> The strategic framework offers a Decalogue of Strategic Goals that contains, a total of 30 specific goals, and 291 action lines, which are proposals for guidance showing possible paths to be undertaken.

03 | **STRATEGIC FRAMEWORK**

STRATEGIC FRAMEWORK AND TERRITORIAL AND URBAN MODEL

The New Urban Agenda of the United Nations properly illustrates the integrated approaches required by the simultaneous (environmental, social and economic) concept of sustainability. They can also be extracted easily when analysing the Action Plans that have been emerging from the implementation of the Urban Agenda for the European Union. In the same terms, the Spanish Urban Agenda stems from the necessary commitment to a comprehensive vision of the territorial component and to the defence of the concept of variable geography with respect to strategies, as it is the vector of the strategy itself that defines the territorial scope, and not the other way around. This broad territorial strategy approach - which takes into account metropolitan areas, new focus points, functional urban areas where new territorial relationships and economies of agglomeration are generated and flow between various municipalities, interregional and intraregional disparities, declining industrial areas, specific territories affected by the progressive demographic decline and depopulation, the absence of investments that impede economic and social development and many other aspects - is key to strengthening the structure and integration from a holistic approach to territory.

As the initial sentences in the Quito Declaration express (Section 5), "the way cities and human settlements are planned, designed, financed, developed, governed and managed... will help to end poverty and hunger in all its forms and dimensions; reduce inequalities; promote sustained, inclusive and sustainable economic growth; achieve gender equality and the empowerment of all women and girls in order to fully harness their vital contribution to sustainable development; improve human health and well-being; foster resilience; and protect the environment". The objectives are therefore broad and ambitious and are addressed in the strategic framework included in the following section, which consists of a series of goals to be achieved and a list of possible areas of action to be carried by each of the stakeholders that wish to commit to the Agenda. In 2015, the INE conducted a multidimensional analysis of the quality of life in Spain that was published in March 2017 and that, using a total of 59 indicators, carried out a grouping around the following aspects: Material living conditions; Work, Health, Education, Leisure and social relations; Physical and personal security; Governance and basic rights; Environment and subjective well-being. All of them are referenced in the documents of this Urban Agenda, both in the diagnosis and in the definition of the strategic goals themselves.

The territorial and urban model that the Agenda is committed to is inspired by the principle of sustainable territorial and urban development that is laid out in the Spanish law on land and urban rehabilitation (article 3 of the TRLSRU), and which is already contained in numerous regional urban development laws, but renewed and expanded. This is a necessary principle for the expected economic, ecological, social and cultural transition of cities and also for the redefinition of a production model that is proposed from an urban approach. It is a model that can also be applied in any type of territory and population, regardless of its scale and problems, because the theoretical framework, objectives and principles can be

the same when planning, revising or transforming any territorial or urban reality. What will change will be the technical, economic-financial, regulatory, organisational-institutional and educational-cultural instruments, which will need to be adapted to every reality and context. But the principles and grounds for action will be shared.

Focusing on the goals, principles and characteristic values that comprise the elements of the Spanish Urban Agenda, its strategic framework can be structured by identifying a series of top-level goals that, in turn, contain a total of 30 specific goals based on more concrete aspects and which contribute to achieving the ten main goals. All of these are accompanied by a series of guidelines that provide possible alternatives for achieving each of the goals proposed, while at the same time offering to the last stakeholders of the Agenda practical aspects to aid in their implementation.
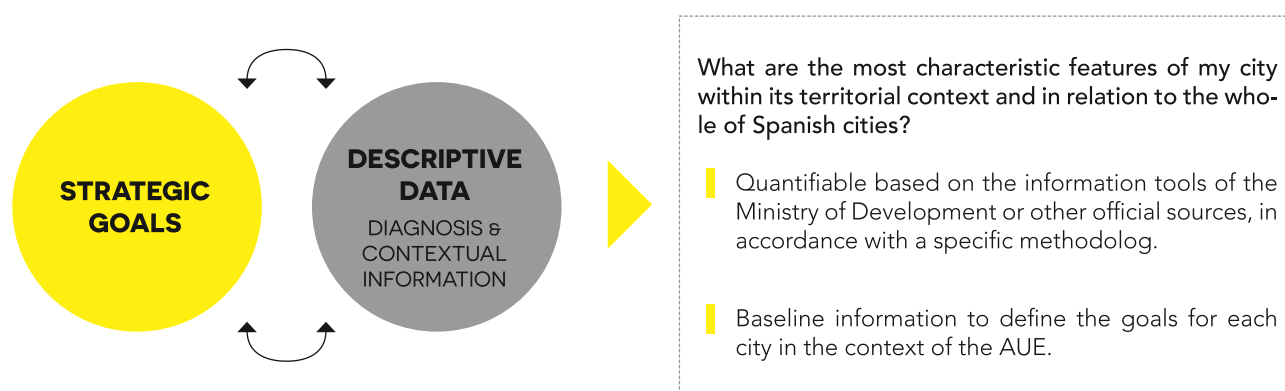
#	Goal	
1	Implementation of regional and urban planning tools to make a rational use of land, keeping and protecting natural resources	
2	Avoiding urban sprawl and revitalizing the existing city	
3	Prevention and reduction of climate change impacts and improvement of resilience in towns and cities	
4	Sustainable management of resources and promotion the circular economy	
5	Fostering the proximity and sustainable mobility	
6	Enhancing social cohesion and looking for equity	
7	Promoting and encouraging the urban economy	
8	Ensuring access to housing	
9	Leading and encouraging digital innovation	
10	Improving intervention instruments and governance	

As additional elements, a series of descriptive data is first provided that are related to each of the ten goals. Secondly is information identifying how each of these goals is aligned with the 17 SDGs of the 2030 Agenda, their respective goals and the rest of the international documents it seeks to address.

In the first case, the set of descriptive data provides an overview of the current status of Spanish towns and cities, and offers a useful tool for decision-making and for establishing the specific goals to be achieved. These goals will be evaluated using the system of monitoring indicators discussed in Chapter 4.

This set of descriptive data will be accessible through the Spanish Urban Agenda website in a document that includes the Definition and relevance of each of the data. The calculation methodology is based on data from the Ministry of Development and relies on tools such as the Urban Information System (SIU)[1] and the Atlas of Urban Areas in Spain, among others; on data from different institutions and organisations such as the National Statistics Institute (INE), the Treasury of Social Security, the General Directorate of Land Registry, the Spanish Land Use Information System (SIOSE); or on data that are available to the Local Entities themselves. The common methodological bases allow for a standard evaluation and comparison at the national level. The bases themselves can be quantified by using a series of medium and quartile values, and including distributions in clusters based on the population.

| Strategic Framework for the Spanish Urban Agenda |

STRATEGIC GOALS

DESCRIPTIVE DATA
DIAGNOSIS & CONTEXTUAL INFORMATION

What are the most characteristic features of my city within its territorial context and in relation to the whole of Spanish cities?

▌ Quantifiable based on the information tools of the Ministry of Development or other official sources, in accordance with a specific methodolog.

▌ Baseline information to define the goals for each city in the context of the AUE.

The second table accompanying each of the strategic goals is primarily designed to facilitate the work of matching the objectives of the Sustainable Development Goals of the 2030 Agenda with those of the strategic goals, while ensuring the complete agreement between both Agendas and with the other international documents to which Spain has committed itself. This provides an undoubted advantage, given the great complexity of this international document and the constant need to ensure compliance with it.

[1] *Public information system whose purpose is to promote transparency in urban planning and land use. Provided for in the First Additional Provision of the Consolidated Text of the Urban Land and Rehabilitation Law, the implementation of which is tasked to the Ministry of Development, in collaboration with the regional governments.*

And this entire strategic framework requires a necessarily horizontal and holistic approach. Because any plan, programme, strategy or agenda that seeks to design, develop and implement a sustainable urban development model cannot rely on the mere sum of various actions spanning different areas. Which is why the application of the approach integrated into the selection of sectoral activities is essential, as are the participatory and multidimensional approaches. Because through citizen participation and the involvement of the various actors, both public and private, shared decisions can be made from the start, thus improving transparency. This forces us to work in a much more coordinated way, on what is already known as good, multi-level governance that is both horizontal, between the different departments of the same organisation or agency, and vertical, between the agencies themselves. Finally, it would be useful to know, disseminate and transfer best practices and successful experiences, as these allow us to move forward along paths that have already been successfully explored by other actors.