companies developing more in-house applied research competences, in line with a cluster or competitiveness centre model.

Castellón has been developing its image to go along with its economic development, and has started a policy of using ceramic tiles in street boardwalks and in buildings, what is a good example of industrial heritage preservation, and that should be made even more visible, through the use of more innovative colors and designs.

The measure above mentioned is a good step towards changing the current “greyish” and “industrial” image of Castellón, as are the plans for the construction of landmark buildings as the “Palau de la Festa”. But to continue this path, Castellón also needs to improve its approach towards tourism promotion and in the organisation of large scale events, as well as to improve its cultural and social offer.

We can't forget the economic world crisis, that is concerning seriously all the productive sectors, but specially the sector of Spanish tile who has his location almost exclusively in the city of Castellón.

In that sense, the sector confronts the situation of crisis with big economic difficulties, especially of financial nature. But in addition, the ceramic business community faces other big questions that, in most of the circumstances, are related to the legislative action of the European Union. Following there is mentioned some of them:

- ❑ Obligation of reduction of pollutant emission.
- ❑ The industry has changed in the last decade the model of energetic management, going on from the fossil fuels to the gas. This supposed a reduction of the pollution of 55 %, nevertheless now there is demanded from the European Union a new reduction of 20 % in a short period of time and with a perspective of disloyal competition against countries that do not expire with the environmental protocols.
- ❑ Comparative damage in competitiveness of prices and costs with other countries that do not carry out with Kyoto's protocols. That is why does not exist comparative of equanimity in the treatments in the ceramic laws with regard to all the countries of the world, both buyers and producers.
- ❑ Related with it, we have complex problems of foreign marketing for lack of juridical and financial safety to confront these operations. In fact, a firm bank regulation would be necessary to avoid the collapse produced as well as sure developments in interior and foreign sales.

So the conclusion is that there is the need of an energetic regulation and of new technologies, with tariffs favourable to the industry.

The LAP activities in Castellón are integrated with those of the Local Strategic Plan 2009 – 2015, known as “Castellón Avanza”.

This plan includes as one of the main actions the promotion of the ceramics sector, in which the regional economy is mostly based. The quality and high technological approach are the main characteristics of this sector, getting a strategic position at national and European levels.

The transformation of this industry in the last decade has supposed an important increasing of that quality and possibilities of applications of this versatile material. That is the reason why in the Local Strategic Plan for the next four years it is considered explicitly that:

- ❑ Ceramics is the most important industrial activity in the Region. Improvements in that sector in recent years can be seen through the next facts:
 - Exploitation of new markets
 - A leading products position in the market thanks to its quality
 - An efficient sales network worldwide

- The improvement in the production processes in order to increase its competitiveness
- On the other hand, it exist new opportunities to improve products and raw materials, such as:
 - The use of traditional materials and products in order to get new applications
 - The increase of an added value, e.g. offering additional services for other sectors (e.g., ceramic sector cooperation with furniture and housing sectors)

This Local Action Plan focused on ceramics has to be also understood in the framework of the UNIC network that is based on the URBACT II Program aimed to develop exchanges of experience between European cities and actors. The UNIC Network main objective is to allow all European cities impacted by economic transition – from a traditional economy with strong “heritage” value conveying cultural identity, towards a sustainable innovation economy.

This economic transition from the industrial era towards an innovation economy has already begun in many cities in Europe, including the project partner cities. Some experiments had varying success regarding harmonious, integrated and sustainable urban development.

The UNIC network wishes to share these experiences, to capitalize on them and to give value to them through exchanges of know-how, knowledge and good practices.

The main challenge for Castellón within the UNIC project is to build on the industrial wealth of the region to strengthen the image of the city as centre of attraction with a strong network of service organisations and facilities, including the building of the CEIC.

There is a lack of leadership in the sense that the local government, industrial associations and universities should take a more proactive leading role in the promotion of cooperative research that would benefit the whole region.

That is why the Castellón City Council emerges as the leader actor, in order to join efforts from all the key stakeholders and to turn Castellón the “Capital of Innovation in Ceramics”.

The project’s objective is that of maximizing the use of ceramics in cities and in everyday’s life as a modern, higher-quality solution which is, as well, respectful with the environment and able to solve the problems that it gives to society.

In this sense, the main challenge undertaken by the Castellón City Council is that of coordinating and promoting all actions heading for innovation related to ceramic materials, making a strategic centre of the city in the context of ceramic innovation, thus creating a quality reference possessing both practical sense and new technologies.

2. The local actors

Stakeholder interest analysis			
For understanding the various interested parties			
Issue:	1./ PROMOTING INNOVATION Creation of the European Centre for Innovation in Ceramics (CEIC)		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders			
Castellón City Council	To consolidate the relation among the members of the UNIC LSG and the knowledge about the industrial activity and the innovation in the ceramics sector in Castellón.	To be the leader in the undertaking of the ambitious project of capitalizing the promotion of innovation in ceramics. It is, indeed, an integral project, where all parts are being represented.	To create the European Centre for Innovation in Ceramics (CEIC) wich will include the “ Castellón LivingLab ”, as a show room where exhibit the main innovations in ceramic and possibilities of application. It will be a specific emplacement integrated in the city.
ITC-AICE (UJI)	In recent years the ceramic industry has been supported by various stakeholders, one of them ITC through the services it can offer.	The ceramic industry must inevitably give way to innovation; to do this industry must implement measures affecting the marketing strategy, marketing and product development.	To become the main technological partner in a forum of innovation in ceramics. It is essential to encourage innovation in local industry. That is why the CEIC would also include the Castellón think tank in ceramics : a new service of regular information to the council on innovation projects and urban revitalization that can serve as a fund of ideas for action in the city.
Rest of stakeholders related with ceramics	A rich formative infrastructure, museums, research and learned institutes on ceramics can be found in the City of Castellon and surroundings.	Now it is needed to encourage and empower local actions in the ceramics industry as a differential value with a strong base in Innovation	To take part in a forum of innovation in ceramics through the constitution of a Ceramics Stakeholders Consortium

<h2 style="text-align: center;">Stakeholder interest analysis</h2> <p style="text-align: center;">For understanding the various interested parties</p>			
Issue:	2./ INDUSTRY STRENGTHENING Castellón as a CityLab		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders			
Castellón City Council	The idea is that the city is transformed gradually in a huge sideboard in order to show the innovations developed by its industry. This is what from a local point of view we can do to satisfy the aim of showing to everybody how ceramics can improve the quality of life of the citizens.	Experts, citizens and authorities from around the world can see through the CityLab of Castellón how the ceramic tiles industries of the region can help them in their urban planning and public space improving. In such a way, they probably will turn to the Castellón's ceramic tiles companies to satisfy their demands.	This is the main action that Castellón includes in the present Local Action Plan, because in a way it supposes a transversal action, including or affecting the rest of actions. For instance, the City Marketing will be strongly related to the CityLab concept, the CEIC will be also based on the innovation and how to apply it in the city, etc.
ITC-AICE	One of ITC's objectives is the promotion of innovation. The existence of a CityLab to experiment every innovation will contribute to develop products more effectively and reach the market with specifications more user-oriented.	A fundamental problem of any product developed is able to include the user specifications. ITC is an internationally recognized Centre and conducts R&D, technological consulting and architecture and design activities aimed at improving the competitiveness of the ceramic industry, the CityLab will be a permanent show-room of innovations developed.	Ceramic Technology Observatory of urban space (CERURBIS)

Industry (ASCER)	The investments industry makes in innovation need to be known in order to improve the sells	There are lots of of ceramics companies in Castellón and surroundings which main commitment is to look for new uses of this material	Companies will have the opportunity to show its products directly integrated in the urban space.
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Stakeholder interest analysis
For understanding the various interested parties

Issue:	3./ URBAN INTEGRATION “Ceramics Innovation Awards City of Castellón”/ Technicians International Conferences/ Design Biennial Forum
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Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
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Primary stakeholders

Castellón City Council	The Castellon City Council aims to encourage the integration of innovation in ceramics as part of the City	To link the name of “Castellón” to a new prestigious award related to ceramics innovation	Organization and awards ceremony “ Ceramics Innovation Awards City of Castellón ”
ATC	Castellón as centre for ceramics technicians conferences	Organization and contents	Organization of Ceramics Technicians International Conferences
ITC-AICE (UJI)	As the main technological stakeholders in the field of ceramics in Castellón, the ITC aims to link the promotion of innovation and the urban integration.	Appreciation of the ITC as a technologic centre involved in the City, by the contribution to the urban integration through the technical approach	Design Biennial Forum with the objective of giving value to the culture of design and convert the Castellón a the capital of design in ceramics.

<h2 style="text-align: center;">Stakeholder interest analysis</h2> <p style="text-align: center;">For understanding the various interested parties</p>			
Issue:	4./ CULTURAL AND TOURISM POTENTIAL Ceramics evolution guide and route		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders			
Castellon City Council	The city wants to promote tourism values through Ceramics heritage linked to surrounding area Ceramics heritage elsewhere in the province.	Castellon City Council research providing attractive information on city interesting Ceramic sites. Cooperation agreement with Stoke on Trent in order to promote the common heritage and interests based on tourism and ceramics heritage.	Elaboration of a guide based on a route of the ceramics evolution in Castellón and surroundings where collect the ancient heritage ceramics, the last innovations in the industry, its urban applications and the processes of production/decoration.
ITC-AICE (UJI)	Ceramic culture is a steady value to the town of Castellón, this good should be maintained and promoted.	The ITC has experience working with the ceramic material and may help preserve the ceramic heritage that has Castellón City	Collaboration for the rehabilitation of ceramic mosaics, ancient tiles and courtyards of the city of Castellon . Rehabilitation of buildings, parks, squares ... with the introduction of ceramic in urban furniture and decorative and functional elements.

<h2 style="text-align: center;">Stakeholder interest analysis</h2> <p style="text-align: center;">For understanding the various interested parties</p>			
Issue:	5./ CITY IDENTITY Castellón, Capital of Innovation in Ceramics		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders			
Castellón City Council	Castellón City council wishes to tie its name to Innovation in Ceramics by means of a brand name. The idea is that worldwide people relate the name of “Castellón” to the vanguards of the ceramics in the urban space.	To make Castellón the European Capital of Innovation in Ceramics	Dissemination of the “CityLab” applications, international promotion of the CEIC, a major boost for tourism and conserving the heritage and the international promotion of “Innovation in Ceramics Awards City of Castellón”, the Design Biennial Forum and the Technics Conferences.

3. The problems

Problems and solutions table

For analysing issues and brainstorming possible solutions.

Area:	1./ PROMOTION OF INNOVATION Creation of the CEIC	
Problems	Solutions	Resources (Benchmarks)
There is a lack of leadership, coordination and feedback among the main stakeholders involved in Ceramics in the City. There is also absence of a space dedicated to the ceramics and a specific planning for infrastructures.	<p>Creation of the European Centre for Innovation in Ceramics (CEIC), a centre of European reference where all the stakeholders related with ceramics can be represented (LSG).</p> <p>The project operates as a bank of ideas and actions (think tank), which provides information to council staff and managers when developing and supporting activities of different types in urban areas such as cultural activities, local development, environment, cutting-edge architecture management, innovation in urban areas, local integration and community building, sustainable urban design, mobility, etc.</p> <p>The innovations will be showed through the Castellón LivingLab</p>	<p>Local budget Competitiveness Plans of IMPIVA Structural Funds European Programs</p>

Problems and solutions table

For analysing issues and brainstorming possible solutions.

Area:	2./ INDUSTRY STRENGTHENING Castellón as a CityLab	
Problems	Solutions	Resources (Benchmarks)
Difficulties to sell the new applications in ceramics and also to get new markets for the innovation. Lack of visibility of the infinite applications of	<p>Castellón as a City Lab. The concept of “CityLab” tries to translate the outputs of the ceramics industry to new urban applications.</p> <p>Design, innovation and a strong practical approach are the main cores in which this idea is based. This concept thinks of the city as a big laboratory by</p>	<p>Local budget European Programs (CERURBIS-INTERREG SUDOE) Competitiveness Plans of the IMPIVA</p>

the ceramics.	reinventing the idea of the public urbanism through elements given by ceramics heritage.	Structural Founds
Problems and solutions table For analysing issues and brainstorming possible solutions.		
Area:	3./ URBAN INTEGRATION Innovation Awards/ Technicians International Conferences/Design Biennial Forum/	
Problems	Solutions	Resources (Benchmarks)
Few incentives for the Innovation. Lack of recognition of the innovation in the field of ceramics.	Innovation Awards: this new prize would award the product based on innovation, in order to incentive the R&D in ceramics. Ceramics training and research institutions and alumni deserve an incentive award where their ideas, work and devotion may meet their hopes and effort.	Local budget Contributions of companies and organizations (Sponsors)
Few incentives and knowledge worldwide on the field of the work developed by ceramics technicians.	Organization of Ceramics Technicians International Conferences: approximately 10 conferences/workshops/seminars per year, in the field of the ceramics technicians. It shall be developed with a strong approach related with innovation, design, and in different fields like the improvement of the quality of life of the citizens, the increasing of the comfortability in the houses, the environmental-friendly solutions in the production/use, tec.	Local budget Contributions of companies and organizations (Sponsors)

<p>A fundamental problem of any product developed is able to include the user specifications. ITC is an internationally recognized Centre and conducts R&D, technological consulting and architecture and design activities aimed at improving the competitiveness of the ceramic industry, the CityLab will be a permanent show-room of innovations developed.</p>	<p>Design Biennial Forum: two objectives:</p> <p>1) Educate and give value the culture of design to: General public: to know and evaluate the design. Enterprises: to demonstrate the potential design can bring to the company. To be competitive with other businesses taking as axis design innovation in introducing new products or business ideas. Professional designers: to convey a vision of the current design scene.</p> <p>2) Convert the capital city of Castellon in cultural design, while it is positioning itself as a city of reference in national and European level.</p>	<p>Economic funding search trough INTERREG SUDOE, Regional Funds, and national founds</p>
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Problems and solutions table

For analysing issues and brainstorming possible solutions.

<p>Area:</p>	<p>4./ CULTURAL AND TOURISM POTENTIAL Ceramics route + guide</p>	
<p>Problems</p>	<p>Solutions</p>	<p>Resources (Benchmarks)</p>
<p>Scanty link between tourism and ceramics in a zone where one concentrates 95 % of the ceramic production of Spain. Excessive dependence of the tourism in the values of the Sun and beach.</p>	<p>Ceramics Route + Guide, based on the evolution of Ceramics in Castellón and surroundings.</p>	<p>Local budget European programs in the framework of the dissemination</p>

Problems and solutions table

For analysing issues and brainstorming possible solutions.

<p>Area:</p>	<p>5./ CITY IDENTITY Compendium of all the actions</p>	
<p>Problems</p>	<p>Solutions</p>	<p>Resources (Benchmarks)</p>
<p>Scantly consolidated image of the Castellón as reference of innovation in ceramics</p>	<p>Innovation in ceramics as the benchmark of the City through the promotion of the actions mentioned, giving them an international dimension and a media promotion worldwide.</p>	<p>Local budget European Dissemination programs Sponsors</p>

4. The proposed actions

Activities table					
For specifying activities and outputs to achieve a given objective					
Thematic Area:		1./ PROMOTION OF INNOVATION			
		Creation of the CEIC			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Timescale	Resources per annum and funding sources
Negotiations with the stakeholders related with ceramics	Castellón City Council	To join the interest of all the stakeholders	Number of stakeholders interested	4 – 6 month	0 €
Constitution of the Consortium	Castellón City Council	Constitution of the juridical form for the consortium in order to agree how to manage the CEIC and define priorities	Number of partners of the consortium	3 - 4 month	500 €
Funding search	Consortium for the CEIC	Application for European projects and possible economic contributions of the members. Negotiations with the M.A.	Founds got	1 year	0 €
Construction of the building	Consortium for the CEIC	Acquisition, rehabilitation and conditioning of the building	Media impact/ number of partners	1 year	2 million €
Definition of the CEIC strategy	Consortium for the CEIC	Define the function for each member, define the priorities for the CEIC and planning of the objectives and events/other actions	Number of conferences/vi sits/events/me dia impact	3 months	0 €

Activities table

For specifying activities and outputs to achieve a given objective

Thematic Area:		2./ INDUSTRY STRENGTHENING Castellón as a CityLab			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Time-scale	Resources per annum and funding sources
CityLab Strategy	Castellón City Council	Development of a strategy responding the aim of identify the urban needs that can be solve through ceramics	Approximate quantity and dimensions of ceramics possibilities in the urban planning	4 months	
CityLab promotion among the companies	Castellón City Council	Program of incentives for the tile companies to develop urban solutions in order to be applied in the City	Number of companies interested in CityLab experience	4months	
Viability study	Castellón City Council	Study of the proposals made by the companies and its viability in Castellón at short/medium and long terms	Number of innovative products that could be urban solutions	4 months	
Application of the CityLab	Castellón City Council	Application of the CityLab solutions and products	Number of products applied to the city	Permanent	

Activities table
For specifying activities and outputs to achieve a given objective

Thematic Area:		3./ URBAN INTEGRATION			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Timescale	Resources per annum and funding sources
“Ceramics Innovation Awards City of Castellón”	Castellón City Council	Organization of a ceramics award based on innovation in order to incentive the I+D in this field.	Number of candidacies/projects presented	Biannual	Local budget, sponsors, companies contributions, regional/province funds...
“Technicians International Conferences”	Castellón City Council	Organization of technicians conferences/workshops/seminars/round table, etc.	Number of participants/events	Approx 10 per year	Local budget, sponsors, companies contributions, regional/province funds...
Design Biennial Forum	Castellón City Council	Organization of the Castellón Design Biennial Forum	Number of candidacies/projects presented	Biannual	Local budget, sponsors, companies contributions, regional/province funds...

Activities table
For specifying activities and outputs to achieve a given objective

Thematic Area:		4./ CULTURAL AND TOURISM POTENTIAL			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Time scale	Resources per annum and funding sources
Guide and rout	Castelló City Council	Elaboration of a guide describing the main interesting points in Castellón and surroundings in the field of ceramics heritage and innovations. Not just museums but also companies, technological centres, CityLab main examples, etc.	Number of visit points. Number of visits	Permanent	Local buget Companies/museums/centres contributions sponsors

Activities table

For specifying activities and outputs to achieve a given objective

Thematic Area:		5./ CITY IDENTITY			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Timescale	Resources per annum and funding sources
Making Castellón the Capital of Innovation in Ceramics	Castellón City Council	To promote all the actions describe above, giving them an international dimension and media repercussion	Number of news in media, number of visits, Etc.	Permanent	Local budget EU funds (programmes) Structural Founds Stakeholders contributions, etc.

6. Political statement and signatures

This Local Action Plan is an open document which gathers the political will of the City Council of Castellón to turn the City into the Capital of the Ceramics Innovation. Therefore, the plan is subject to the changes the City Council decides in every moment, as well as to the possible contributions or changes made by the rest of the related actors. The financial resources indicated in the text for every activity are approximate and the financial sources are given for guidance. In every case, the best way to be carried out will be specified.

Javier Moliner Gargallo
Vice Mayor of Castellón