

Sheet No. 2
SWOT Analysis



SWOT AXIS 1. TERRITORY, LANDSCAPE AND BIODIVERSITY

WEAKNESSES

- D.01 Orography and complex morphological structure. Physical elements (river courses, infrastructures or others) that condition connectivity or development.
- D.02 Dispersed low-density territorial development generally associated with problems of mobility and provision of urban services.
- D.03 Environmental deterioration of certain environments that can lead to a loss of biodiversity and/or a deterioration of the landscape and the quality of urban life.
- D.04 Lack of connection between the urban and rural environment, which may imply a phenomenon of congestion in urban areas and/or depopulation and rural abandonment.
- D.05 Antagonism between the perspective of urban and rural planning; the urban perspective is based on development, and the rural perspective on protection and preservation.
- D.06 Absence of explicit measures to compensate small municipalities for the growth of larger municipalities.
- D.07 Need to address the phenomenon of depopulation from the study of the territory and planning instruments at the supralocal level or county.
- D.08 Rigid planning models. that require different scales and

THREATS

- A.01 Little or deficient territorial planning, which on some occasions hinders the strategic vision of a supra-municipal urban development.
- A.02 Territorial development more focused on expansion than urban regeneration, sometimes with oversized planned growth.
- A.03 Areas in decline or demographic stagnation, in a territorial phenomenon of population and household loss, and a high rate of ageing.
- A.04 Deficit of protection and conservation measures of the natural , cultural and landscape heritage, to deal with its degradation and combat vandalism.
- A.05 Lack of flexibility in planning instruments, to adopt measures such as the creation of ecological corridors and combat the loss of biodiversity.
- A.06 Unsustainable tourism, great consumer of resources.
- A.07 Too bucolic rural planning, based on the protection of the rural environment, which does not contemplate other assets.

STRENGTHS

- F.01 Experience in sustainable development initiatives and use of planning instruments (urban, territorial, sustainability, sustainable urban mobility, air quality plans, etc.).
- F.02 Wealth of natural and environmental heritage, the use and management of which is key to generating sustainable processes.
- F.03 Agricultural, livestock and forestry wealth of the environment, which contributes to the economic development of the city and offers a link between the urban and the rural.
- F.04 Growing interest and social and business sector appreciation of the natural and landscape heritage, favourable to a more sustainable development.
- F.05 Well-connected cities, which favours the development of dynamic areas of activity and the quality of life of citizens.
- F.06 Richness of the landscape and biodiversity with a great capacity to serve as a basis for improving the quality of urban life.
- F.07 Consideration of the primary sector as a possible economic asset.

OPPORTUNITIES

- O.01 Connection of the city with the rural environment, improving the environmental quality of the city, through the recovery of degraded spaces and their conversion into green areas in connection with the natural assets of the municipality.
- O.02 Underutilised natural heritage, which can constitute the basis on which to develop actions and strategies for sustainable urban development.
- O.03 Attractiveness of the territorial scope of cultural assets, as key elements in urban development and the competitiveness of cities.
- O.04 Presence of large infrastructures and facilities, which can provide competitive advantages, such as proximity to airports, commercial ports or industrial complexes.
- O.05 Extensive network of natural and rural roads, as a potential for improving the countryside and the environment, and its link with the urban environment.
- O.06 Underutilised natural and landscape heritage, with great potential to develop actions to provide services and infrastructures.
- O.07 Natural environment, landscape and heritage as the basis for sustainable tourism that is respectful of the environment, which does not consume resources.
- O.08 Existence of a national Plan against depopulation: document prepared by the Depopulation Commission of the FEMP



WEAKNESSES

- D.01 Deficit or inadequacy of public space, green areas and open spaces, with the consequent negative effects on health and quality of life.
- D.02 Deficit of urban infrastructures and services, due to the non-existence of them or because of their lack of adaptation to the new realities and demands of the population.
- D.03 Accessibility problems and architectural barriers, especially in urbanised public spaces.
- D.04 Degraded urban centre and/or in the process of abandonment, frequently derived from a displacement of young households to the outskirts of the city.
- D.05 Deficient building stock. High rate of residential and non-residential buildings that are energy inefficient with accessibility problems.
- D.06 Noise and light pollution in certain areas, with the problems that this implies for the environment, quality of life and health.
- D.07 Contamination of certain areas of land. Certain urban spaces that present high levels of contamination, on which it is necessary to act.
- D.08 Complexity of planning and configuration due to the historical layout in the neighbourhoods.
- D.09 Urban development model of the last decades that is sectoral and monofunctional, with the consequent problems of mobility, proximity, energy expenditure and sustainability.

THREATS

- A.01 Degraded urban centre and/or in the process of abandonment, as a consequence of supra-municipal dynamics of displacement of households to peri-urban areas.
- A.02 Deficit of urban infrastructures and services. It can be the non-existence of them or the adaptation to the new realities and demands of the population.
- A.03 Strong tourist seasonality that can produce a mismatch in the use of public space and the provision of urban services and infrastructures.
- A.04 Decrease in average household size, a global demographic phenomenon that has important implications for the city model and the adequacy of the housing stock.
- A.05 Lack of flexibility in planning instruments, to adopt measures such as the creation of ecological corridors and combat the loss of biodiversity.
- A.06 Priority of private over public investment in urban centres, which can lead to gentrification processes.

STRENGTHS

- F.01 Rich urban and architectural heritage with a high historical, artistic and cultural value, which constitute assets of great potential and signs of local identity.
- F.02 Compact city, especially in urban centres, with an urban fabric that facilitates citizen encounters, sustainable mobility and activity.
- F.03 Well-communicated cities, which allow the development of important enclaves of logistic activity for the development of economic activity and certain industries.
- F.04 Multiculturalism and diversity of the neighbourhoods, as an enriching factor that can serve as the basis for building an integrated urban community.
- F.05 Notable progress in the improvement of public space, mainly in relation to accessibility, sustainable mobility and pedestrianisation.
- F.06 Review of urban planning instruments for a more sustainable and balanced development, sometimes declassifying unnecessary land.
- F.07 Widespread acceptance of the importance of the participation of civil society, administrations and the private sector in the production of a sustainable city.
- F.08 Social awareness of the need to think about a more sustainable city model.

OPPORTUNITIES

- O.01 Regional, national and European aid programmes and funds to promote balanced, sustainable and integrated urban development.
- O.02 Regional and national policies in relation to rehabilitation, regeneration and urban renewal that promote a more sustainable city model.
- O.03 Integration of tourist and coastal areas in the communication infrastructures of the cities.
- O.04 Potential of large cities as a point of attraction for nearby cities (polycentric network).
- O.05 Connection of the city with the rural environment, improving the balance between urban and rural areas to avoid co-management in cities and the depopulation of rural areas.
- O.06 Programmes and funding sources for the conservation of architectural heritage.
- O.07 Dissemination and promotion of culture, sports, gastronomy, heritage, traditional festivals of the towns and cities of Spain.
- O.08 New uses linked to tourism that favour the conservation of architectural heritage, given the tourist relevance of many Spanish cities.
- O.09 Diagnosis Methodology and Action Plan of the Smart Tourist Destination at the service of a more sustainable city.



SWOT AXIS 3. CLIMATE CHANGE AND RESILIENCE

WEAKNESSES

- D.01 High fossil energy consumption, mainly in buildings and in transport, which has important repercussions on the environment and quality of life.
- D.02 Pollution derived from industry and activity. Economic activity and certain industries frequently produce polluting agents.
- D.03 Improving resilience to climate change.
- D.04 Insufficient studies and adaptation measures to climate change.

THREATS

- A.01 Air pollution High levels of greenhouse gas emissions and territorial contamination.
- A.02 Natural risks and effects of climate change. Exposure to natural risks and problems related to climate change, such as floods, heat waves or droughts.
- A.03 Health and quality of life problems linked to the effects of climate change or air pollution and the risks and effects of industrial activity.

STRENGTHS

- F.01 Public policies regarding the mitigation of Climate Change and the promotion of sustainable energy.
- F.02 Climatic conditions that favour the quality of life of citizens and reduce energy consumption.
- F.03 Measures for the control of noise and polluting emissions, through an evaluation of the situation that allows the adoption of the pertinent corrective measures.
- F.04 Potential in low carbon economy, clean energy and fight against climate change of certain citizen environmental initiatives.
- F.05 Implementation of measures to fight forest fires or floods, such as forest management and improvement plans or flood study agencies.

OPPORTUNITIES

- O.01 National and European policies related to adaptation-mitigation to climate change; conversion to local reality.
- O.02 Connection of the city with the rural environment, improving the environmental quality of the city, through the recovery of degraded spaces and their conversion into green areas in connection with the natural assets of the municipality.
- O.03 City networks, programmes that adhere to pacts or strategies for the improvement of energy efficiency, renewable energies and against climate change.
- O.04 Increased public awareness on environmental matters and on the challenge of climate change and its effects on urban environments.



SWOT AXIS 4. SUSTAINABLE RESOURCE MANAGEMENT AND THE CIRCULAR ECONOMY

WEAKNESSES

- D.01 Inefficient local infrastructures, for which is necessary to take actions to improve their energy efficiency and incorporate renewable energies.
- D.02 Inadequate waste management system, with difficult access to the skeleton or with deficient or obsolete facilities in the context of recycling and the circular economy.
- D.03 Deficient water management and infrastructures. Problems related to inadequate management of water supply networks or water resources.
- D.04 Productive activities with low energy efficiency, with a high consumption of final energy.
- D.05 Wastewater treatment systems with high operating costs.
- D.06 Scarce public and private culture on the shared use of goods or the acquisition of reused, recycled or remanufactured goods.
- D.07 Urban metabolism: little development of holistic approaches.

THREATS

- A.01 High dependence on foreign energy in a context of low production of renewable energy at the municipal level and low level of self-sufficiency
- A.02 Increased pressure on human health, the environment and on natural resources or an ecological deficit due to an excessive generation of waste and a high consumption of resources.
- A.03 High tourist pressure that sometimes generates a great impact on certain areas, especially in the case of the coast or other environmentally sensitive environments.
- A.04 Effects of intensive agricultural holdings in certain environments in which there is a high level of development of this activity.
- A.05 Water management problems of supra-municipal or regional scope that can affect urban environments.
- A.06 Aspects of supra-municipal regulations that imply certain barriers to the development and implementation of renewable energies.
- A.07 Shortage of essential raw materials and rising prices for the development of the global and local economy.

STRENGTHS

- F.01 Wealth of natural and environmental heritage, the use and management of which is key to generating sustainable processes.
- F.02 Municipal policies on energy efficiency, such as the improvement of public lighting or the incorporation of renewable energies in municipal buildings and facilities.
- F.03 Good water and/or air quality, in general terms, with positive effects on human health.
- F.04 Measures for the control of noise and polluting emissions, through an evaluation of the situation that allows the adoption of the pertinent corrective measures.
- F.05 Implementation of measures to fight forest fires or floods, such as forest management and improvement plans or flood study agencies.
- F.06 Technical and technological capacity for the implementation of renewable energies.

OPPORTUNITIES

- O.01 National and European policies related to the promotion of renewable energies and energy efficiency.
- O.02 Underutilised natural heritage, which can constitute the basis on which to develop actions and strategies for sustainable urban development.
- O.03 The development of waste management activity as a key area in the improvement and conservation of the environment and the generation of employment in cities.
- O.04 City networks, programmes that adhere to pacts or strategies for the improvement of energy efficiency, renewable energies and against climate change.
- O.05 Technological development linked to energy generation through renewable sources in urban environments, to savings and efficiency in public lighting...
- O.06 High potential for the development of renewable energies, especially photovoltaics.
- O.07 Need for organic matter to maintain the productive capacity of the land and the green areas of the cities.
- O.08 Commitment to sustainable growth under the principles of the circular economy, taking advantage of economic growth.



SWOT AXIS 5. MOBILITY AND TRANSPORT

WEAKNESSES

- D.01 Unsustainable mobility patterns, with a predominance of travel by private vehicle, as opposed to pedestrian or cyclist mobility.
- D.02 Traffic and mobility, circulation and congestion problems in the cities and urban areas due to the daily home-work commuter traffic.
- D.03 Public transport deficit, lack and deficiencies in certain zones and lack of interchanges or infrastructures that facilitate intermodality.
- D.04 Deficit of park and rides in access to large cities.
- D.05 Deficit of sustainable mobility infrastructures, bike lane network or infrastructures for the deployment of alternative mobility.
- D.06 Absence of an integrated mobility strategy linked to accessibility and sustainable urban mobility plans, consistent with each urban reality.
- D.07 Demographic dispersal processes and activities in metropolitan areas are creating connectivity problems and dysfunctional use of transport networks.

THREATS

- A.01 Mobility effects linked to low density sparse territorial development, due to new urban expansions or isolated developments.
- A.02 Traffic and mobility, circulation and congestion problems in the accesses to cities and urban areas due to tourism and leisure trips.
- A.03 Improvement of the road network in the territorial area that can encourage the use of private vehicles instead of public transport.
- A.04 Increase in air pollution levels as a result of the use of private vehicles in the urban environment and peri-urban spaces.
- A.05 Mobility problems as a result of high flows of movement in certain areas and periods that may be affected by increased tourism flows.

STRENGTHS

- F.01 Municipal initiatives and work carried out for the preparation and approval of Sustainable Urban Mobility Plans. (PMUS).
- F.02 Municipal projects and initiatives to promote sustainable and non-polluting public transport.
- F.03 Well-communicated cities, in general, with a good network of communication infrastructures, improved in recent years.
- F.04 Compact city model, especially in urban centres, which facilitates proximity and sustainable mobility.
- F.05 Favourable weather and topography conditions for the promotion of soft modes of transport: pedestrian and bicycle.
- F.06 Numerous actions related to sustainable mobility: mainly aimed at pedestrians and bike lanes.

OPPORTUNITIES

- O.01 Regional, national and European programmes and funds that facilitate and promote sustainable urban mobility infrastructures.
- O.02 Presence of large transport infrastructures, which improve territorial accessibility and mobility such as airports or commercial ports.
- O.03 Potential of polycentric networks of cities to support a territorial strategy of sustainable mobility.
- O.04 Supra-municipal plans for sustainable transport, which improve the interurban connection with sustainable public transport and with soft modes of transport.
- O.05 Introduction of ICTs in the management of urban transport services, as a key element for improving their quality and sustainability.
- O.06 Possibility of creating park and ride facilities.
- O.07 Raise awareness and educate society about sustainable mobility and transport.



SWOT AXIS 6. SOCIAL COHESION AND EQUAL OPPORTUNITIES

WEAKNESSES

- D.01 High rate of ageing, as a consequence of the fall in the birth rate, the emigration of the young population, or the immigration of elderly foreigners.
- D.02 High unemployment rate, associated with the increase in the population at risk of social exclusion and the increase in the number of applicants for social services.
- D.03 Neighbourhoods submerged in processes of degradation and/or abandonment, which aggravates the social problems of their residents.
- D.04 Concentration of urban vulnerability and social exclusion in certain environments, characterised by a higher percentage of urban poverty and unemployment.
- D.05 Social consequences of the deterioration of the urban environment in some areas, which lead to a loss of quality of life and opportunities for their inhabitants.
- D.06 Areas of substandard housing or irregular settlements, in some neighbourhoods in which problems of slums or groups of substandard dwellings have been identified.
- D.07 Absenteeism and school dropout problems in certain neighbourhoods, which cause a deterioration in the socio-employment opportunities of its inhabitants.
- D.08 Low educational and training level of the population, sometimes as a consequence of highly specialised economic activity in the primary or industrial sector.

THREATS

- A.01 Economic and social inequality in the environment and high relative poverty, within the framework of territorial dynamics that affect the city as a whole.
- A.02 Insufficient social benefits or not adapted to the new realities and demands of the population, especially for the most disadvantaged groups.
- A.03 Increase in numbers of the so-called fourth age group, which will imply a significant increase in social demands in a context of significant digital divide.
- A.04 Inequality and the gender gap, phenomena that affect certain groups more intensely or accentuate the differences between men and women.
- A.05 Strong tourist seasonality in certain areas, with serious implications for the provision of services or for the local job market.
- A.06 Gap between the training of the population and the profiles demanded in the labour market, which requires actions in the field of education and training.
- A.07 Effects of certain intensive agricultural holdings on the socioeconomic profile of the population, with an important presence of foreigners or ethnic minorities.
- A.08 Ageing and degradation of neighbourhoods built over the years 1950-1980, both from the demographic, social and physical point of view (constructions and infrastructures).

STRENGTHS

- F.01 Existence of local initiatives, plans to promote cooperation, improve coexistence, social cohesion, avoid school absenteeism and promote social and labour inclusion.
- F.02 Experience in social inclusion programmes with EU funding, according to the programming of the different periods of EU funds.
- F.03 Compact city model, urban fabric that facilitates coexistence and neighbourhood solidarity, as well as the development and viability of local services.
- F.04 Good level of coexistence and citizen security, which generally characterises Spanish cities, two aspects that are closely linked.
- F.05 Network of high-quality services and benefits, which most cities have in terms of education, health, sports or for the elderly.
- F.06 Highly qualified active population, which is often found in large cities, is a basis for economic development and a factor of competitiveness.
- F.07 Existence of specific programmes to attract young people and their permanence in the city, sometimes developed at the local level.
- F.08 Important associational fabric, with citizens committed to social and economic development and the presence of a large number of associations.

OPPORTUNITIES

- O.01 Development of programmes in the social field, with EU financing, as an opportunity to improve the socioeconomic conditions of the urban population.
- O.02 Initiatives and programmes aimed at attracting young people, both resident and floating, in terms of housing, equipment and adapted services.
- O.03 Use of ICTs to improve governance and citizen participation, to improve the feeling of belonging, commitment and citizen cooperation.
- O.04 Neighbourhoods with a strong urban identity and social roots, as a factor of attraction to maintain or recover population, which pays attention to local traditions and culture.
- O.05 Multiculturalism and diversity of the neighbourhoods as an enriching factor, which allows the development of initiatives linked to respect and social integration.
- O.06 Initiatives aimed at promoting the use of ICTs for the development of actions in the field of electronic administration and provision of services.
- O.07 Strategic location of a centre of social and welfare reference for nearby towns, which generates an increase in urban activity.
- O.08 Existence of public spaces and empty lots that can be used for activities related to the social and economic development of the neighbourhood.
- O.09 Tourism development of unpopulated areas to support the fixation of the population in the territory and its economic revitalisation.



SWOT AXIS 7. URBAN ECONOMY

WEAKNESSES

- D.01 Inability of the city to attract and retain talent, motivated by the lack of business fabric and the gap between training and the labour market.
- D.02 Effects of a highly specialised economic activity in a single sector, such as construction and associated industries or tourism and services.
- D.03 Low innovation and added value in the local economy, with a low presence of companies and workers in knowledge-dense areas of activity.
- D.04 Lack of public and private resources for the development of actions to promote and encourage local economic activity and aid and stimulus programmes.
- D.05 High level of unemployment and precarious employment in some cities, with a high rate of long-term unemployment, job instability or low salary levels.
- D.06 Lack of entrepreneurial vocation among young people and the city's population, in a context of insufficient opportunities and means for entrepreneurship.
- D.07 Insufficient supply or first job opportunities for young people in the urban area, with few training alternatives for employment in the business fabric.
- D.08 Little productive private investment, in a context of prevalence of public sector activity and a weak private business fabric.

THREATS

- A.01 High unemployment rate, territorial area characterised by a greater impact of the economic crisis, in terms of employment and activity.
- A.02 Predominant productive sectors, most affected by the economic crisis, due to their significant specialisation in sectors such as construction.
- A.03 Territorial dynamics of abandonment of certain environments, as a consequence of a high unemployment rate, especially in the young population.
- A.04 Trend towards economic and population decrease motivated by the impulse or the greater activity and attractiveness of a nearby urban or metropolitan area.
- A.05 Destruction of the local business fabric, given the proximity of large shopping centres, with a special impact on small and medium-sized companies.
- A.06 Obsolescence or abandonment of large industrial areas, due to factors such as loss of competitiveness, conversion processes or other circumstances.
- A.07 Insufficient support measures for entrepreneurship and business start-ups, through incentives such as financial aid or advantages in financing.
- A.08 Vulnerability of the surrounding agricultural sector, due to being in a situation of decline or pending strategic processes of repositioning in the market.
- A.09 Loss of purchasing power of the population, as a consequence of job loss or job insecurity.
- A.10 Low export culture, in a context of globalisation and insufficient coordination between the public sector and the

STRENGTHS

- F.01 Cultural, heritage and landscape assets, as key elements to promote and/or enrich tourism, the economy and employment.
- F.02 Great economic capacity and job creation in services, tourism and industry, sectors with a large presence in large cities.
- F.03 Local employment programmes and promotion of economic activities, aimed at certain groups (e.g. Municipalities for the Economy of the Common Good).
- F.04 Existence of a wide range of hotels and restaurants, which improves the attractiveness and favours tourism and employment in the city.
- F.05 National and international recognition of Spanish cities, a "city brand" that is linked to a set of positive values in the perception of its quality.
- F.06 Capacity to attract investment and capital, which can lead to an improvement in the job offer for citizens.
- F.07 Job creation capacity in highly specialised sectors such as aeronautics, shipbuilding or the pharmaceutical industry.
- F.08 Strong business dynamism in some urban areas, which affects an increase in the number of companies, entrepreneurial capacity and business associations.

OPPORTUNITIES

- O.01 Public and private investments and programmes financed by European Funds aimed at generating innovative and entrepreneurial economic activity.
- O.02 Regional and national policies in relation to rehabilitation, regeneration and urban renewal as a driver of employment and reactivator of construction.
- O.03 Potential of polycentric networks of cities as a point of attraction to promote and/or implement economic activities.
- O.04 Programmes to encourage the expansion of companies and the promotion of local products abroad, in a context of globalisation.
- O.05 Strategies to promote the agri-food industry and the logistics sector, to diversify and promote economic activity with the resources of the rural environment.
- O.06 Programmes to promote entrepreneurship, especially aimed at young people or groups characterised by a greater deficit in training for employment.
- O.07 Unexploited tourism potential, linked to certain assets or resources that require rehabilitation, reform and enhancement actions.
- O.08 Actions to promote economic activity through the integration and development of large infrastructures, such as commercial ports or airports.
- O.09 Policies for the deconcentration and deseasonalisation of



SWOT AXIS 8. HOUSING

WEAKNESSES

- D.01 Difficulties in accessing housing as a consequence of the high price, the scarcity of adequate supply or the insufficiency of local aid.
- D.02 Shortage of affordable social housing, with an insufficient number of dwellings subject to public protection for households with low income levels.
- D.03 Low energy efficiency, deficient conservation and accessibility problems in a large part of the building stock and, in particular, in the housing stock.
- D.04 Existence of areas of substandard housing or irregular settlements, with problems of slums and irregular settlements in certain urban environments.
- D.05 Conditions specific to the environment that pose barriers to construction or rehabilitation, as may be the case of environments of high archaeological wealth.

THREATS

- A.01 Effects of the economic crisis, which has had a strong impact on the construction of the residential stock, causing a shortage of new or rehabilitated dwellings.
- A.02 Imbalances in the historic quarters of cities between residents and visitors that may affect access to housing, with phenomena like gentrification.
- A.03 Difficulties in accessing housing for the young population, which makes emancipation and the formation of new households difficult.
- A.04 Inadequacy of the existing housing stock for the elderly, in the context of an ageing population.
- A.05 Complexity and normative dispersion at supra-municipal level, with regard to accessibility, energy efficiency or protection of heritage.
- A.06 Difficulty of the different Public Administrations to maintain and manage the Public Housing Stock.

STRENGTHS

- F.01 Recent actions of building rehabilitation of the housing stock, within the framework of public aid programmes at the local level.
- F.02 High qualification and knowledge in the promotion of subsidised housing, through previous experiences carried out in the city.
- F.03 Capacity to attract productive investment and capital to the construction and real estate development sector in urban areas.
- F.04 Integrated actions regarding housing and land in degraded urban areas, in which social, economic and environmental improvement actions have been carried out.
- F.05 Increase in the residential use of the urban centre, as a result of urban regeneration or renewal operations carried out in said environments.
- F.06 Generalised adjustment of the housing price level, and of the housing market as a whole in comparison with the maximums

OPPORTUNITIES

- O.01 Regional, national and European programmes and policies to promote rehabilitation, regeneration and urban renewal.
- O.02 Public policies and programmes to promote renewable energies and energy efficiency in buildings and housing.
- O.03 National, regional and local housing programmes, as a framework for the approval of incentives for the provision of affordable rental housing.
- O.04 Reorientation of the construction sector towards building rehabilitation, characterised by its greater resistance to the effects of the economic crisis.
- O.05 Actions to promote subsidised housing, including new built and, especially, rehabilitation to meet the housing demand.
- O.06 Sources of funding for the improvement and conservation of heritage and the building stock in historic areas of the cities.



SWOT AXIS 9. DIGITAL AGE

WEAKNESSES

- D.01 Insufficient rate of incorporation of ICTs at the local level, especially in the economic and governance environment.
- D.02 Lack of electronic administration services, which affects the local governance model, citizen participation and empowerment.
- D.03 Digital gap in sectors of the population, due to insufficient or inadequate Internet connections or the inexistence of adequate digital services.
- D.04 Poor training of the population in the use of information technologies, with serious implications and consequences in terms of local competitiveness.
- D.05 Scarce incorporation of ICTs in urban management, especially in some cities where there has been no progress towards Smart Cities in different areas.
- D.06 Insufficient penetration of the electronic signature in society.
- D.07 Insufficient level of digitisation of tourist destinations and territories to meet the needs of increasingly hi-tech national and international visitors.

THREATS

- A.01 Lack of interest from the business sector in adapting current business areas to new technologies, which may affect their ability to adapt.
- A.02 Increase in numbers of the so-called fourth age group, which will become a social group with special difficulties in accessing new technologies.
- A.03 Scarce use, in general, of electronic administration and municipal applications by citizens.
- A.04 Scarcity of financial resources to maintain and transform the services provided by e-Government at the local level.
- A.05 Low use of ICTs as an element of social cohesion and improvement of opportunities for the most disadvantaged groups.
- A.06 Problems associated with the "digital society": online platforms for accommodation, informal or criminal activities, data control, restrictions on freedom...
- A.07 Mismatch between new demands and solutions (real estate, regulations, stock), and appearance of demands that require new offers (types, rules...).

STRENGTHS

- F.01 Local initiatives to promote the management of ICT services, electronic administration, use of social networks to inform and provide services to citizens, among others.
- F.02 Numerous Spanish cities belong to the Smart Cities network, which shows the interest in the modernisation of local administration.
- F.03 Good competitiveness of companies linked to ICTs and R&D+i, which is a key element for the strategic orientation of the local productive fabric.
- F.04 Existence of an industrial fabric with a profile adapted to innovation, due to the proximity of science or technology parks or innovation centres.
- F.05 Citizen motivation for the use of ICTs, in a context of interest and extension of new initiatives and projects, e.g., in the field of mobility.

OPPORTUNITIES

- O.01 Improved efficiency in local services through local electronic administration, with simplification of administrative procedures and cost reduction.
- O.02 Consolidation of the image of the city as a Smart City, with great development potential for the implementation of measures in all areas.
- O.03 Opportunity to take advantage of the talent trained at the university level, as a lever to drive innovation and the transformation of the city.
- O.04 Achieve greater networking of the Administration, companies and citizens, through new communication strategies in the digital age.
- O.05 Initiatives for the use of ICTs in tourism and promote the revitalisation of industrial or business tourism associated with the technological and industrial offer.
- O.06 Promote the use of ICTs among the population, through information campaigns for their use or training courses for certain groups.
- O.07 Promote innovation in traditional sectors, especially in the small and medium-sized commercial sector, through a greater introduction of ICTs.
- O.08 Significant path of improvement in the level of territorial digitisation, which will allow better management of services.



SWOT AXIS 10. INSTRUMENTS AND GOVERNANCE

WEAKNESSES

- D.01 Complex and heterogeneous regulatory system in urban matters, that hinders the application of the different plans and local urban management.
- D.02 Excessive extension of the deadlines for processing urban plans, producing a gap between the application of those plans and the needs foreseen in them.
- D.03 Insufficient structure and capacity of Local Entities to access and manage funding sources.

THREATS

- A.01 Lack of flexibility in planning instruments, to adapt the plans to new demands or unforeseen needs that may arise in the city.
- A.02 Insufficient or deficient territorial planning, with a lack of coordination between supra-municipal and local instruments.
- A.03 Regulatory and administrative rigidity for the reuse of facilities and public spaces, and for the insertion of new uses in case of "under-utilisation".
- A.04 Difficult coexistence of different sector planning and local planning.

STRENGTHS

- F.01 Experience in sustainable development initiatives and use of urban and territorial planning instruments.
- F.02 Existence of institutions and structures that generate processes of innovation and creativity, such as the university and academic field or applied research.
- F.03 Existence of municipal plans in some cities for urban rehabilitation and housing, often aimed at intervention in certain urban areas.
- F.04 Review of urban planning instruments, for their adaptation to the current reality, sometimes including initiatives for land declassification.
- F.05 Spanish decentralised model, which allows public administrations to adapt to the needs and the specific urban model.
- F.06 Existence of policies, plans, programmes and actions related to the different strategic axes of this Spanish Urban Agenda.
- F.07 Existence of a National Programme for Smart Tourist Destinations to improve the governance and competitiveness of tourist destinations in Spain.

OPPORTUNITIES

- O.01 Regional and national policies in relation to rehabilitation, regeneration and urban renewal that promote sustainable urban development.
- O.02 Improved efficiency in local services through local electronic administration, with simplification of administrative procedures and cost reduction.
- O.03 Preparation of new Integrated Territorial Plans and instruments of spatial planning in areas of new synergies and influences between cities.
- O.04 Ensure greater affiliation between the policies and perspectives of action of the city and the territory (mobility, environment, tourism...).
- O.05 Use of the Spanish Urban Agenda to integrate and reconcile the policies, plans, programmes and actions related to the different strategic objectives.
- O.06 Initiatives for the integration of ICTs in the management of tourist destinations to improve their planning.