

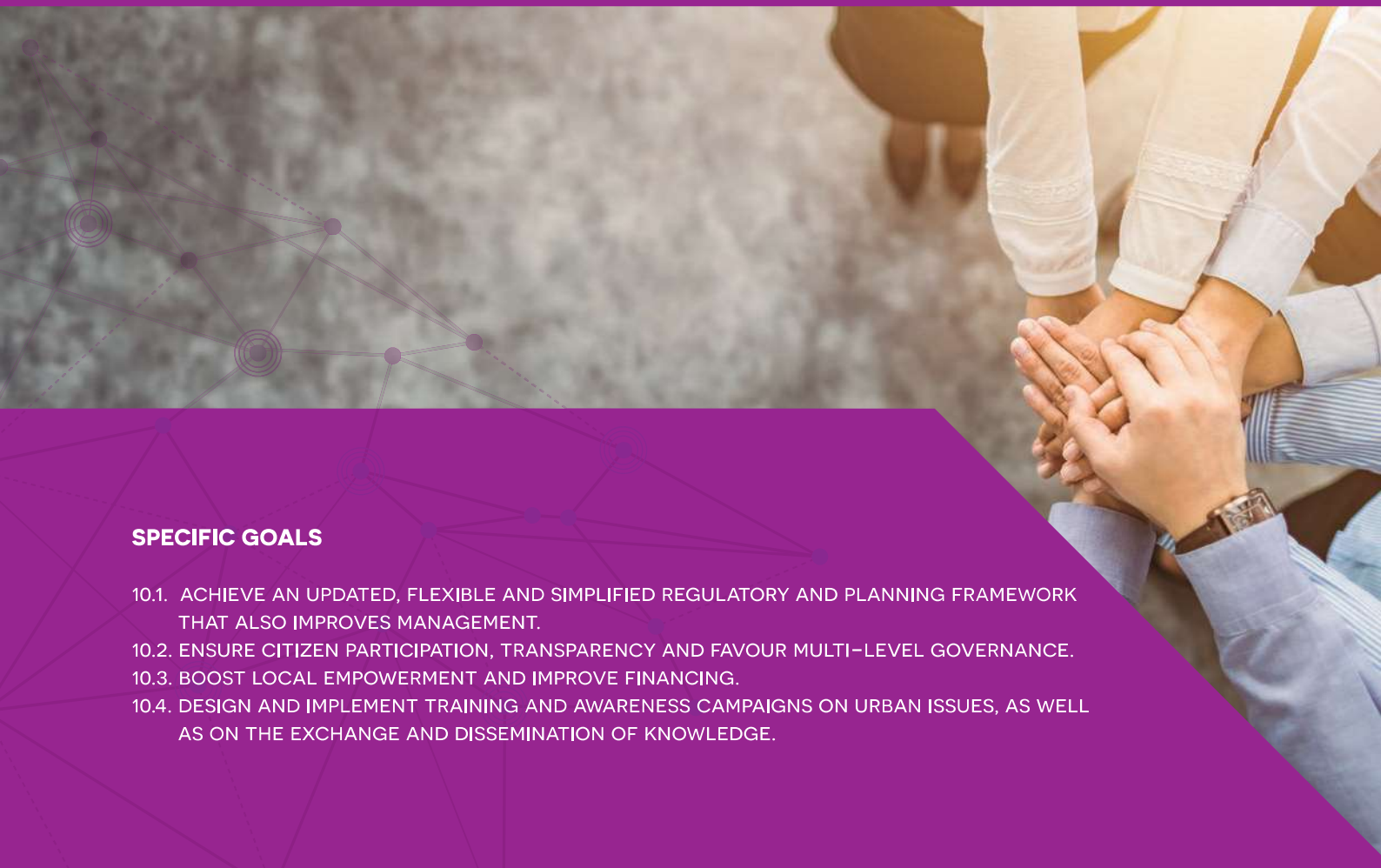
STRATEGIC  
GOAL

# 10

## IMPROVING INTERVENTION INSTRUMENTS AND GOVERNANCE

### SPECIFIC GOALS

- 10.1. ACHIEVE AN UPDATED, FLEXIBLE AND SIMPLIFIED REGULATORY AND PLANNING FRAMEWORK THAT ALSO IMPROVES MANAGEMENT.
- 10.2. ENSURE CITIZEN PARTICIPATION, TRANSPARENCY AND FAVOUR MULTI-LEVEL GOVERNANCE.
- 10.3. BOOST LOCAL EMPOWERMENT AND IMPROVE FINANCING.
- 10.4. DESIGN AND IMPLEMENT TRAINING AND AWARENESS CAMPAIGNS ON URBAN ISSUES, AS WELL AS ON THE EXCHANGE AND DISSEMINATION OF KNOWLEDGE.



This strategic goal could be said to constitute, in and of itself, the Urban Agenda proper, insofar as none of the above-mentioned goals could be implemented without an adequate battery of tools. As identified by the international urban agendas, the common goals of the system to be designed should be based on good regulations, on an adequate planning system, on sources of funding in keeping with the actions to be taken, on functioning governance and on real and effective citizen participation, as well as on channels for disseminating and transmitting knowledge.

In view of these, it seems that, in Spain's case, the existence of an updated, simple and understandable law that is stable over time and is, to the greatest extent possible, standard in all the institutions that are essentially comparable, would be essential. The same requirements would be extrapolated to the planning system and its management, which would also require greater flexibility to allow it to adapt to rapidly changing circumstances over time and to evolve towards more strategic frameworks. In short, it would be a matter of resorting to inspection and control for many of the preventive mechanisms that currently stifle planning systems. The limitations of traditional planning and urban management instruments are frequently exposed as lacking the flexibility required by the prevailing dynamism and innovation in society, for lacking transparency and being incomprehensible by the general public, making them, from this point of view, barely accessible. This lack of adaptation to a context characterised by permanent innovation makes cities lose important opportunity spaces. But the problem of urban planning is deeper and stems from the regulations that govern its contents, the different stages of red tape and approval, the disconnect between global or horizontal interests and sectoral interests, and even the legal security that should accompany them over time to generate the necessary certainty that accompanies the most important public and private decisions. Only by having the up to date, stable, understandable, flexible and, where possible, simplified regulations referred to in the previous paragraph will it be possible to move forward toward a sustainable urban model of land management, transformation and use. And only by having territorial and urban planning that includes identical characteristics can a territorial and urban model be guaranteed that can address society's needs at any given moment, respect the environment and contribute to social and economic progress.

Governance also plays an important role, to the extent that it ensures citizen participation, transparency, local empowerment and appropriate multi-level collaboration and coordination. Good Governance, defined as the transparent, effective decision-making and implementation processes that are achieved democratically with the participation of all stakeholders, who consume their fair share of resources based on the objectives pursued and who have the necessary information, which is made available to those who can request it, is a key element of the new Agendas. The commitment of Spanish town councils to "Open Government" marks a path that seeks three very valuable objectives in democratic terms: promote the furtherance of transparency policies, facilitate the exercise of the rights of access to information and citizen participation and strengthen and increase citizens' confidence in local governments. It is, therefore, a governance that generates value and whose basic pillars are: Transparency, Collaboration and Participation.

And finally, financing should be included, as should the new technologies and the exchange of knowledge. Access to these technologies, and especially to digital technology, allows for innovative territorial and urban solutions that contribute to generating more efficient, smarter territories and cities that are respectful of their settings and adapted to the changing basic needs of those who inhabit them. Furthermore, the exchange of knowledge, mainly through pre-established networks in which collaboration is institutionalised, is an effective way to share, replicate and expand positive and even negative experiences, so that the same errors are not made again. These networks not only allow us to remain closely connected and have easy access to knowledge and viable solutions; they also provide strategic learning systems that are primarily geared to the results we want to achieve.

The specific goals and lines of action proposed for achieving this strategic goal are as follows:

## SPECIFIC GOAL

### 10.1. ACHIEVE AN UPDATED, FLEXIBLE AND SIMPLIFIED REGULATORY AND PLANNING FRAMEWORK THAT ALSO IMPROVES MANAGEMENT.

#### LINES OF ACTION

- ✓ **Simplify the existing regulatory framework** and ensure its stability. To do this, it would be useful to establish, through a global pact, a commonly accepted basis for the major strategic goals in terms of land and urban planning that allow for minor and partial adaptations.
- ✓ Generate a regulatory framework that promotes **the appropriate integration of environmental processing and urban or territorial plans**, advocating a simultaneous process.
- ✓ **Submit to regulatory development** everything that can severely constrict the application of the law.
- ✓ Effectively develop the planning of **regional and sub-regional land management** that is still lacking in many regional governments. This will allow for a multi-level and multi-scale approach to the territory, the city and all other population centres.
- ✓ Improve the traditional **urban planning system**, giving more of a strategic character to the General Plans and referring detailed planning to development planning, which is more agile and flexible in terms of its modification and revision.
- ✓ Recover the role of planning as an instrument to ensure that cities are **spaces for redistribution and inclusion**.
- ✓ **Expedite and combine procedures for processing and approving** the planning instruments and make urban management more flexible and agile (plans and licences and authorisations should have their processing and approval timelines significantly reduced).
- ✓ Ensure **sectoral aspects are properly integrated into land and urban planning**, including by undertaking the necessary legislative changes. To this end, the one-stop shops for these reports



at each level of government are proposed as suitable instruments, as are short and equal issuance procedures and timelines for all of them.

- ✓ **Develop guides or catalogues for the sector reports** that are required to process and approve planning instruments.
- ✓ Guarantee in planning instruments a **process that is adapted to the goals of the Spanish Urban Agenda**.
- ✓ In the local government, have **municipal orders** that are compatible with the national and regional regulations and that allow both to be applied without any loopholes or problems of interpretation.
- ✓ Create suitable instruments for **intervention in consolidated areas** through urban rehabilitation, regeneration and renewal operations.
- ✓ Help to stimulate **self-promotion of housing** in smaller municipalities as a useful tool to prevent depopulation (e.g. by recovering the provisions of the Complementary and Subsidiary Rules that established the construction of buildings with PB+II).

## SPECIFIC GOAL

### 10.2. ENSURE CITIZEN PARTICIPATION, TRANSPARENCY AND FAVOUR MULTI-LEVEL GOVERNANCE.

#### LINES OF ACTION

- ✓ Promote and instill **multi-level governance** between territorial and urban planning by using **supramunicipal or inter-administrative coordination/collaboration formulas** to overcome the inadequacies of small population centres: councils, townships, counties, municipal associations for a specific purpose, etc. The experience of cross-border structures, such as the one proposed by the Eixo Atlántico Urban Agenda, is also in favour of good governance, as are the supra-municipal plans involving sustainable rural development plans (e.g. those relating to biosphere reserve projects at the county level).
- ✓ **Strive for internal rebalancing** of cities through appropriate management of the territory and the people. Districts can provide a suitable physical space for implementing integrated initiatives of territorial and social rebalancing.
- ✓ Strengthen the legal mechanisms and institutions for **public-private collaboration and the co-production of public policies**.
- ✓ Seek the highest **efficiency and effectiveness** of Public Administrations by avoiding redundancies and dysfunctions between them.
- ✓ Promote **horizontal collaboration** instruments alongside **sector-specific** instruments as a way of achieving a comprehensive vision that optimises the use of resources in all areas of government.
- ✓ Ensure a **participatory procedure** that is open to all citizens that **precedes the formal pro-**





**cedure** for drawing up land and urban planning instruments as a way of ensuring true citizen participation.

- ✓ **Encourage participation** by individuals, families, peoples and communities in the design, monitoring and evaluation of public policies. **Accessibility to information** is key to achieving this participation.
- ✓ Integrate participation into **planning** in a **real and effective** manner throughout the process and beyond the mandatory public information and hearing procedures. We must seek shared responsibility in decision-making, promote networking and constant social innovation.
- ✓ Bolster **participatory budgets** in local governments.
- ✓ Promote **transparency** and **open data** in the planning and management of public affairs, as well as accountability in public actions.
- ✓ Promote the creation of **permanent offices that provide information on the city**, its operation and management so as to instil a sense of active participation in the city. This measure could be complemented by creating the figure of professional “mediators” or “agents” who, by contributing specific knowledge, can facilitate these tasks.
- ✓ Develop **accessible how-to guides** for cities through new technologies.
- ✓ **Develop city information maps** that can be used to cross-reference the data on all the services offered so that, by analysing them, improvements can be made and patterns identified.
- ✓ Create **municipal statistical databases** that allow cities to have a better understanding of local economic dynamics.

## SPECIFIC GOAL

### 10.3. BOOST LOCAL EMPOWERMENT AND IMPROVE FINANCING.

## LINES OF ACTION

- ✓ Ensure adequate knowledge of all the **public programmes and aid headings** (international,



national, regional and local) that exist that can further the goals of the Spanish Urban Agenda. Especially among municipal specialists, who should be trained to manage these programmes to gain the most benefits from them.

- ✓ Link the acquisition of public **financing** to compliance with the strategic framework set out in the Urban Agenda and to the preparation of the corresponding Action Plan, which entails a preliminary diagnosis that takes into account the strategic and specific goals.
- ✓ **Improve the financing** of those policies and services that must necessarily be provided.
- ✓ Propose that **municipalities with under 20,000** inhabitants be given access to the Sustainable Urban Development Strategies (EDUSI), and if not, try to achieve this goal strictly at the national level in Spain.
- ✓ Open the call for **groups of municipalities from different Autonomous Communities**, even if the 20,000-inhabitant threshold must be maintained.
- ✓ Link municipal **budgets to compliance with the Agenda's goals**.
- ✓ Address the **shortages of technical and human resources** of the agencies tasked with implementing the 2030 Agenda and the Urban Agenda.
- ✓ Prioritise the achievement of results and the implementation of **best practices** as objective criteria for the territorial allocation of financing.
- ✓ **Promote sponsorships as a means for privately funding** initiatives and projects for general interest purposes.
- ✓ Promote **microfinancing** as a means of collectively financing initiatives and projects.
- ✓ **Promote and encourage urban research**.
- ✓ Endorse **training courses and programmes** related to the national and international topics that are contained in urban agendas, to be given to the personnel in public agencies responsible for their implementation.

## SPECIFIC GOAL

### 10.4. DESIGN AND IMPLEMENT TRAINING AND AWARENESS CAMPAIGNS ON URBAN ISSUES, AS WELL AS ON THE EXCHANGE AND DISSEMINATION OF KNOWLEDGE.

## LINES OF ACTION

- ✓ Promote citizen **education, training and awareness**, specifically in urban planning, and in particular to try to generate a culture of conservation, maintenance and rehabilitation of the built heritage (both public and private).
- ✓ Create **stable information structures** with specific physical headquarters that aim to educate on the city's operations and help to generate a **culture of citizen participation** and establish suitable and accessible channels for said culture to be real and effective, taking into account the

human diversity that urban phenomena entail.

- ✓ Provide **education** that brings the instruments of land and urban planning closer to the citizens, using appropriate tools that allow them to understand their importance to the quality of life.
- ✓ Develop **specific informational materials** on urban development, cities, their ties to the SDGs and urban planning.
- ✓ Develop **courses, workshops and debates** on city planning. Collaboration with universities, professional associations and the private sector, in addition to the inter-administrative collaboration itself, can be a very useful and enriching element, because only through training and information can effective and non-demagogic decisions be made.
- ✓ **Foster civil dialogue**, meaning that which allows organisations and associations representing diverse interests (people with disabilities, families, neighbours, etc.) to participate in the preparation, execution, monitoring and evaluation of those public policies that affect them. This goal would include promoting the creation and maintenance of these associations and organisations as a true channel for democratic participation in public affairs.
- ✓ Foster experiences based on **transferring successful pilot projects** elsewhere. The goal is to share how common problems can be addressed through tried and tested solutions by working through networks of cities, both national and international. Work through digital spaces can be very useful for these purposes.








The **descriptive data** related to strategic goal 10, “*Improving intervention instruments and governance*”, are as follows:

## STRATEGIC GOAL #10. RELATED DESCRIPTIVE DATA

<b>D.01</b>	Population change	<b>D.04</b>	Land that cannot be developed	<b>D.ST.02</b>	Percent of areas of land being developed
<b>D.ST.03</b>	Percentage of delimited urban land suitable for development	<b>D.22</b>	Ageing of the Population	<b>D.37</b>	Urban planning figure in force in the municipality
<b>D.38</b>	Date of the current urban planning figure	<b>D.39</b>	Urban agenda, strategic planning and Smart Cities		

The relationships between this strategic goal and the SDGs and the goals of the 2030 Agenda for Sustainable Development and other international projects can be summarised as follows:



SPANISH URBAN AGENDA	17 SDGS: GOALS	NEW INTERNATIONAL URBAN AGENDA	EUROPEAN URBAN AGENDA (PARTNERSHIPS)	EDUSI SPECIFIC GOALS 14-20
10.1 Achieve an updated, flexible and simplified regulatory and planning framework that also improves management	 <p><b>16.b</b> Laws and policies</p>	68; 79; 81; 89; 93; 94; 95; 96; 98; 99; 102; 104; 139; 153	Innovative and responsible public procurement	
10.2. Ensure citizen participation, transparency and promote multi-level governance	 <p><b>16.5</b> Corruption and bribery <b>16.6</b> Efficient and transparent institutions <b>16.7</b> Citizen participation <b>16.8</b> Involvement of developing countries in international organisations <b>16.10</b> Access to information and basic freedoms</p>	29; 41; 42; 85; 87; 91; 92		S.G.2.3.3. Promote information technologies in integrated urban strategies, including Local Electronic Administration and Smart Cities
	 <p><b>17.9</b> Reinforce capabilities <b>17.14</b> Consistent policies <b>17.16</b> Global Alliance for Sustainable Development <b>17.17</b> Public-private partnerships <b>17.18</b> Build statistical capacity <b>17.19</b> Promote indicators that go beyond GDP</p>			
10.3 Promote local empowerment and improve financing	 <p><b>11.c</b></p>	91; 104; 119; 131; 138; 145; 147; 148; 149		
	 <p><b>12.7</b> Sustainable public acquisitions <b>12.8</b> Education for sustainable development</p>			
10.4 Design and launch training and awareness campaigns on urban matters, as well to exchange and disseminate information	 <p><b>4.7</b> Global education for sustainable development</p>	155; 157; 158; 159; 160		
	 <p><b>16.5</b> Corrupción y soborno <b>16.6</b> Corruption and bribery <b>16.6</b> Efficient and transparent institutions <b>16.7</b> Citizen participation <b>16.8</b> Involvement of developing countries in international organisations <b>16.10</b> Access to information and basic freedoms</p>			