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URBACT Innovation Transfer Network – RECUP

REinventing Culture in Urban Places

Within the RECUP - REinventing Culture in Urban Places Network

Mancomunitat l'Horta Nord (Spain)



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EXECUTIVE SUMMARY

The Mancomunitat l'Horta Nord is a culturally active territory, with ten municipalities delivering a rich calendar of events, strong local traditions, and an engaged network of associations, cultural practitioners, and public services. However, this cultural vitality is still managed and communicated mostly within municipal boundaries, which limits audience reach, reduces participation in many activities, and prevents the territory from operating as a coherent cultural ecosystem.

Across the ten municipalities, cultural information remains fragmented across multiple channels (websites, social media profiles, printed programmes and local mailing lists). This fragmentation leads to two persistent challenges: first, citizens are often unaware of cultural events taking place in neighbouring municipalities, resulting in low cross-municipal participation; second, programming is not sufficiently coordinated, which increases the risk of duplicated events competing for the same audiences on the same dates. In addition, the territory lacks shared tools to measure cultural participation and impact, making it difficult to improve planning, justify investments, or identify inequalities in access.

Within the URBACT RECUP network, the Mancomunitat took inspiration from the CUP4Creativity good practice of Újbuda and implemented its Testing Action in 2025: Cultura Horta Nord, a first shared digital platform and communication ecosystem designed to strengthen territorial coordination and visibility. The Testing Action demonstrated that municipalities can collaborate operationally, that citizens respond positively to unified cultural communication, and that a shared territorial cultural identity is both viable and needed. It also confirmed that improved communication is a direct lever to increase participation and reduce inefficiencies linked to uncoordinated programming.

Building on this momentum, this Integrated Investment Plan proposes a long-term investment strategy to move from experimentation to consolidation. The plan focuses on four complementary directions: (1) consolidating a permanent governance structure to coordinate cultural planning across the ten municipalities; (2) strengthening and expanding the Cultura Horta Nord digital platform and its social media dynamisation; (3) integrating tools for mapping cultural actors and monitoring participation, including shared indicators and reporting; and (4) enabling joint programming, shared cultural experiences and intermunicipal initiatives supported by coordinated communication.

The Plan also reinforces the connection between cultural mapping and joint cultural events as a single strategic pathway. Cultural mapping will provide the knowledge base to identify actors, existing cooperation patterns, audience needs and participation gaps, while joint cultural events will act as the activation layer through which citizens, associations and municipalities experience L'Horta Nord as a shared cultural territory. This approach ensures that programming is not developed as isolated events, but as a coordinated process of community activation, territorial identity-building and cross-municipal cooperation.

A key operational requirement emerging from the ULG process is to reinforce human capacity at territorial level, including a dedicated coordination role to support the ten municipalities, ensure regular content updates, improve social media outreach, and progressively explore integration with additional digital functionalities such as unified event publication workflows and, where feasible, ticketing/booking coordination. Governance will continue to be anchored in the Mancomunitat and strengthened through an evolved multi-stakeholder structure that maintains municipal representation

while progressively incorporating the cultural ecosystem, including dedicated representatives of local cultural associations.

The plan aligns with local and regional priorities related to social cohesion, accessibility, participation, digital transformation and sustainable cultural development. By combining strengthened governance, shared digital tools, coordinated communication, and joint cultural action, the Mancomunitat l'Horta Nord aims to increase cultural participation, reduce duplication, and build a recognisable territorial cultural identity—ensuring that culture becomes a shared asset across the territory for the long term.

1. Policy Context and Needs Analysis

1.1 Needs Analysis in the Territorial Context

The Mancomunitat l'Horta Nord is composed of ten municipalities that share geographical proximity, social dynamics, mobility patterns and cultural traditions. Located within the metropolitan area of Valencia, the territory benefits from high population density, strong local associations, and an active municipal cultural offer. However, despite this vitality, the cultural ecosystem operates largely in a fragmented way.

Each municipality plans and communicates its cultural activities independently. Information is distributed through separate municipal websites, social media channels, printed programmes and local mailing lists. As a result, cultural communication lacks territorial coherence. Citizens are often unaware of events taking place in neighbouring municipalities, even when they are geographically close and easily accessible. This significantly limits audience mobility and reduces overall participation potential.

One of the main structural challenges identified during the ULG discussions is the low participation level in many cultural events. While the number of activities is relatively high, attendance does not always reflect this effort. The absence of coordinated programming and shared communication strategies means that events frequently compete with each other. In some cases, similar cultural activities are organised simultaneously in different municipalities, dividing audiences and reducing efficiency. This duplication is not intentional but results from the lack of a shared territorial calendar and joint planning mechanisms.

Another major gap concerns territorial visibility and identity. Although each municipality has a strong local cultural identity, there is no consolidated narrative presenting L'Horta Nord as a shared cultural space. Without a unified territorial framework, culture is perceived as a set of isolated local agendas rather than as part of a broader interconnected ecosystem. This weakens the potential to position the territory externally and to foster a stronger sense of belonging among citizens.

The diagnostic phase also revealed the absence of a coordinated governance structure for cultural planning. Before RECUP, cultural technicians and library staff worked mostly within municipal boundaries, without a stable intermunicipal coordination mechanism. Although informal contacts existed, there was no formalised space for shared decision-making, collective problem-solving or strategic planning at territorial level.

Digital tools also present important limitations. While municipalities use digital communication channels, these tools are not integrated. There is no unified publication workflow, no shared content strategy, and no territorial monitoring system. Social media activity varies significantly between municipalities, and there is no dedicated territorial-level dynamisation ensuring regular content updates, engagement strategies, or audience growth. Furthermore, there is no shared ticketing or booking coordination mechanism, limiting the capacity to gather comparable data and to manage audience flows efficiently.

A critical structural weakness is the lack of shared measurement and monitoring tools. Municipalities collect attendance data in different formats and with different criteria. There are no common indicators, no territorial dashboard, and no annual cultural report consolidating participation data. This makes it difficult to evaluate impact, identify trends, detect inequalities in access, or justify future investments.

Finally, unequal municipal resources create disparities in cultural capacity. Smaller municipalities often rely on limited staff, which restricts their ability to innovate, update digital content regularly, or engage in strategic coordination. Without territorial support structures, this imbalance reinforces fragmentation and limits the overall efficiency of cultural investment across the territory.

In summary, the needs identified converge around five structural challenges:

1. Fragmented cultural communication and low cross-municipal visibility.
2. Low participation levels and duplication of programming.
3. Weak territorial cultural identity.
4. Lack of coordinated governance and shared planning mechanisms.
5. Absence of common digital and monitoring tools at territorial level.

Addressing these needs requires moving from isolated municipal action toward a coordinated territorial cultural ecosystem, supported by strengthened governance, digital integration, improved dynamisation, and shared measurement mechanisms.

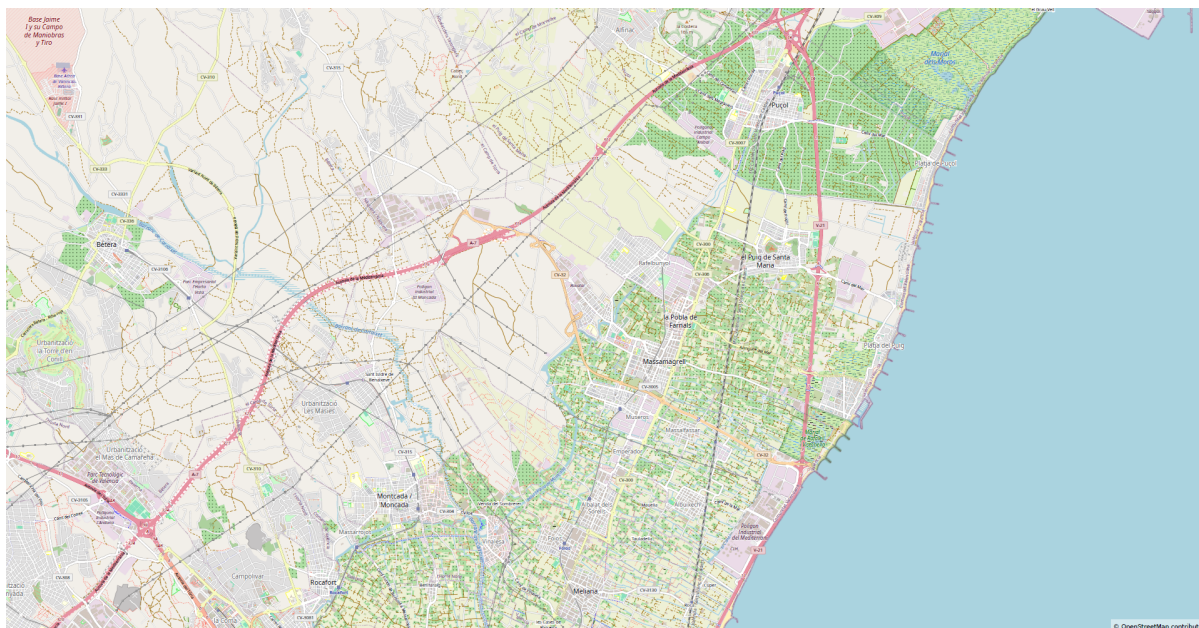


Figure 1. Location of L'Horta Nord within the metropolitan area of Valencia.

1.2 Policy Response

The policy response of the Mancomunitat l'Horta Nord emerges directly from the structural challenges identified in the territorial diagnosis: fragmented communication, low participation in many cultural events, duplication of programming, weak territorial identity, and the absence of shared governance and monitoring mechanisms.

Rather than creating an isolated project, the Mancomunitat is progressively building a long-term territorial cultural strategy aimed at transforming how culture is planned, communicated, and experienced across the ten municipalities. The Integrated Investment Plan forms the strategic and operational backbone of this broader policy direction.

The response is structured around a clear shift in approach: from independent municipal agendas toward coordinated territorial cultural management. This implies moving from reactive communication to proactive dynamisation, from isolated planning to shared programming awareness, and from local-only visibility to territorial projection.

The Testing Action implemented in 2025 — Cultura Horta Nord — represented the first operational step of this policy shift. It demonstrated that a shared digital platform can significantly improve visibility and audience reach, and that municipalities are willing and capable of working collaboratively. However, the Testing Action also confirmed that digital tools alone are not sufficient. Sustainable impact requires strengthened governance structures, stable human resources for coordination, and integrated monitoring systems.

The policy response therefore rests on four strategic pillars:

1. **Strengthened Territorial Governance**

The consolidation of a permanent Cultural Roundtable evolving from the ULG. This structure will bring together the ten municipal cultural technicians, representatives of the Mancomunitat, and at least two representatives from the local cultural associative ecosystem. It will act as the strategic coordination body for territorial cultural planning, ensuring regular dialogue, joint awareness of programming, and collective decision-making.

2. **Reinforced Human and Technical Capacity**

The creation or consolidation of a territorial cultural coordination function to support the ten municipalities. This role will ensure continuous dynamisation of the Cultura Horta Nord platform and social media channels, facilitate coordination of calendars, prevent duplication where possible, support shared campaigns, and strengthen territorial communication strategies.

3. **Digital Integration and Visibility**

The strengthening and expansion of the Cultura Horta Nord platform as a centralised territorial hub for cultural information. This includes improved content management workflows, enhanced social media strategy, progressive integration of mapping tools, and exploration of coordinated publication or ticketing solutions where feasible. The objective is not only to centralise information but to actively increase participation and reduce inefficiencies.

4. **Measurement, Monitoring and Evidence-Based Planning**

The development of shared indicators and a territorial monitoring framework capable of generating comparable data across municipalities. This will enable annual cultural reporting, improved strategic planning, better funding justification, and continuous policy adaptation.

This policy response aligns with regional and European priorities related to participation, digital transition, governance innovation, and cultural accessibility. It positions culture as a driver of social cohesion, territorial identity and democratic participation, while ensuring that investments are scalable, realistic, and sustainable.

In essence, the Mancomunitat's policy response seeks to transform cultural fragmentation into territorial coordination, cultural competition into complementary programming awareness, and isolated communication into a shared cultural narrative for L'Horta Nord.

2. The Investment Proposal

2.1 Background to the Proposal

The proposal at the heart of this Integrated Investment Plan emerges from a clear territorial reality: L'Horta Nord has a vibrant cultural life, but its potential impact is limited by fragmentation, insufficient coordination, and uneven participation levels.

Before joining the RECUP network, the Mancomunitat and its municipalities were already aware of structural weaknesses in cultural planning and communication. Cultural agendas were rich in quantity

but not always efficient in reach. Attendance in many events remained below potential, cross-municipal participation was limited, and similar activities were sometimes programmed simultaneously without coordination. This reduced the overall effectiveness of public cultural investment.

The RECUP network and the CUP4Creativity good practice of Újbuda provided a methodological framework and inspiration to address these issues in a structured way. However, the core motivation of this proposal does not stem solely from the transfer process. It responds to a broader institutional commitment of the Mancomunitat to strengthen territorial cohesion through culture and to move toward a more coordinated cultural ecosystem.

The Testing Action implemented in 2025 — Cultura Horta Nord — validated several assumptions. First, unified territorial communication increases visibility and audience awareness. Second, municipalities are willing to collaborate when provided with a stable structure and shared tools. Third, digital integration is essential but must be accompanied by active coordination and governance.

The Testing Action also revealed new insights. While the platform improved access to information, it highlighted the need for continuous dynamisation, regular content updates, and stronger human coordination capacity. It became clear that without dedicated territorial-level support, the sustainability and growth of the platform could be compromised. The experience also reinforced the importance of monitoring participation and preventing duplication through better calendar awareness and shared planning dialogue.

Therefore, the Integrated Investment Plan represents the transition from pilot experimentation to structural consolidation. It transforms the lessons learned during the Testing Action into a multi-year investment strategy focused on governance reinforcement, digital integration, coordination capacity, and shared monitoring tools.

The proposal is built on a simple but strategic premise: cultural participation and territorial identity can only be strengthened if culture is managed as a shared territorial asset rather than as ten parallel municipal systems.

This Investment Plan does not introduce a new cultural model from scratch. Instead, it consolidates and scales an already initiated transformation process, ensuring that coordination mechanisms, digital tools, and governance structures become permanent, sustainable and progressively more ambitious.

2.2 Our Starting Point

Before the RECUP network and the implementation of the Testing Action, the cultural landscape of the Mancomunitat l'Horta Nord was characterised by vitality but structural fragmentation.

Each of the ten municipalities managed its own cultural agenda independently. Events were planned locally, communicated locally, and evaluated locally. While this ensured strong local ownership, it limited cross-municipal awareness and reduced the overall efficiency of cultural investment at territorial level.

At the starting point in early 2025, four structural gaps were clearly identifiable.

First, there was no shared territorial cultural communication system. Cultural information was dispersed across multiple municipal websites, social media accounts, and printed programmes. Citizens typically accessed only their own municipality's agenda, even though many neighbouring events were geographically accessible. This fragmentation reduced audience mobility and contributed to low participation levels in several activities.

Second, there was no coordinated programming awareness mechanism. Municipalities did not systematically share calendars in advance or review potential overlaps. As a result, similar cultural events could take place on the same day in different municipalities, unintentionally competing for audiences. This duplication was not the result of poor planning but rather the absence of a territorial coordination framework.

Third, there was no active territorial dynamisation structure. While municipalities made individual efforts on social media and communication, there was no dedicated territorial-level role ensuring continuous content updates, audience engagement strategies, shared campaigns or unified messaging. This limited the growth potential of any shared communication initiative.

Fourth, there was no territorial monitoring or measurement system. Attendance data was collected inconsistently, without shared indicators or comparable formats. There was no consolidated dashboard, no annual territorial cultural report, and no capacity to analyse audience trends across municipalities. This made strategic planning and funding justification more difficult.

Additionally, the territory lacked a clearly articulated shared cultural identity. Although each municipality had a strong local identity, L'Horta Nord was not positioned or perceived as a coherent cultural territory. Cultural activities were seen as municipal initiatives rather than as part of a broader, interconnected ecosystem.

The Testing Action in 2025 marked a turning point by introducing the Cultura Horta Nord platform and reshaping the ULG into a more operational network. It proved that municipalities could collaborate and that citizens responded positively to unified communication. However, it also confirmed that sustainable transformation requires more than a digital platform. It requires strengthened governance, reinforced coordination capacity, shared monitoring tools, and long-term political commitment.



LA CULTURA DE L'HORTA NORD

Figure 2. Brand logo created for Testing Action

This starting point establishes the rationale for the investments proposed in this Plan: to move from a fragmented but vibrant cultural landscape toward a coordinated, visible, measurable and participatory territorial cultural ecosystem.

2.3 Adapted Version of the Innovative Practice

The adaptation of Újbuda's CUP4Creativity good practice in the Mancomunitat l'Horta Nord follows a contextualised and realistic approach, grounded in the specific structural challenges identified in the territory. Rather than replicating the model in its entirety, the Mancomunitat has focused on those elements that directly respond to the fragmentation of communication, the limited cross-municipal participation in cultural activities, the duplication risks in programming, and the absence of shared governance and monitoring tools.

The pillar related to Community Engagement and Cultural Ecosystem Building is particularly relevant in this context. The territory recognises the need to better understand and connect its cultural ecosystem, including associations, professionals and informal actors. For this reason, the development of a territorial cultural mapping system becomes a priority, not only as a database but as a strategic instrument for improving planning, strengthening collaboration and increasing visibility of local talent. This responds to the current lack of structured knowledge about the cultural fabric of the ten municipalities and supports a more evidence-based approach to cultural policy.

To strengthen this component, the cultural mapping process will be designed as an open, participatory and iterative exercise. It will involve municipal cultural departments, libraries, local associations, cultural professionals, informal initiatives and community actors, ensuring that less visible cultural initiatives are also identified. In addition to collecting basic information on cultural actors, the mapping will explore existing cooperation patterns, audience profiles, participation barriers and the type of support or contribution needed by local stakeholders. A short and accessible survey of fewer than ten questions will be used as a practical tool to gather this information and to transform the mapping process into a first step toward community activation.

The Digital Engagement and Accessibility pillar also plays a central role in the adaptation. The Cultura Horta Nord platform, launched during the Testing Action, represents the first step toward a unified territorial communication system. However, the experience of implementation has shown that digital tools require continuous dynamisation, coordination and technical support in order to generate real impact on participation. The adapted model therefore reinforces the platform not only as a repository of information but as a territorial coordination and visibility mechanism, progressively integrating improved workflows, shared indicators and stronger social media engagement strategies.

In line with the lessons learned from the Testing Action, the digital platform will remain simple, practical and sustainable. Its value will depend not only on technical development but also on regular updating and real use by municipalities and cultural actors. For this reason, clear responsibilities will be defined for platform management, data updating and content validation. The Mancomunitat will coordinate the overall tool, while municipalities and cultural actors will contribute updated information through agreed workflows. To encourage participation, the Plan will also explore non-material incentives for contributors, such as visibility on the platform, recognition in territorial campaigns, priority dissemination of activities, and participation in joint cultural programming.

In relation to governance, the pillar of Community Governance and Policy Frameworks is understood as foundational for long-term sustainability. The evolution of the ULG toward a more stable and structured Cultural Roundtable ensures that coordination between municipalities is not occasional but institutionalised. This governance model, hosted by the Mancomunitat, allows shared programming awareness, collective discussion of calendar overlaps, and strategic alignment of communication efforts. It also opens the structure progressively to representatives of the cultural associative ecosystem, strengthening participatory legitimacy and community involvement.

Regarding Creative Spaces and Physical Infrastructure, the territory adopts a measured approach. Rather than prioritising major capital investments, the adaptation focuses on activating existing municipal spaces through coordinated intermunicipal initiatives and joint events. This approach reinforces collaboration and audience mobility while remaining aligned with the financial and operational capacity of the Mancomunitat and its municipalities.

The pillar related to Business and Corporate Engagement is considered a medium- to long-term opportunity. Given the economic structure of the territory, partnerships with local businesses may progressively support communication campaigns or joint events, but they do not constitute the core of the adapted model at this stage.

Overall, the adaptation in L'Horta Nord maintains the spirit of the CUP4Creativity good practice while aligning it with the real needs and capacities of the territory. It prioritises governance consolidation, strengthened coordination, digital integration and ecosystem mapping as the key levers for increasing participation, reducing duplication and building a coherent territorial cultural identity.

2.4 Integrated Approach and Participatory Process

The development of this Integrated Investment Plan is the result of an ongoing participatory and operational process that has evolved throughout the RECUP network. From the initial stages of the project, the Urban Local Group was progressively transformed from a consultative structure into a practical coordination network bringing together the cultural technicians of the ten municipalities, representatives of public libraries and the technical team of the Mancomunitat.

The participatory process has combined in-person and online meetings, working sessions focused on the evolution of the Cultura Horta Nord platform, and collective reflection on challenges such as low participation in certain cultural activities, programming overlaps and communication fragmentation. These discussions have not remained theoretical but have directly influenced the priorities of the Investment Plan, particularly the reinforcement of territorial coordination, the need for stronger dynamisation of shared communication channels, and the consolidation of governance mechanisms.

The integrated approach operates at political, technical and community levels. At political level, the Mancomunitat l'Horta Nord provides institutional leadership and ensures that strategic orientations are validated through its governing bodies, where the ten municipalities are represented. This guarantees territorial balance and democratic legitimacy.

At technical level, the ULG — evolving toward a more permanent Cultural Roundtable — functions as the operational coordination space. Through regular exchanges, municipalities improve programming awareness, share information about upcoming events, discuss potential overlaps and

explore opportunities for collaboration. This continuous dialogue contributes to reducing duplication risks and strengthening complementary programming rather than competition.

The participatory dimension is further reinforced by progressively incorporating representatives of the local cultural associative ecosystem into the governance structure. The inclusion of at least two associative representatives in the future Cultural Roundtable ensures that cultural actors are not only beneficiaries but also contributors to strategic orientation.

Operational integration is also ensured through shared responsibilities. Municipal cultural technicians contribute content, data and feedback, while the Mancomunitat coordinates platform management, communication strategy, monitoring development and funding exploration. Citizen interaction through digital tools and public events complements this structure, creating a feedback loop between governance and community experience.

The integrated and participatory approach adopted in L'Horta Nord therefore combines institutional leadership, technical coordination and community involvement. It ensures that the Investment Plan is not imposed from above but collectively shaped and progressively implemented across the territory.

3. The Adapted Innovation Project

3.1 Value Proposition

This Integrated Investment Plan proposes a territorial cultural model that strengthens participation, visibility and coordination across the ten municipalities of L'Horta Nord through shared governance structures, reinforced digital tools and intermunicipal collaboration.

The central value proposition of the Plan lies in transforming a fragmented but vibrant cultural landscape into a coordinated territorial ecosystem capable of increasing audience reach and improving the efficiency of public cultural investment. While cultural activity in the territory is quantitatively significant, its impact is often limited by communication dispersion, programming overlaps and insufficient cross-municipal awareness. By addressing these structural weaknesses, the Plan enhances not only visibility but also participation and strategic coherence.

A first source of value is the consolidation of a shared territorial cultural identity. Through the strengthening of the Cultura Horta Nord platform and its associated communication strategy, cultural activities are presented as part of a coherent territorial narrative rather than as isolated municipal initiatives. This shift encourages citizens to perceive the territory as an interconnected cultural space, fostering audience mobility and reinforcing a sense of belonging beyond municipal boundaries.

A second source of value derives from improved coordination and reduced duplication. The consolidation of the Cultural Roundtable as a stable governance mechanism enables systematic programming awareness among municipalities. By sharing calendars and discussing potential overlaps, municipalities can better align their agendas, reduce unintended competition and increase the overall effectiveness of cultural programming. This contributes directly to improving participation levels and optimising available resources.

A third source of value concerns strengthened digital integration and dynamisation. The evolution of the Cultura Horta Nord platform from a basic information repository into a dynamic territorial hub enhances accessibility and audience engagement. Continuous content updating, coordinated social media strategies and progressive integration of monitoring tools allow cultural communication to become proactive rather than reactive. This supports broader outreach, particularly among younger audiences and digitally active citizens.

A fourth source of value emerges from improved knowledge and evidence-based planning. The development of shared indicators, mapping tools and monitoring mechanisms provides, for the first time, a territorial overview of cultural participation and ecosystem dynamics. This strengthens strategic planning, enables better funding justification and supports adaptive management of cultural policy.

An additional source of value lies in the direct connection between knowledge and activation. The mapping process will not be an isolated diagnostic exercise, but a practical basis for designing joint cultural events and future territorial programming. By identifying who is active in the cultural ecosystem, what forms of cooperation already exist, which audiences are being reached, and where participation gaps remain, the Mancomunitat will be able to design cultural actions that respond to real territorial dynamics. In this way, the Plan combines evidence-based planning with visible cultural activation.

Finally, the Plan promotes equity and territorial balance. Smaller municipalities, often constrained by limited staff and communication capacity, benefit from shared tools and coordinated structures that enhance their visibility and integration within the wider cultural ecosystem. The collective approach therefore reduces disparities and reinforces cohesion across the territory.

In essence, the Investment Plan creates value by increasing participation, improving coordination, strengthening territorial identity and ensuring that culture operates as a shared strategic asset for L'Horta Nord. It transforms cultural fragmentation into cultural complementarity, and isolated visibility into collective projection.

3.2 Workplan

The Workplan translates the ambition of the Integrated Investment Plan into a coherent set of actions to be implemented between 2025 and 2030. The actions build upon the achievements of the Testing Action and the selected modules of the CUP4Creativity good practice, while addressing the structural needs identified during the participatory process. Together, they aim to strengthen cultural governance, expand the digital ecosystem, improve knowledge of the cultural landscape, and promote joint cultural experiences across the territory.

Particular attention is given to the integration between Action 4 - Community Activation and Cultural Mapping and Action 7 - Joint Cultural Events. These two actions should be understood as complementary parts of the same strategic process: first, understanding the cultural ecosystem through mapping and consultation; then, using this knowledge to design coordinated cultural activities that reinforce territorial cohesion, audience mobility and shared identity. This connection will help avoid isolated events and ensure that joint programming is grounded in local needs, existing networks and common territorial narratives.

The following table provides an overview of each action, including its main outputs, expected results, risks, and timeframe.

WORKPLAN TABLE

Action 1: Cultural Governance and Territorial Coordination

- **Description:** Consolidation of the restructured ULG into a permanent Cultural Roundtable that brings together cultural technicians, library staff, municipal representatives, and cultural actors.
- **Outputs:** Formal governance framework; meeting calendar; working groups; integration of cultural stakeholders.
- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Stable decision-making structure; increased coordination; shared planning capacity.
- **Risks:** Limited availability of staff; uneven participation across municipalities.
- **Timeline:** 2025–2027 (establishment), ongoing thereafter.

Action 2: Territorial Cultural Platform

- **Description:** Strengthening and expanding the Cultura Horta Nord digital platform, integrating event diffusion, cultural actor mapping, and new engagement tools.
- **Outputs:** Updated website; expanded Instagram activity; integrated mapping interface; improved navigation and communication tools.
- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Increased cultural visibility; wider audience reach; stronger territorial identity.
- **Risks:** Technical maintenance needs; disparities in content contributions.
- **Timeline:** 2025–2028.

Action 3: Branding and Cultural Identity

- **Description:** Development of a consistent territorial cultural identity through shared branding, communication guidelines, and joint promotional campaigns.
- **Outputs:** Branding strategy; shared visual guidelines; coordinated territorial campaigns.
- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Recognisable cultural identity; stronger public engagement; unified communication.
- **Risks:** Different expectations among municipalities; capacity limits in campaign execution.
- **Timeline:** 2025–2027.

Action 4: Community Activation and Cultural Mapping

- **Description:** Creation of a comprehensive and participatory map of cultural associations, professionals, informal initiatives, creative actors and existing cooperation patterns across the ten municipalities. The mapping will combine municipal information, stakeholder contributions and a short survey to identify who is active, who cooperates with whom, what audiences are being reached, what needs exist, and what type of support or contribution

cultural actors require. The process will remain open and regularly updated, serving both as a knowledge base and as a first step toward community activation.

- **Outputs:** Digital mapping tool; stakeholder database; short survey results; identification of existing cooperation networks; community outreach sessions; annual update mechanism.
- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Better understanding of the cultural ecosystem; identification of less visible actors; improved stakeholder engagement; stronger planning capacity; direct input for joint cultural events and territorial programming.
- **Risks:** Difficulty collecting data from informal groups; maintenance of up-to-date information.
- **Timeline:** 2026–2028.

Action 5: Monitoring and Measurement Platform

- **Description:** Development of a shared system to measure the cultural impact of territorial activities, including audience metrics, participation trends, and digital interaction.
- **Outputs:** Indicator framework; data dashboard; annual cultural report.
- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Evidence-driven decision-making; improved evaluation of cultural participation; enhanced funding justification.
- **Risks:** Inconsistent data collection; technical capacity constraints.
- **Timeline:** 2026–2029.

Action 6: Shared Cultural Spaces Activation

- **Description:** Activation of existing municipal and community spaces for intermunicipal cultural events, workshops, and collaborative programming.
- **Outputs:** Shared space agreements; intermunicipal activity pilot events; joint programming calendar.
- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Increased collaboration; diversified cultural offer; improved territorial cohesion.
- **Risks:** Logistical coordination challenges; uneven space availability.
- **Timeline:** 2026–2030.

Action 7: Joint Cultural Events

- **Description:** Design and implementation of a small but strategic annual programme of joint cultural events across municipalities, based on a common territorial narrative and informed by the cultural mapping process. Rather than creating isolated events, the action will promote coordinated cultural experiences that connect municipalities, associations and citizens around shared themes linked to L'Horta Nord's cultural identity.
- **Outputs:** One or two initial joint cultural events as a short-term quick win; annual territorial cultural programme; thematic events involving several municipalities; shared communication campaign; mobility and accessibility guidance for participants.

- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Stronger audience mobility; increased citizen participation; shared cultural identity; enhanced visibility of local cultural actors; stronger cooperation between municipalities and associations.
- **Risks:** Limited funding; uneven municipal participation; event saturation; accessibility or mobility barriers; risk of isolated events if not connected to the mapping and territorial narrative.
- **Timeline:** 2026–2030.

Action 8: Training and Capacity Building Programme

- **Description:** Training for cultural technicians, library staff, and cultural actors in digital tools, cultural management, participatory methods, and communication.
- **Outputs:** Workshops; online modules; cross-municipal learning sessions.
- **Baseline:** No shared system or coordinated territorial approach existed before the 2025 Testing Action.
- **Results:** Stronger professional capacity; improved quality of cultural services; more innovative programming.
- **Risks:** Low attendance due to staff workload; training continuity.
- **Timeline:** 2025–2029.

3.3 Governance and Delivery Model

The governance and delivery model proposed for the Integrated Investment Plan builds on the collaborative structures established during the Testing Action and reflects the institutional reality of the Mancomunitat l'Horta Nord. It is designed to ensure continuity, shared ownership, and long-term sustainability. The model is based on two complementary layers: a territorial governance structure anchored by the Mancomunitat, and a delivery structure involving municipal cultural teams and key stakeholders from the cultural ecosystem.

At the core of the governance model is the long-standing collaborative work initiated through URBACT and strengthened during the RECUP process. The ULG, originally established at the outset of the network, evolved progressively into a functional operational group, and the Testing Action contributed by reinforcing its dynamics and demonstrating its capacity for coordinated work. The Cultural Roundtable builds upon this broader URBACT-driven governance trajectory, ensuring continuity beyond the Testing Action.

The Cultural Roundtable will institutionalise this collaborative process. Hosted by the Mancomunitat, it will meet regularly and act as the main decision-making and coordination body for the implementation of the Integrated Investment Plan. Its core members will include municipal cultural technicians, library staff, the Mancomunitat's technical team, and representatives from key cultural associations and sectors. Over time, the Roundtable is expected to expand its membership to include cultural professionals, youth organisations, educational institutions, and private actors who contribute to the cultural life of the territory.

The Mancomunitat l'Horta Nord will assume the leadership role in coordinating delivery. As a supra-municipal institution with the capacity to bridge different local administrations, it is well positioned to ensure coherence, facilitate collaboration, and manage shared resources. The Mancomunitat's technical team will be responsible for project administration, monitoring, and reporting, as well as for maintaining communication with regional, national, and European bodies.

Each municipality will participate actively in the delivery model through its cultural technicians and library staff, who will contribute content to the digital platform, coordinate local activities, gather data for the measurement system, and participate in planning and evaluation processes. This shared delivery model ensures that the Plan remains rooted in the daily reality of cultural management while benefiting from territorial coordination.

To support implementation, thematic working groups may be created within the Cultural Roundtable. These groups will address specific components of the Plan such as digital platform development, cultural mapping, event coordination, or capacity-building activities. By distributing responsibilities, these groups ensure that work moves forward efficiently and that expertise is appropriately leveraged.

To support the integration between cultural mapping and joint events, a small coordination group may be established within the Cultural Roundtable. This group would include representatives from the Mancomunitat, selected municipalities and key cultural actors. Its role would be to guide the mapping process, review the information collected, define priorities for joint programming, and ensure that the process remains balanced, open and representative across the territory. This light governance structure will help maintain coordination without creating excessive administrative complexity.

External partners will also play a role in delivery. Communication agencies, digital developers, training providers, and cultural actors may be engaged to support specific actions. Their involvement will be coordinated through the Mancomunitat and supervised by the Cultural Roundtable to ensure coherence with the Plan's objectives.

This governance and delivery model ensures that the Integrated Investment Plan is not only feasible but also sustainable. By combining institutional leadership with participatory governance and shared delivery responsibilities, the territory creates the conditions for a cultural ecosystem that is coordinated, resilient, and responsive to community needs. The model also establishes a platform for ongoing innovation, allowing new projects and collaborations to emerge as the cultural ecosystem grows.

3.4 Overall Project Schedule

The implementation of the Integrated Investment Plan follows a progressive timeline from 2025 to 2030, beginning with the foundations laid during the Testing Action and expanding toward long-term cultural transformation. The schedule ensures that early actions consolidate governance and digital infrastructure, while medium- and long-term actions focus on mapping, measurement, shared programming, and capacity building. This phased approach allows the territory to strengthen its cultural ecosystem step by step, ensuring coherence, sustainability, and gradual expansion of impact.

The project timeline is structured into three phases:

Phase 1: Foundations (2025–2026)

This phase builds on the Testing Action initiated in May 2025. It includes the consolidation of the reformed ULG, the establishment of the Cultural Roundtable, the enhancement of the Cultura Horta Nord platform, and the beginning of branding and communication work. During this period, initial data collection for cultural mapping also takes place, and early training activities are launched.

During this phase, the Mancomunitat will also identify one or two potential joint cultural events as short-term “quick wins”, involving several municipalities and using a common territorial narrative. These first actions will help test cooperation mechanisms, communication capacity, mobility considerations and citizen response before scaling toward a broader annual programme.

Phase 2: Expansion and Integration (2026–2028)

This phase focuses on the development of the core investment components: the cultural mapping system, the measurement and monitoring platform, and the activation of shared cultural spaces. As the digital tools mature, municipalities begin to use them to coordinate programming more effectively. Joint cultural events are piloted, and capacity-building programmes are fully implemented. Working groups within the Cultural Roundtable take responsibility for guiding the development of the different components.

Phase 3: Consolidation and Long-Term Sustainability (2028–2030)

In the final phase, the central elements of the cultural ecosystem become fully operational and integrated. The measurement platform provides annual cultural data; the mapping tool becomes a living and regularly updated resource; joint cultural events evolve into established territorial traditions; and the Cultural Roundtable assumes permanent governance functions. This phase ensures that the investments made are sustainable beyond the RECUP network and continue to support cultural development in the long term.

Project Schedule Overview

2025
Establishment of the restructured ULG Launch and consolidation of the Cultura Horta Nord platform Initial branding development First collaborative meetings with cultural technicians and libraries Public launch and initial audience engagement Start of capacity-building activities
2026
Creation of the Cultural Roundtable Development of cultural mapping methodology Early data collection and stakeholder outreach Enhancement of digital platform functionalities Pilot activities in shared cultural spaces Design of the measurement and impact framework

2027
Full implementation of cultural mapping Development of the measurement and monitoring platform Continued platform expansion and communication strategy Launch of first intermunicipal cultural events Working groups operate on thematic areas (digital, governance, events, capacity building)
2028
Integration of mapping and measurement tools into the platform Expansion of shared cultural events and territorial programming Deepening cooperation with local associations and cultural actors Further development of branding and communication campaigns Strengthening of governance mechanisms
2029
Annual cultural data reporting and evaluation Consolidation of training programmes Systematisation of joint cultural programming across municipalities Refinement of monitoring indicators and methodologies
2030
Full maturity of the territorial cultural ecosystem Cultural Roundtable functioning as a permanent governance body Long-term maintenance of digital tools and mapping database Institutionalisation of joint cultural events Review and update of the Integrated Investment Plan for future cycles

4. Budget and Financing Plan

4.1 Project Costs

The estimated costs for the Integrated Investment Plan reflect a medium-level investment scenario, consistent with the financial capacity of the Mancomunitat l'Horta Nord and the progressive implementation strategy envisioned for 2025–2030. The Plan prioritises digital tools, collaborative governance, cultural mapping, capacity building, and shared cultural programming, all of which require moderate but sustained investment.

The cost estimation presented below is indicative and may be adjusted as funding opportunities become available and technical specifications are refined. Costs are classified into two main categories: capital expenditures (Capex), which include the development of digital tools and shared infrastructure; and operational expenditures (Opex), which refer to governance activities, training, communication, events, and ongoing platform maintenance.

Estimated Project Costs

Component	Estimated Cost (€)	Capex/Opex	Notes
Development and expansion of the Cultura Horta Nord digital platform	60,000 – 80,000	Capex	Includes platform upgrades, new functionalities, mapping integration, data dashboard, and technical development.
Annual platform maintenance and content management	10,000 – 15,000 per year	Opex	Hosting, updates, technical support, and coordination with municipal contributors.
Branding and territorial communication strategy	20,000 – 30,000	Opex	Visual identity refinement, shared campaigns, promotional materials, video content, and social media strategy.
Cultural Mapping System	35,000 – 50,000	Capex	Data collection, stakeholder outreach, digital interface integration, and long-term update methodology.
Measurement and Monitoring Platform	40,000 – 60,000	Capex	Indicator framework, data architecture, ticketing integrations, dashboards, and annual reporting tools.
Establishment and operation of the Cultural Roundtable	15,000 – 25,000 per year	Opex	Governance support, meeting facilitation, technical coordination, and stakeholder engagement.
Training and Capacity Building Programme	25,000 – 40,000	Opex	Workshops, digital skills training, cultural management, participatory methods, and cross-municipal learning sessions.
Activation of shared cultural spaces	20,000 – 35,000	Opex	Pilot activities, logistical coordination, minor equipment, and space adaptation.
Joint Cultural Events and Territorial Programming	30,000 – 50,000 per year	Opex	Co-created events, festivals, rotations, visibility campaigns, and coordination mechanisms.

The largest investments relate to the development of digital tools, cultural mapping, and the measurement system. These components form the technological backbone of the Plan and enable

long-term governance, data-driven planning, and improved cultural visibility. Operational costs are primarily associated with governance activities, training, and shared programming, all of which ensure broad participation and continuous improvement within the cultural ecosystem.

The budget is intentionally flexible to allow the Mancomunitat to adapt to funding opportunities from regional, national, or European programmes. The overall investment remains within a feasible range for a medium-level strategy, ensuring that the Plan is ambitious yet realistic, scalable, and sustainable over time.

Based on the estimates above, the overall investment for the period 2025–2030 is projected to fall within a medium-range level of approximately €250,000–€350,000. Around half of this amount corresponds to capital investments (digital development, mapping systems, and measurement tools), while the remaining portion consists of operational expenditures related to governance, training, communication, and joint cultural activities.

4.2 Investment Sources

The Integrated Investment Plan will be financed through a combination of local, regional, national, and European sources. This multi-layered funding approach is essential to ensure the long-term sustainability of the Plan and to guarantee that the investments made between 2025 and 2030 align with the financial capacity of the Mancomunitat l'Horta Nord and its municipalities.

The primary sources of funding are expected to come from the Mancomunitat's own budget and municipal contributions, complemented by regional support from the Generalitat Valenciana and the Diputació de València. In addition, the Plan anticipates exploring different European programmes that align with cultural cooperation, digital transformation, community engagement, and governance innovation. These sources will be pursued progressively, based on the readiness of each action and the availability of relevant calls.

Investment Sources Table

Funding Source	Type	Estimated Contribution	Timeframe	Notes
Mancomunitat l'Horta Nord budget	Local	Annual contributions allocated to cultural development and platform maintenance	2025–2030	Core funding for governance, coordination, and operational costs.
Municipal contributions (10 municipalities)	Local	Shared co-financing of joint cultural events, mapping activities, and platform content	2025–2030	Amounts may vary based on size and capacity of each municipality.

Diputació de València	Regional	Support for intermunicipal cooperation, digital tools, and cultural activities	2026–2030	Alignment with provincial grants for cultural networks and territorial projects.
Generalitat Valenciana (Cultura, Participació, Innovació)	Regional	Targeted grants for cultural projects, participation processes, and digital innovation	2025–2030	Includes programmes supporting cultural governance, mapping, and digitalisation.
European programmes (Creative Europe, CERV, Erasmus+, Interreg, others)	EU	To be explored depending on call eligibility and partnerships	2026–2030	Potential to finance mapping, digital innovation, joint events, or governance models.
Private sponsorships and local business engagement	Local/Private	Small-scale contributions for events, promotion, or shared activities	2027–2030	Gradual development aligned with Pillar 4 of CUP4Creativity.

In addition to public funding, the Plan will explore in-kind sponsorship and small-scale private contributions from local businesses, social cooperatives, cafés, bookshops, private libraries, restaurants, hotels and other locally rooted economic actors. These contributions may support communication, venues, logistics, materials, hospitality or dissemination activities. The sponsorship approach will be framed not only as support for cultural events, but as a contribution to territorial identity, local economic vitality and place branding for L'Horta Nord.

The Mancomunitat and the municipalities will form the financial backbone of the Plan, ensuring continuity and allowing core actions—such as governance, platform development, and cultural mapping—to progress independently of external funding cycles.

Regional sources provide strong alignment with current policy priorities in the Valencian Community, particularly in the fields of cultural network development, participation, and digital modernisation. The Generalitat Valenciana and the Diputació de València represent stable complementary funding channels for multiannual cultural projects.

European funding will be explored to support those actions that best fit EU priorities, such as digital tools, citizen participation, cultural cooperation, and innovative governance models. While not guaranteed, European programmes offer opportunities to scale up the Plan's ambition and deepen intermunicipal collaboration.

Finally, private sector involvement, though modest in the early years, can progressively grow as a complementary mechanism for sustainability, particularly through sponsorships and partnerships linked to joint cultural events and the territorial cultural identity.

5. Monitoring & Evaluation Framework

5.1 Monitoring and Evaluation Approach

The monitoring and evaluation (M&E) approach for the Integrated Investment Plan is designed to ensure that progress is assessed consistently, transparently, and in alignment with the strategic objectives of the Mancomunitat l'Horta Nord. It combines quantitative and qualitative methods to capture not only the measurable outputs of the Plan but also its broader impact on cultural participation, territorial cohesion, and governance.

The first principle of the M&E approach is to establish a clear and realistic baseline. The Testing Action implemented in 2025 provides the foundation for this baseline, offering initial data on digital engagement, event visibility, collaboration between municipalities, and early audience reactions to the Cultura Horta Nord platform. These baseline indicators allow the territory to measure growth over time and identify which components of the Plan are generating the strongest effects.

The second principle is regular data collection across all municipalities. Given the diversity of cultural structures and resources within the territory, the Plan adopts a harmonised system for collecting data related to cultural events, audiences, digital interactions, and stakeholder participation. This harmonisation is essential for comparability and enables the development of shared indicators at the territorial level. Cultural technicians and library staff, supported by the Mancomunitat, will play a key role in gathering and validating this data.

The third principle is a mixed-methods approach. Quantitative indicators—such as website traffic, event attendance, participation in joint activities, and mapping coverage—will be complemented by qualitative methods, including stakeholder interviews, feedback sessions, surveys, and reflective evaluations conducted within the Cultural Roundtable. This mixed approach allows the territory to assess not only numerical progress but also the quality of collaboration, stakeholder satisfaction, and perceived improvements in cultural accessibility and identity.

The fourth principle is triangulation. To ensure reliability, data will be drawn from multiple sources: digital analytics, municipal reports, stakeholder testimonies, and observations from the Mancomunitat's technical team. By comparing data from different sources, the Plan can identify discrepancies, confirm trends, and better understand the systemic impact of cultural innovations.

The fifth principle is continual learning. The M&E framework is not conceived as a static exercise, but as a dynamic system that supports decision-making, helps refine actions, and guides future investments. Annual reviews will be discussed within the Cultural Roundtable, enabling the group to adapt strategies, reallocate resources, and address emerging needs in the territory.

Finally, the M&E approach aims to support long-term sustainability. By systematically documenting outcomes and demonstrating the value of cultural investment through evidence, the territory will be better positioned to secure future funding from regional, national, and European sources. This ensures that the Integrated Investment Plan not only generates impact during its implementation period but also establishes a basis for continued cultural development beyond 2030.

The evaluation approach will follow a cumulative model, assessing progress throughout the implementation period rather than only at its conclusion. At this stage, no external evaluator is foreseen; instead, the Cultural Roundtable and the Mancomunitat will jointly oversee internal monitoring, ensuring continuity and a consistent learning process.

5.2 Monitoring and Evaluation Framework

The following monitoring framework provides a structured set of indicators aligned with the main objectives of the Integrated Investment Plan. It includes baseline values informed by the 2025 Testing Action, target values for 2030, and the corresponding data sources and timelines. The framework combines quantitative and qualitative indicators to capture both measurable outputs and broader cultural impacts.

Monitoring & Evaluation Table

Indicator	Type (Quantitative/Qualitative)	Baseline (2025)	Target (2030)	Timeline	Data Source
Annual visits to the Cultura Horta Nord website	Quantitative	Initial traffic after web launch (2025)	+150% increase	Annual	Platform analytics
Instagram followers and engagement rate	Quantitative	Initial follower base (2025)	Tripled follower base and sustained engagement	Annual	Social media analytics
Number of municipalities actively contributing content	Quantitative	10 municipalities irregularly	10 municipalities regularly and systematically	Annual	Municipal reports
Number of mapped cultural associations and professionals	Quantitative	No mapping exists	Full territorial map completed and updated annually	2026–2030	Mapping database

Participation in the Cultural Roundtable (attendance, diversity of stakeholders)	Quantitative/Qualitative	Newly established governance structure	Stable participation with representation from all municipalities and key actors	Biannual	Roundtable minutes
Number of joint cultural events organised annually	Quantitative	None at baseline	Minimum 3 joint events per year	2027–2030	Event records, municipal reporting
Use of shared cultural spaces for intermunicipal activities	Quantitative	None at baseline	At least 10 shared-space activities per year	Annual	Municipal cultural departments
Stakeholder perception of collaboration and coordination	Qualitative	Fragmented collaboration before RECUP	Strong perceived improvement across all municipalities	Annual	Interviews, surveys
Ability to measure audience development through new tools	Quantitative/Qualitative	No common measurement system	Operational measurement platform producing annual participation reports	2028–2030	Monitoring dashboard
Citizen awareness of cultural activities beyond their municipality	Qualitative	Low awareness in 2025	High awareness as measured through surveys	2026–2030	Public surveys

Media visibility and external recognition of Cultura Horta Nord	Quantitative/Qualitative	Initial press coverage in 2025	Consistent annual coverage and recognition	Annual	Media tracking
Capacity of cultural technicians and library staff (skills improvement)	Qualitative	Limited shared training opportunities	Demonstrated improvement through training evaluations	Annual	Training programme assessments
Perceived territorial cultural identity	Qualitative	Weak territorial identity in cultural terms	Strong, shared sense of cultural territory among citizens and stakeholders	2027–2030	Surveys, focus groups
Stability and continuity of the governance model	Qualitative	Emerging ULG structure	Fully established Cultural Roundtable with long-term mandate	2026–2030	Institutional documentation

The indicators included in this framework reflect the multi-dimensional nature of cultural development in the Mancomunitat l'Horta Nord. They measure not only digital performance and participation but also governance capacity, territorial cohesion, and the evolution of a shared cultural identity. Baseline values come from the Testing Action (2025), which established the first common tools and structures across municipalities.

Monitoring will take place annually, with the Cultural Roundtable serving as the main body responsible for interpreting data, validating results, and identifying areas for improvement. The combination of analytics, municipal reporting, qualitative assessments, and citizen feedback ensures a comprehensive understanding of progress and impact.

This evaluation framework supports adaptive management and ensures that the Integrated Investment Plan remains responsive, relevant, and aligned with the needs and aspirations of the territory.

Annexes

Annex 1 – Testing Action Evidence

Links to the materials produced during the Testing Action (Cultura Horta Nord), including the official website, social media channels, launch content, and press coverage.

- Website - <https://culturahortanord.com/>
- Instagram - <https://www.instagram.com/culturahortanord/>
- Launch video - <https://www.instagram.com/reel/DQwZMVRDFR0/>
- Additional launch video - <https://www.instagram.com/reel/DRUAXWbDFkO/>
- Press article – El Periòdic – https://www.elperiodic.com/pvalencia/mancomunitat-lhorta-nord-lanza-cultura-horta-nord-plaforma-digital-unifica-acerca-oferta-cultural-comarcal_1044181
- Press coverage – Levante TV – <https://www.levante-emv.com/videos/levante-tv/2025/11/07/cultura-relanza-mancomunitat-l-horta-123456607.html>



LA CULTURA DE L'HORTA NORD

Annex 2 – ULG Composition and Meeting Summary

2.1 Overview of the ULG

The URBACT Local Group (ULG) of the Mancomunitat l'Horta Nord was restructured in 2025 as a core component of the Testing Action developed within the RECUP network. The transformation of the ULG was the first and most significant step toward building a functional cultural ecosystem capable of coordinating cultural programming, communication, mapping, and long-term governance across the ten municipalities of the territory.

The renewed ULG brings together municipal cultural technicians, public library staff, communication experts, and representatives of the Mancomunitat. These actors are the operational backbone of cultural life in the territory and interact daily with citizens, cultural associations, artists, and local

organisations. Their inclusion ensures that the Investment Plan is grounded in local realities, informed by professional experience, and supported by a stable intermunicipal structure.

The ULG operates as an active collaborative network rather than a formal committee. Meetings focus on coordination, problem-solving, shared learning, and the co-creation of tools such as the Cultura Horta Nord platform and the forthcoming cultural mapping and measurement system. The group also plays a strategic role in validating actions, identifying needs, and integrating local insights into the Investment and Continuity Plans.

The ULG meets regularly—before and after each core transnational meeting—and additionally when required for coordination of joint cultural actions. It is coordinated by the Mancomunitat's technical team, with support from municipal staff and external communication partners when needed.

2.2 Principles guiding ULG work

- **Operational collaboration:** The ULG is composed of people who directly manage cultural programming and local events.
- **Intermunicipal coherence:** All ten municipalities participate, ensuring equal representation and territorial balance.
- **Ecosystem building:** The group works to strengthen local cultural networks, including associations, professionals, and relevant stakeholders. **Open and participatory approach:** Stakeholders beyond the municipalities are progressively invited to join as the plan evolves.
- **Alignment with RECUP:** The structure simulates the collaborative, community-focused logic of UIA CUP4C and serves as the local engine for adapting the good practice.

2.3 ULG Composition Table

The following table summarises the main categories of ULG members. Individual names may be added if required for submission.

Category	Description	Role in the ULG
Municipal cultural technicians (10 municipalities)	Technicians from the 10 municipalities: Albalat dels Sorells, Museros, Massamagrell, Rafelbunyol, la Pobla de Farnals, el Puig de Santa Maria and Puçol. Staff responsible for cultural programming, event coordination, European funds, Library, relationship with associations, and local planning. (Each Council	Provide operational expertise; identify needs and challenges; upload and validate content for the Cultura Horta Nord platform; coordinate joint actions.

	depend on their own resources, its defers from each municipality)	
Public library staff (10 libraries)	Professionals who manage cultural mediation, public participation, the promotion of reading, and community activities. In the following municipalities: Rafelbunyol, La Pobla de Farnals, Massamagrell, and Museros.	Connect daily with local cultural users; ensure inclusivity; support communication and mapping efforts; help monitor participation trends.
Mancomunitat l'Horta Nord technical team	Central coordination team (culture, participation, communication).	Lead ULG coordination; facilitate intermunicipal work; ensure alignment with RECUP framework; manage platform development and governance processes.
External communication partner (LaBase)	Agency supporting branding, communication strategy, and technical development during the Testing Action.	Advises on communication, branding, website structure, and digital outreach for Cultura Horta Nord. Participates when relevant.
Cultural associations and local professionals (progressively incorporated)	Representatives of cultural associations, artistic collectives, performers, independent cultural agents.	Provide community perspective; support cultural mapping; co-create events; offer feedback for governance and platform development.
Citizens and community groups (future inclusion)	Participants in public events and consultation spaces.	Will contribute to evaluation, feedback, and participatory governance in the next stages of the Investment Plan.

2.4 ULG Functions in relation to the Investment Plan

The ULG contributes to the IIP development in several key ways:

- **Co-defining needs and priorities** through discussions and collective reflections.
- **Testing and validating proposed actions**, such as the cultural platform, mapping system, branding framework, and coordinated events.
- **Providing operational insights** to ensure feasibility and relevance of actions.
- **Supporting monitoring activities** by supplying local data, qualitative insights, and community feedback.
- **Contributing to cultural governance**, as the ULG serves as the foundation for the future Cultural Roundtable to be established between 2026–2030.

2.5 ULG Meetings Summary (2025)

- **Initial restructuring meeting:** Identification of challenges and decision to transform the ULG (April 2025).
- **Joint workshop with LaBase:** Needs analysis, communication strategy, platform conceptualisation (May 2025).
- **Technical coordination sessions:** Integration of data, content structure for the website, visual identity review (June–September 2025).
- **Public launch session:** Presentation of the Testing Action to the territory (November 2025).
- **Ongoing operational meetings:** Content updates, coordination of municipal participation, continuous improvement (2025–2026).

Annex 3 – Testing Action Summary (PDF)

This annex provides a summary of the Testing Action carried out by the Mancomunitat l'Horta Nord as part of the RECUP network. The information presented here is based on the official Testing Action presentation delivered in Dublin and documented in the file “*Cultura Horta Nord – Testing Action*” -

- *Presentation Outline – “Cultura Horta Nord – Testing Action”.pptx.pdf*

Annex 4 – Workplan Gantt (si vols afegir la gràfica)

The Gantt chart below outlines the phased implementation of the Integrated Investment Plan from 2025 to 2030. Early years focus on establishing governance, launching the cultural platform, and developing core digital tools. Mid-term actions expand mapping, measurement, and shared programming, while later years consolidate territorial collaboration, joint events, and long-term sustainability.

Action	2025	2026	2027	2028	2029	2030
Action 1 – Cultural Governance and	●●● Set-up &	●● Establish	● Governance	● Governance	● Governance	● Continuous governance & evaluation

Territorial Coordination	restructuring	Cultural Roundtable	consolidation	consolidation	consolidation	
Action 2 – Territorial Cultural Platform	●●● Platform launch & initial expansion	●● Improvements & new features	● Mapping integration	● Measurement integration	● Continuous updates	● Long-term maintenance
Action 3 – Branding & Cultural Identity	●● Branding development	●● Territorial campaigns	● Campaign refinement	● Joint branding actions	● Territorial communication	● Communications review
Action 4 – Community Activation & Cultural Mapping	Preparation & methodology	●● Data collection & outreach	●● Mapping completion	● Mapping updates	● Integration with platform	● Maintenance & update
Action 5 – Monitoring & Measurement Platform	Conceptual design	●● Technical development	●● Implementation	● Monitoring integration	● Annual reports	● Annual reports & refinement
Action 6 – Shared Cultural Spaces Activation	Preparation	●● Pilot activities	●● Expansion of shared use	● Territorial programming	● Territorial programming	● Consolidation

Action 7 – Joint Cultural Events	Design & early coordination	●● Pilot events	●● Territorial events	● Expansion & diversification	● Annual events	● Institutionalised events
Action 8 – Training & Capacity Building	●● Programme launch	●● Programme delivery	● Continued delivery	● Continued delivery	● Consolidation	● Closure & evaluation

- ●●● = Intense activity, beginning or main seed.
- ●● = Deployment or growth activity.
- ● = Continuity, maintenance, or consolidation activity.