



URBAN DEVELOPMENT AGENDA



Ayuntamiento de A Coruña
Concello da Coruña



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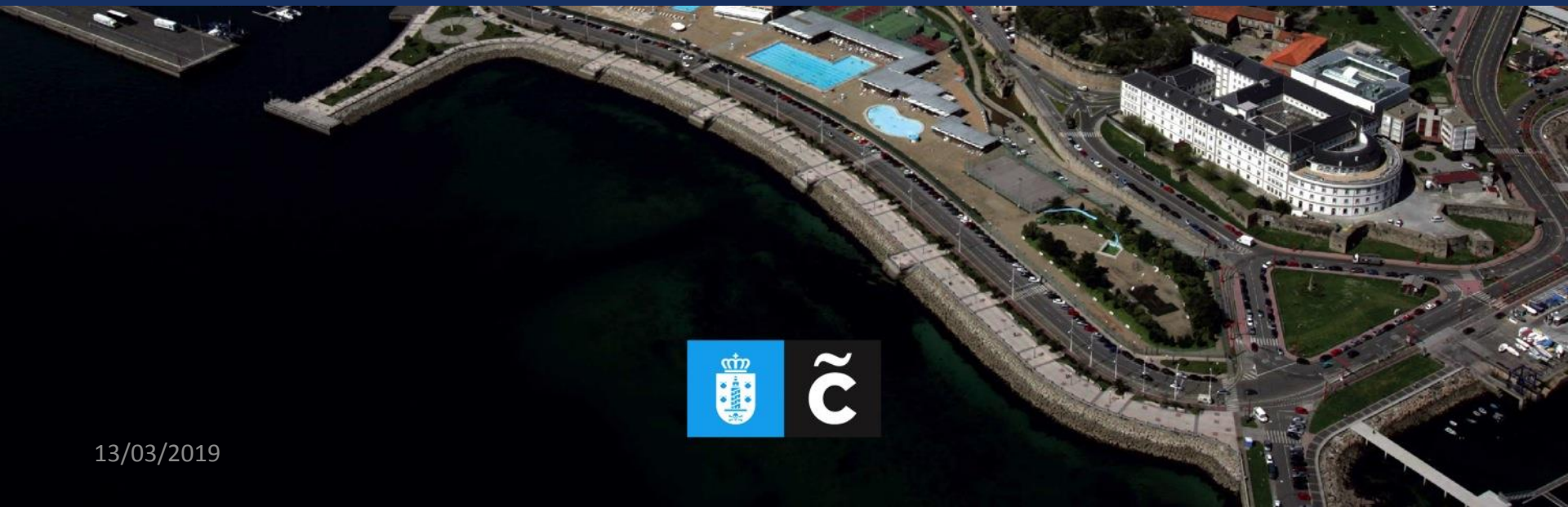
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INTRODUCTION



13/03/2019

INTRODUCTION

- ◆ The Urban Agenda of A Coruña is presented simultaneously with the formulation of the Spanish Urban Agenda (AUE) and both explicitly point towards a transformative vocation or aspiration in urban spaces
- ◆ Both Urban Agendas are formally defined in terms of **PROCESS**
- ◆ In this document, we present a process to undertake, throughout 2019, a line of action that makes it possible to transform the city of **A Coruña** into a **focal point for the implementation, monitoring and evaluation** of an urban action plan. This plan will be linked to the Spanish Urban Agenda and to the practical and real application of the working principles and criteria of the strategic planning cascade derived from the SDGs





INTERNATIONAL STRATEGIC FRAMEWORK



INTERNATIONAL STRATEGIC FRAMEWORK

2030 Sustainable Development Agenda

It contains 17 SDG

SDG11: sustainable, inclusive, safe and resilient cities

All United Nations countries

Approved in **September 2015**



INTERNATIONAL STRATEGIC FRAMEWORK

Goals relevant to local governments (92)



SDG1. No poverty (4)

SDG2. Zero hunger (4)

SDG3. Good health and well-being (6)

SDG4. Quality education (7)

SDG5. Gender equality (7)

SDG6. Clean water and sanitation (7)

SDG7. Affordable and clean energy (3)

SDG8. Decent work and economic growth (6)

SDG9. Industry, innovation and infrastructure (3)



SDG10. Reduced inequalities (5)

SDG11. Sustainable cities and communities (10)

SDG12. Responsible consumption and production (7)

SDG13. Climate action (3)

SDG14. Life below water (4)

SDG15. Life on land (5)

SDG16. Peace, justice and strong institutions (5)

SDG17. Partnerships for the goals (6)



INTERNATIONAL STRATEGIC FRAMEWORK

Assumption of international commitments in 2016: Amsterdam Pact (Urban Agenda for the EU) and Declaration of Quito (United Nations Urban Agenda, NAU-Habitat III)

2030 AGENDA Sustainable Development



UNITED NATIONS URBAN AGENDA

OBJECTIVES. Improve regulation, planning, financing and promotion of local administration, knowledge sharing, governance and participation

WAY OF WORKING. With national, subnational (Autonomous Communities) and local policies

COMPROMISE. Member States and all other Public Administrations

EUROPEAN UNION URBAN AGENDA

OBJECTIVES. Improve EU regulations and funding and promote the exchange of knowledge between Member States and Multilevel Cooperation

WAY OF WORKING. Voluntary partnerships composed of 4 or 5 states, cities, the European Commission and other actors

COMPROMISE. European Commission

“Populations, economic activities, social and cultural interactions and environmental and humanitarian impacts are increasingly concentrated in cities”





ACTION PLAN OF THE 2030 AGENDA AND SPANISH URBAN AGENDA



ACTION PLAN OF THE 2030 AGENDA IN SPAIN

In June 2018 the Council of Ministers of the Government of Spain approved the "[Action Plan for the Implementation of the 2030 Agenda in Spain](#)", in which the Spanish Urban Agenda is defined as one of its "lever policies"

- I. SOCIAL PREVENTION AND FIGHT AGAINST POVERTY, INEQUALITY AND SOCIAL EXCLUSION
- II. STRATEGIC PLAN FOR EQUAL OPPORTUNITIES
- III. [THE SPANISH URBAN AGENDA](#)**
- IV. THE CIRCULAR ECONOMY
- V. THE LAW OF CLIMATE CHANGE AND ENERGY TRANSITION
- VI. SCIENTIFIC AND TECHNICAL RESEARCH FOR THE SDGs
- VII. THE 2017-2020 STRATEGY ON THE SOCIAL ECONOMY
- VIII. OPEN GOVERNMENT PLAN
- IX. RECOVER SPANISH COOPERATION AT THE SERVICE OF THE SDG

In compliance with the aforementioned commitments, the Ministry of Public Works and Transport has drawn up the Spanish Urban Agenda (AUE). It is a strategic and non-normative document that seeks to guide the meaning of sustainable urban policies with social, environmental and economic objectives

From this point of view, the AUE, aims to be an instrument at the service of all Public Administrations, within the scope of their respective competences and mainly of the Town Councils, to promote improvements in the areas of regulation and planning, financing, governance, knowledge, transparency and participation

SPANISH URBAN AGENDA: PROCESS

What is the AUE?

It is a **strategic framework** to guide the direction of sustainable urban policies with social, environmental and economic goals

Is it mandatory?

It does not have normative rank, it is based on the voluntariness of the commitments of the Public Administrations and the rest of the interested actors

Previous document

December 2017

Collaboration of independent experts

Final document

after participation process

Working groups

WORKING GROUPS

The Ministries:

- Agriculture, Fisheries, Food and Environment
- Energy, Tourism and Digital Agenda
- Health, Social Services and Equality
- Treasury and Public Function
- Foreign Affairs and Cooperation
- Economy, Industry and Competitiveness

The Autonomous Communities and the Spanish Federation of Municipalities and Provinces (FEMP), in addition to the Urban Initiatives Network (RIU)

The professional sector and the private sector related to urban issues

The third sector: civil society, universities, etc.

The Urban Agenda should lead to improvements, at least in the areas of regulation and planning, financing, knowledge, governance and transparency and participation



SPANISH URBAN AGENDA: CONTENTS

DIAGNOSIS

Situation and starting point of the urban and rural reality of Spain

10 STRATEGIC GOALS

30 SPECIFIC GOALS

ACTION PLAN ACCESSION AND SOCIAL COMMITMENT

STRATEGIC FRAMEWORK,

city model and list of possible actions to achieve predefined objectives

DATA AND DESCRIPTIVE INDICATORS

"Approach to urban reality"

FOLLOW-UP AND EVALUATION INDICATORS

"Set goals to be achieved within a certain time"

PUBLIC PARTICIPATION AND IMPLEMENTATION PROCESS



SPANISH URBAN AGENDA: STRATEGIC GOALS**DECALOGUE****THEMATIC AREAS**

- T.A.1. Territory, landscape and biodiversity
- T.A.2. City model
- T.A.3. Climate change
- T.A.4. Sustainable management of resources
- T.A.5. Mobility and transport
- T.A.6. Social cohesion and equal opportunities
- T.A.7. Urban economy
- T.A.8. Housing
- T.A.9. Digital age
- T.A.10. Instruments

STRATEGIC GOALS

- S.G.1. Make a rational use of land, preserve and protect it
- S.G.2. Avoid urban sprawl and revitalize the existing city
- S.G.3. Prevent and reduce the effects of climate change
- S.G.4. Manage resources sustainably and promote the circular economy
- S.G.5. Favor proximity and sustainable mobility
- S.G.6. Promote social cohesion and seek equity
- S.G.7. Promote and favor the urban economy
- S.G.8. Guarantee access to housing
- S.G.9. Lead and promote digital innovation
- S.G.10. Improve intervention instruments and governance





INTEGRATION SCHEME



13/03/2019

INTEGRATION SCHEME (A CORUÑA PILOT EXPERIENCE)





THE URBAN AGENDA OF A CORUÑA AND ITS LOCAL ACTION STRATEGIC PLAN: CONTENTS



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THE URBAN AGENDA OF A CORUÑA AND ITS LOCAL ACTION STRATEGIC PLAN: CONTENTS

Once indicated and developed the integration scheme, it is time to define the contents of the Urban Agenda of A Coruña and its Strategic Local Action Plan (PEAL) integrated with the general principles of the AUE, the International Agendas, the Plan of action of the 2030 Agenda, the AU of the Eixo Atlántico and the objectives of the Integrated Strategy for Sustainable Urban Development (EidusCoruña, with which it co-exists until 2023)

We have tried to define a content scheme valid for A Coruña, but also valid for any other urban environment. We understand that the "transfer of knowledge" is a substantial and essential element of the present initiative. That is why the process of reflection has gone from a "general model" to its particularization in A Coruña, just as we would do if the model were "imported" from another part of the territory of Spain, the EU or elsewhere in the world (local autonomy in the design, implementation and evaluation of public policies)



THE URBAN AGENDA OF A CORUÑA AND ITS LOCAL ACTION STRATEGIC PLAN: CONTENTS

- A. **Diagnosis** of the urban area and dynamic diagnosis of the entire strategic framework in force in the urban area or linked to the urban area
- B. Definition of the **strategic framework** of the Urban Agenda: strategic goals, specific goals and map of lines of action
- C. Definition of the **governance model** of the UA and of a relational management system of the PEAL
- D. General framework for the configuration of the **main lines of the PEAL** that opens the way for the **policy** through the prioritization of actions and through decisions of a budgetary nature
- E. **Economic-financial dimension** of the PEAL linking with the final phase of the execution of the EDUSI (N + 3) and with the programming period of the ESI Funds for 2021-2027 (N + 3)
- F. **Basic System of Development and Urban Sustainability Indicators**
- G. Incorporation of the **temporary work line** through a task calendar and a diagram that incorporates the basic relationships between tasks (multilevel and multiactor)



URBAN DEVELOPMENT AGENDA OF A CORUÑA AND STRATEGIC PLAN OF LOCAL ACTION: CONTENTS

URBAN AGENDA OF A CORUÑA		STRATEGIC PLAN OF LOCAL ACTION
DIAGNOSIS of the situation and starting point of the metropolitan urban reality of A Coruña	(XX) STRATEGIC GOALS (YY) SPECIFIC GOALS (ZZ) MAP OF LINES OF ACTION	PEAL I. 2020-2023 2023: AGENDA REVIEW PEAL II. 2023-2027
	STRATEGIC FRAMEWORK, city model and list of possible actions to achieve predefined objectives	FOLLOW-UP AND EVALUATION INDICATORS "Set goals to be achieved within a certain time"

DATA AND DESCRIPTIVE INDICATORS

"Approach to urban reality"

GOVERNANCE, RELATIONAL MANAGEMENT, TRANSPARENCY, OPEN DATA AND EVALUATION OF PUBLIC POLICIES



THE URBAN AGENDA OF A CORUÑA: CONTENTS

A. Diagnosis of the urban area

A.1 General diagnosis

- Initial identification of urban problems and challenges in the area
- Analysis of the urban area as a whole from an integrated perspective
- Diagnosis of the situation of the urban area. Definition of expected results
- Delimitation of the scope or areas of action (variable geography: the strategy defines the scope)

A.2 Dynamic diagnosis

- Elaboration of a matrix of elements/criteria/principles/lines of action/indicators incorporated in the different Urban Agendas
- Diagnosis and strategic evaluation of A Coruña (multilevel and multiactor):
 - Analysis and evaluation of strategic thinking developed in A Coruña
 - Analysis of strategic thinking in the development phase
 - Analysis of strategic thinking that influences the city

A.3 Sources: EDUSI, Agenda 21, PGMOU Report, sector strategies, strategies of other entities and institutions of the city/metropolitan area, strategies of the Xunta de Galicia, DOT, POL, etc.



THE URBAN AGENDA OF A CORUÑA: CONTENTS

B. Strategic framework

It consists in incorporating:

A. Strategic goals

- Goals of the SDGs of an urban nature (Agenda 2030)
- Goals of SDG 11 (NAU-Habitat III)
- Objectives of the Partnerships of the Urban Agenda for the European Union
- Objectives of the "lever policies" of the Action Plan of the 2030 Agenda in Spain
- Objectives of the Spanish Urban Agenda
- EDUSI Objectives
- Own strategic objectives

B. Specific goals

C. Map of Lines of Action

D. Descriptive data and indicators of the Urban Agenda (Level I of the Indicator System)



THE URBAN AGENDA OF A CORUÑA: CONTENTS

C. Gobernance model

◆ The aim is to incorporate a governance model into the Urban Agendas and, within the PEAL, a system of relational management, transparency and accountability, open data and public policy evaluation.

Relational Management: articulate citizen participation and collaboration mechanisms from the perspective of co-production of public policies: CO-design, CO-execution and CO-evaluation, as well as network work

Accountability: give an account of the results and the development of public policies by transferring the annual budget in terms of an annual municipal plan of action and linked to SDGs. Offer (understandable) online information on the status of budget execution, public procurement, etc.

◆ Evaluation, as an integral process of observation, measurement, analysis and interpretation of the impact of public policies



THE URBAN AGENDA OF A CORUÑA: CONTENTS

C. Relational management system

◆ In our case it would be reflected, fundamentally, through three instruments:

- Articulate, through collaboration protocols, the creation of multi-level and multi-stakeholder tables with the participation of:
 - General State Administration (AGE). With agencies dependent on AGE that have a special influence on the development of the city, such as the Port Authority, ADIF and AENA
 - Xunta de Galicia
 - Provincial Council
- Incorporate the GAU (Urban Action Group, instrument for participation and monitoring of the DUSI strategy of A Coruña) the functions of cooperation and multi-actor collaboration of the urban agenda
- Table of Mayors of the [Metropolitan Area of A Coruña](#), which addresses issues related to the strategy of metropolitan construction and the provision of services of such character



LOCAL ACTION STRATEGIC PLAN: CONTENTS

D. General framework for the configuration of the main lines of the PEAL

- The PEAL is formed at the same moment of the political prioritization of the technical proposal of the General Map of Lines of Action
- The second step of concretion of the PEAL would be the transfer of the aforementioned prioritization to the Budgets of each annuity and to the configuration of a four-year plan (Mandate Plan)
- Process:
 - PEAL I 2020 – 2023: First Corporate Mandate Plan
 - 2023 PEAL I Evaluation and Urban Agenda Review
 - PEAL II 2023 – 2027: Second Corporate Mandate Plan

In the PEAL, Horizontal Principles and Transversal Objectives should be considered, such as:

Equality between men and women and non-discrimination
Sustainable development
Accessibility
Demographic change
Mitigation and adaptation to climate change
Circular economy
Innovation strategy
Transparency and accountability
Participation

Policies Leverage of the
Plan of Action of the 2030
Agenda in Spain



LOCAL ACTION STRATEGIC PLAN: CONTENTS

E. Economic-financial dimension of the PEAL

- ◆ How would the strategy be financed? The urban area, the city, forms a strategic development model and looks for sources of financing for the implementation of this strategy
- ◆ The financial vision of the local action plan should contemplate a **public investment plan** that considers the sources of financing of the General State Administration (AGE), the funding sources of the Autonomous Community (including Regional POs) and those of the Provincial Council. Evidently, sources of funding from ESI (**ERDF and ESF**) funds **and the principles of convergence of funds** should be considered. And finally, the configuration of the municipal budgets in terms of the goals that are to be achieved in the framework of the SDGs and therefore in the key of the local action plan derived from the UA.
- ◆ This public investment plan *should be complemented* by a **private investment plan** that includes direct private investment, private-private partnerships, public-private cooperation, the establishment of clusters, etc.
- ◆ Predictably, for the 2021-2027 programming period, new proposals for sustainable urban development will be required to be supported by a well-defined and long-term strategy that serves as a territorial and sectorial framework for all those operations or interventions to be implemented, which must contribute to this strategy in a coherent manner and with an increase in the resources allocated (from 5% to 6%)

THE URBAN AGENDA OF A CORUÑA AND ITS LOCAL ACTION STRATEGIC PLAN: CONTENTS

F. Basic System of Development and Urban Sustainability Indicators

Need: set up a system of indicators as a piloting tool (of the Agenda and the action plan) and as a comparison instrument between urban areas and cities

Three levels:

- Descriptive Indicators and Data (for UA) Level I
- Indicators of Urban Sustainability (for UA) Level II
- Monitoring and Evaluation Indicators (for PEAL) Level III

Characteristics:

- It must be internalized in local entities (bottom-up)
- It must be equivalent and standardized (Urban Audit type)
- It should make it possible to measure areas of the SDGs of the 2030 Agenda incorporated in the agendas or plans of action
- It must allow to measure and integrate into the system of indicators of the urban agenda for Spain
- It has to measure the behavior of our cities in relation to their own strategic objectives
- It has to contemplate different territorial scenarios: variable geography (metropolitan area, districts, neighborhoods, etc.)
- It must integrate the gender field: equality, diversity
- It has to be integrated with the city management dashboards (CdM): mobility, asset management, activity licenses, library uses, suggestions and claims, etc.
- It has to be integrated into the Spanish model of smart cities



THE URBAN AGENDA OF A CORUÑA AND ITS LOCAL ACTION STRATEGIC PLAN: CONTENTS

F. Basic System of Development and Urban Sustainability Indicators

Design:

- Agenda 2030 Indicators
 - NAU-Habitat III Indicators
 - Spanish Urban Agenda Indicators (includes Urban Vulnerability)
 - SDI indicators of the European Commission (Eurostat)
 - Indicators of the 2030 Agenda for the SDGs (INE)
 - Social Progress Index (Porter / Stern / Green)
 - Spanish Network for Sustainable Development Indicators (REDS)
 - EDUSI / P.O.P.E Indicators
 - Indicators of Urban Observatory (In A Coruña we have 143: Demography, Environment, Transport and mobility, Urban space, Economy, Employment, Housing, Education, Health and Health, Social welfare, Culture and sport, Citizen security and Citizen participation)
 - Etc.
-
- DIFFERENT SCALES AND MEASUREMENT OPTICS (state, sub-state, local and micro-local), DIFFERENT TERRITORIAL AREAS (with variable geography according to strategy) AND AN EVIDENT NEED:

design a piloting tool and a comparison tool



SPANISH URBAN AGENDA

DIAGNOSIS Situation and starting point of the urban and rural reality of Spain	10 STRATEGIC GOALS 30 SPECIFIC GOALS		ACTION PLAN ACCESSION AND SOCIAL COMMITMENT
	STRATEGIC FRAMEWORK, city model and list of possible actions to achieve predefined objectives	DATA AND DESCRIPTIVE INDICATORS "Approach to urban reality"	FOLLOW-UP AND EVALUATION INDICATORS "Set goals to be achieved within a certain time"

A CORUÑA URBAN AGENDA

URBAN AGENDA OF A CORUÑA			STRATEGIC PLAN OF LOCAL ACTION
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THE URBAN AGENDA OF A CORUÑA AND ITS LOCAL ACTION STRATEGIC PLAN: CALENDAR

G. Temporary work line (A Coruña pilot experience)

A definition process of the Urban Agenda/PEAL of an estimated duration of 12 months is proposed

In the specific case of A Coruña:

- First Phase (November 2018-May 2019): Analysis, Diagnosis and Strategic Framework (A and B)
- Second Phase (May 2019-October 2019): Governance (C) and Strategic Local Action Plan (D)
- Third Phase (November-December 2019): Elaboration of Municipal Budget 2020 and PEAL I (D)
- Fourth Phase (2020-2027): development, execution and evaluation of the Strategic Local Action Plan of the new Urban Agenda "Coruña Próxima 2030"





PROPOSED COLLABORATIVE PROCESS



13/03/2019

PROPOSED COLLABORATIVE PROCESS

◆ Memorandum of Understanding (MoU) between the United Nations Program for Urban Settlements (UN-Habitat) and the City Council of A Coruña in order to establish a framework of stable collaboration between both parties in everything related to sustainable urban development, and specifically for the design and implementation of a local action plan and its corresponding system of indicators related to sustainable urban development

◆ Protocol of understanding between the Ministry of Public Works and Transport and the City of A Coruña to establish a framework of stable collaboration between both parties in everything related to the implementation of the Spanish urban agenda

◆ Collaboration agreement between the City Council of A Coruña and the United Nations Program for Human Settlements (+ Specific Work Plan for 2019) that frames its specific objectives in the promotion of skills and specialized knowledge, technical assistance and exchange of information experiences on sustainable urban development

◆ Expected results:

ER.1: Promote and generate specialised knowledge

ER.2: Strengthen partnerships and collaborations with city networks and other partners of the New Urban Agenda



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