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Urban Agenda of the Eixo Atlântico



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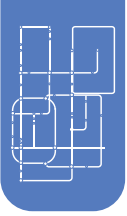
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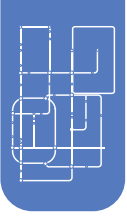
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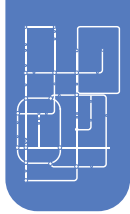
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1. INTRODUCTION

Public administrations and elected representatives are entrusted to manage and lead the common good. Local authorities, the closest ones to people and their problems, equip themselves with suitable tools to serve citizens. Strategic agendas are one of these tools, which can be very useful if they get the diagnostic and the proposed measurements right, and if they get to involve all the interested agents.

The urban agenda of Eixo Atlántico has to respond to this model and at the same time excel it, going a little further. Indeed, we must become aware of the fact that many things are going to change once we come back to the path of sustainable economic growth, and once we leave the current crisis behind. One of these things, and the one that affects us the most, will be the role that cities will play from that moment onwards.

WHAT MUST AND WHAT MUST NOT BE AN URBAN AGENDA

The urban agenda of Eixo Atlántico must be an **opportunity** to reflect on the mistakes and the weaknesses in the local area that contributed to the current crisis, with the aim of overcoming them and also to strengthen us to start the post-crisis period. Therefore, the urban agenda must be a **tool** to make the cities the nuclear space of intelligent, sustainable and inclusive growth, within a general European strategic framework. In short, the urban agenda of Eixo Atlántico must be the **integrating reference** of the shared effort of the cities of Galicia and the North of Portugal, which allows them to lead the intelligent, sustainable and integrating growth of the near future, enhancing the gains that the euro-regional cooperation framework between local public administrations represents.

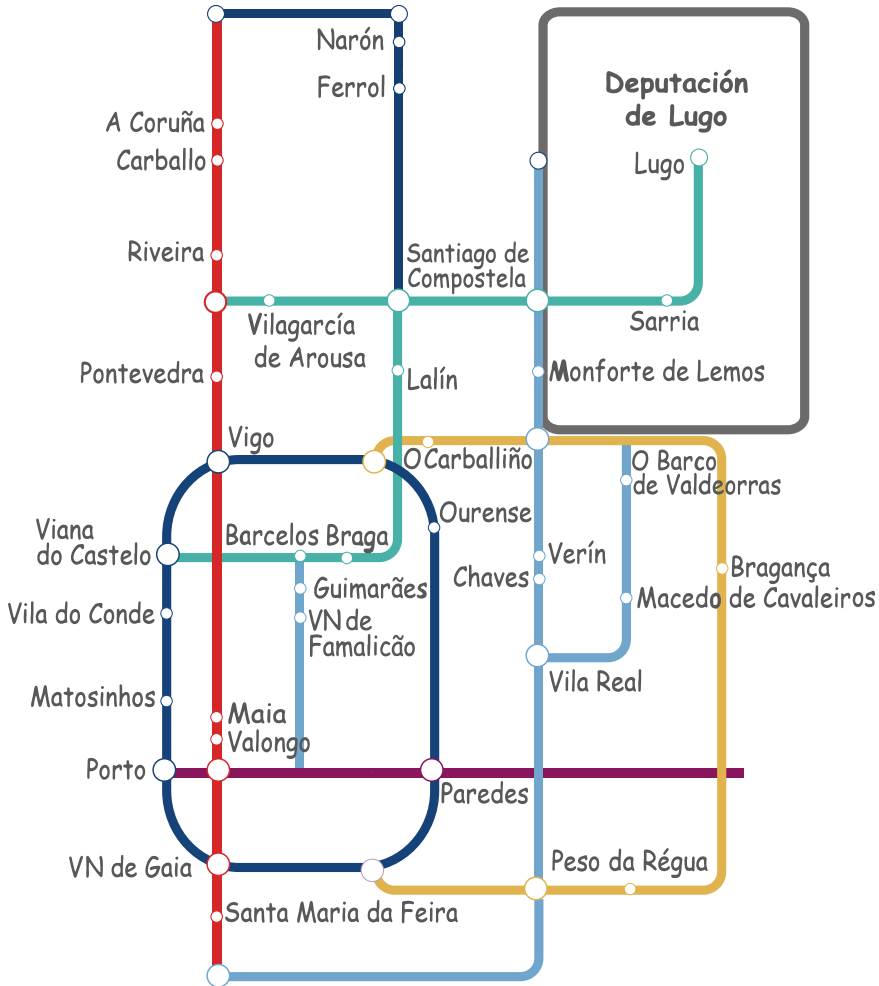
The aim is to make the Urban Agenda of Eixo Atlántico a **tool of regional development** that serves the urban system of the Euro-Region of Northern Galicia, bearing in mind that the purpose is to set the basis for reflection, since **cities are the ones that must take the decisions**.

STRENGTHS AND WEAKNESSES OF THE CITIES OF THE EURO-REGION GALICIA-NORTH OF PORTUGAL

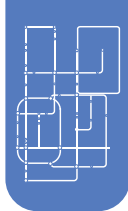
STRENGTHS

- An organised urban system around Eixo Atlántico. It is a unique case within the European Union, both due to its territorial size and also the consolidation and longevity of its operational structures.

EIXO ATLÁNTICO: URBAN SYSTEM OF THE EURO-REGION



- There is a real Euro-Region that moves on, among other things, with the configuration of a **single market** within its **territorial area**, and with the increase of the scale for competitiveness within the sustainability area, which must go on with the flows reduction in any of its scales.
- A maritime façade towards the Atlantic Ocean perfectly set in the main flows of future international commerce. This **maritime dimension** is a competitiveness and sustainability factor that must be much more exploited than what has been up to now.
- A clear **polycentric trend** of the urban system, without a single leading core that has to match the lower dispersion of centres, in pursuit of better sustainability.



- The Euro-Region has a rich **heritage**, both **natural and cultural**, with eight World Heritage acknowledgments, a rich gastronomy and three languages, two of them with a wide international projection.
- The Euro-Region, although having a clear predominance of the tertiary sector, keeps an **industrial basis with important potential**, in line with the provisions in the Europe Strategy 2020, with two export-oriented flagships: the automotive and textile markets.

WEAKNESSES

- A **disperse population** that drives public services up and makes competitiveness and sustainability more difficult.
- A demographic crisis whose most worrying facts are the increase of senile **dependency rate** and the weak birth rate.
- A process of **loss of young talent**, and the lack of capacity to recover such talent, which must be pointed out as a critical element in the development of this territory.
- The **peripheral location** of the peninsular northwest, being detached from the main axes of European connectivity, is one of the main obstacles. The support of the maritime dimension and connectivity, both physical and virtual, have to be the paths which minimize the peripheral impact and which gives the Euro-Region a greater centrality.
- A historic and endemic **territorial imbalance between the inland and the coastal areas**, intensified in the last decades.

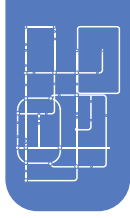
GLOBAL CHALLENGES WITHIN THE LOCAL AREA

- Adaptation to the international globalization scenario through the **modernization of institutions and productive sectors**.
- **Sustainability**. The mitigation of the global climate change needs a determined action in the cities, together with the need of preserving the ocean and its diversity.
- **Social and demographic complexity**. Migration processes are concentrated in the cities, as well as the social differences and the situations of exclusion and poverty, whereas the rural area suffers from a social desertification that compromises its viability.
- **Economic competitiveness**. Cities are, increasingly, the centres of global economy, where a big part of the opportunities for creating wealth and employment are concentrated.
- **Digitization**. The incorporation of information technologies in the economic and social fields is being carried out in a massive and accelerated way, transforming the productive elements and the capacities of territories and society.

- **Democratic legitimacy.** Participation, effectiveness and transparency will be more and more important in local governance, in a moment when a global political crisis is taking place, with a high impact in the functioning of the public administrations.

INSPIRING PRINCIPLES

- Promotion of the cooperation and association model that represents the urban system of the Euro-Region, which makes the **group combination higher than the sum of each of its integrating parts**. A model of cooperation, both horizontal and vertical, promoting collaboration within the local administration and the ensemble of institutional framework.
- Assumption of a model of **democratic governance** that establishes a shared strategic management between the different levels of public administrations, companies, social agents and the citizenship as a whole.
- Investment in **informal governance structures** that do not involve the creation of new administrations and that have enough adaptation capacities.
- Promotion of **sustainability** as a core element that allows a balanced and lasting development, both of territories and their people, sharing the criteria and challenges established by the UN and the EU.
- Coordination that allows the **sharing of resources, investment and services** through cooperation, reinforced according to the characteristics of the cities.
- Advocacy of **equity**, understood as equal opportunities, rights and duties for citizens, regardless of the territorial area that they inhabit.
- Boost of **competitiveness of human and territorial capital** as a lever for growth and employment creation.
- Adaptation to the international globalization scenario through the **modernization of institutions and productive sectors**.
- Support of **social innovation** as the best way of structuring the different social groups and territories that shape the urban net of the cities.
- Concentration of resources in an **integrated programming** that allows the optimization of public funds and the granting of the highest efficiency.

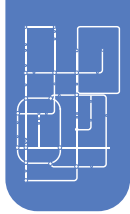


TRANSVERSAL MARKS

- Promotion of the plural concept of **smart cities**, not as an objective or specific measurement, but as a transversal option, useful in many of the actuation scopes of an urban agenda to find a way out of the crisis.
- Decided position against the **global climate change**, with elements such as the fight against land artificialisation, overexploitation of resources, global eutrophication, pollution or loss of biodiversity.
- Support of the **energetic transition**, graded from the current model based on fossil fuels towards another model, based on renewable energies, electrification of economy, energetic efficiency and distributed generation.
- Conception of a **resilient city**, with the capacity to quickly recover from the impacts that it suffers, through a preventive, proactive, transversal and coordinated strategy that starts from the deep knowledge of itself.
- Adaptation and anticipation to **demographic changes** within the territory – ageing (turned into an opportunity for the development of social economy), population mobility (immigration and emigration), existence of unemployed population, especially the youngest and the long-duration one–.
- Boost to the **circular economy**, based on the minimizing of waste and the use of resources. Resources must be kept within the economy when a product has reached the end of its useful life, so that we can use them over and over again and keep creating value.
- Work in favour of **urban regeneration**, understood as a rehabilitation task for the physical fabric of the cities, reconstruction of the economic fabric that enables the recovery of decent employment and the social fabric that integrates immigrants and fosters the cross-generational relationships.
- A perspective grounded on processes of **intelligent specialization** that joins the capacities of the territories in order to generate new opportunities and corporate sectors, in line with the “regional centres of the cities”.
- Development of **urban diplomacy**. Cities engage in networks, are constituted as pressure groups before national, European and global authorities, reach agreements between them and generate experience and knowledge exchanges.
- Inclusive use of the **urbanization process**, since the dynamics of the cities determine the life conditions of the territories, not only due to its progressive demographic weight, but also due to its influence beyond the urban space itself.
- A work method based on collaborative cooperation, generating an organized urban system that enables the coordination of urban public policies and new ways of public and private partnership.

GENERAL OBJECTIVES

- Reaching a **balanced and polycentric territorial development**. It is necessary to act upon the growing disparity between the coast and the inland of the Euro-Region from a polycentric perspective that sets the value on the role of small and medium cities.
- Guaranteeing the **global competitiveness on the basis of a solid local economy**. Globalization opportunities must be harnessed, consolidating strong bases of endogenous development and identifying which is the best strategy of intelligent specialization.
- Fostering **low-carbon urban ecosystems that minimize the consumption of natural resources**. Sustainability of grown and urban well being requires the efficient use of natural resources and proximity production and consumption. Quality of life depends on air, soil and water quality and the amount of noise pollution.
- Promoting **inclusive, tolerant and inclusive urban communities**. It is necessary to ensure the balance between the defence of our own identity and the multi-cultural openness towards universal values. Besides, the community feeling is the key to overcome problems derives from generational, cultural and economic differences.
- Defining the **model(s) of city(ies) of the next decades**. We must rethink the relation between the urban centres and their environment; the organization, structure and functioning of the local administration; their competences and the financial resources that are needed; their brand image.



2. OPERATING SCHEME OF THE 2020 URBAN AGENDA OF EIXO ATLANTICO

The document of the Urban Agenda must be open, dynamic and not limiting, it must foster the reflections of the cities and of the remaining actors that are involved in issues for the future and its development. The aim is to define the role that the cities have to play in the urban intelligent, sustainable and inclusive development in the 21st century, having in mind that we must only set the bases for reflection, since it is up to the cities and their actors that have to take the decisions.

In this context and orienting ourselves in the principles, transversal marks and, especially, in the five general objectives described above, the urban agenda of Eixo Atlântico is focused on five big action axes:

ACTION AXES OF THE URBAN AGENDA OF EIXO ATLÂNTICO

2.1. Organized urban system: the new territory

- 2.1.1. Internal territorial cohesion in the Euro-Region
- 2.1.2. Functional urban areas: the planning matrix of the new territory
- 2.1.3. An urban planning for attractive, sustainable and inclusive cities
- 2.1.4. Internal urban mobility and external connectivity
- 2.1.5. New models for the access to urban services

2.2. The competitive city: growth and employment

- 2.2.1. Employment and abilities for employment in the local economy
- 2.2.2. Innovation and digitization
- 2.2.3. Energy
- 2.2.4. Education and talent
- 2.2.5. Culture and creative territories
- 2.2.6. Tourism
- 2.2.7. Maritime dimension
- 2.2.8. Rural economy and traditional products
- 2.2.9. Territorial and urban marketing

2.3. The ecological city: the sustainability challenge

- 2.3.1. Optimizing the urban metabolic flows (energy, water, materials)
- 2.3.2. Reaching energetic sufficiency: energetic transition
- 2.3.3. Rational use of the territory: reversing the artificialisation of the land
- 2.3.4. Generating a healthy and quality urban space

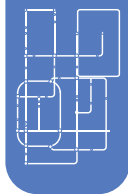
2.4. The inclusive and participative city: the new society

- 2.4.1. Demography, health, social policies and inclusion
- 2.4.2. Multiculturalism, interculturality and cultural education
- 2.4.3. Structural, functional and legal security
- 2.4.4. Comprehensive programme of urban revitalization
- 2.4.5. Housing
- 2.4.6. Communication policies

2.5. Efficient municipalities: the new local administration (relational local entities)

- 2.5.1. Democratic governance: leadership and boost of an integrated strategy of urban development
- 2.5.2. Administrative efficiency and transparency: an administration for the management of strategy
- 2.5.3. Funding: sufficiency, transparency and financial autonomy
- 2.5.4. Structures of networks and lobbying: cooperating and contracting

Configured in this way, the Urban Agenda of Eixo Atlántico is not a document of watertight compartments with no relation between them. It is the opposite. Following the **integrated programming** principle, each of these axes is connected with the others, since it is not possible to develop their acting areas without taking into account the others. Actually, all of the acting areas that have been proposed must intertwine with each other. In this way, the design of territorial organisation and the **strategic urban planning** is decisive to create the feeling of belonging and attractiveness that are needed for a competitive city; the same happens with connectivity and the compact city when we aim to reduce the daily flows and the corresponding reduction of energetic consumption, as well as the efficient use of natural resources. Undoubtedly, planning is decisive to get quality urban spaces in ecologic cities. Also, this planning and connectivity are essential to build friendly and inclusive cities that are able to integrate the disadvantaged segments of the population; bearing in mind that territorial design and the structuring of functional urban areas are the key pieces to reach administrative efficiency, financial sufficiency and network systems that allow relational local entities to be established.

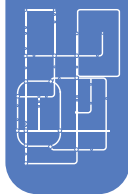


Competitiveness can not be partitioned. It is a result of the global action on the different dimensions of the city that, as a living organism, reacts globally towards any sporadic or sectoral intervention. In this way, a competitive city is one that is able to: fix its population, attract talents and visitors, recruit investors and, at the same time, protect and enhance its patrimony (including nature), without losing its own identity. It is essential to understand the importance of the “economic ecosystems” as the ensemble of components that a territory has –education, corporate framework, administrations, innovation systems, taxation, infrastructures, governability..., and that the addition and interaction of their capacities is what gives them an innovative and competitive character. It is, in this way, from the perspective of this agenda, a multidimensional concept that is not limited to the local economic development, but rather includes the increase of the social and relational dynamics of the city. It is also important to point out that within the scope of the Eixo’s Urban Agenda, competitiveness does not mean concurrence. It means to keep the capacity and the conditions to affirm its own identity, as well as being a welcome space for inhabitants, investors and visitors.

On the other hand, the spatial approach adopted in the axis of the sustainable city will be the neighbourhood level. This scale is considered the most adequate one for its application at a municipal level. The axis of the new territory focuses on the wider territorial levels. The different axes of the agenda, with their different approaches and action scales, will be fed in a reciprocal way, with the aim of reaching a harmonious development of the territory. **Sustainable urban development requires a holistic approach**, able to conceive and project the city as a wide and integrated system. The triple-P approach, *People-Planet-Profit*, introduced by Elkington in 1997, responds to this challenge while it tries to evaluate the effects of development in the social, economic and environmental areas, as well as stimulating the inclusive strategies that increase quality of life. An approach that is increasingly extended in the theory and practice of urban planning.

The city, in its own definition, constitutes an **instrument of social integration** that does not only affect the population that shapes it and the public goods and services that are generated within it. It also affects the territorial environment that the city structures and which, due to the dynamics that the city itself promotes, can work as a *polis*, in the widest and deepest sense of the word, or as a **participative social group**, supportive and safe, and as an administrative level, perfectly adequate for the social services of integration, as well as the elaboration of rehabilitation and sustainability programs that are necessary for the continuity of the European urban model. When it diverts or weakens its integration capacity, its options of participation or the acceptance of multiculturalism, or when it reveals a drop in its levels of economic, social or gender equality, the city can become a source or an instrument of disintegration, by dispersing through its environment (generally more sensitive than the urban core) the causes and consequences of this social regression.

Last but not least, in the contemporary European societies there has been an important and vertiginous economic, social, institutional and governance transformation that questions, among others, the paradigms of the territorial governments currently in charge, and that requires a deep reflection about the exercise of the government in our cities. The most recent scientific literature deals, almost as a methodology to overcome the current crisis, with new governance and a strategic, network-based management of the territories. It concerns the concept of “promoter” or “enabling” government, as the identifying mark of a new way of governing based on compromise, dialogue, coordination and the cooperation of all of the agents involved in the development of our cities and municipalities, what we call **democratic governance**. Governance has to permeate, like the dew, all the areas of action of the Urban Agenda. Besides, it is essential to promote the subsidiarity principle, enshrined in the Treaty of the European Union as one of the fundamental pillars of shared governance. A principle that promotes proximity in decision-making, as well as the fundamental character of the local area in a good governance, institutional functioning and decision-taking.



2.1. THE ORGANIZED URBAN SYSTEM: THE NEW TERRITORY

Villages and cities increasingly interact in polycentric systems, especially in Europe, due to the specific characteristics of its urban network. However, these systems face different obstacles all along the internal borders that still block the mobility and transport flows for citizens, which at the same time limits the positive interactions between nodes.

However, these systems still have to face different obstacles throughout the internal borders that block the mobility and transport flows of the citizens, something that limits the positive interactions between the nodes.

Carlo di Grandi and José Palma Andrés point out that the concepts of functional urban areas with “borrowed size” can fit into the polycentric specialization logic and cooperation as the opposite of polarization, redefining it as a more open way to assess the opportunities that cooperation between nodes, as well as their specialization/integration, offers.

The Euro-Region Galicia and the North of Portugal comprises a network of cities with different dimensions and functional morphologies, from cities that constitute metropolitan spaces to medium and small cities. These cities are integrated in different territories, from high-density areas in the coast (relatively well connected by road, although with some bottlenecks that must be removed), to lower-density territories in the inland (where possible horizontal contact axes are developed between the cities of the Eixo Atlântico and the large communication routes in Europe).

It is necessary to reverse some uncontrolled dispersion tendencies, rethinking territorial balance, interurban cohesion and the growth of diffuse habitat within the urban fringe. The Eixo’s municipalities must adopt an urban planning that places value on integration between cities and their environment, especially the rural areas.

This urban system, organized, cohesive and balanced, is the New Territory that will be developed in three simultaneous spatial scales:

1. The first one is the polycentric network, which alludes to the flows and connections between the cities of the Euro-Region and the integration of this system in wider spaces or networks. The mobility of passengers and goods within the polycentric mobility systems that covers more than the internal borders is key for cross-border development. We aim for the development of models of integrated platforms of transport / logistics that allow the cooperation between local entities at different levels of political integration and the collaborative management development.

According to Carlo di Grandi, the potential synergies within these logistics, with cross-border ports and corridors (RTE-T) are strategic for the aim of getting integrated transport systems in polycentric cross-border areas.

According to him, signalling synergies between the cross-border polycentric structures requires a multi-level governance with well-defined roles and with a separate discussion for each of the interested parts, to face different matters at a political / strategic level; the administrative and the technical level.

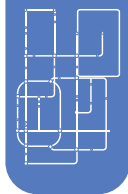
We need a planning that dialogues from bottom to top and from top to bottom. Euro-Regions, EGTC, or urban poles associations must play a proactive role in order to ask for an intergovernmental response. Without the latter, it is difficult to overcome, administrative barriers, especially (but not only) within the transport field with a wider room for manoeuvre in the bodies that are closest to the market (airports, private terminals). Without the first one, it is unlikely that any benefit at a local level can evolve, as well as the opportunities to change the cross-border services according to the local needs.

Formal and informal Euro-Regions play an important role not only to establish synergies between the local economic agents and foreign platforms –often stakeholders–, but also in the strategic planning of a fine adjustment through the borders. We need to develop a concrete vision of the needs and opportunities of polycentric cross-border structures before starting large investments in infrastructures. Specific actions must come from the claims of the final users: companies, logistic services providers, citizens and local administrations.

This vision must cover the specialization and integration of the logistic centres and, since it includes entities with strong political implications, such as ports and airports, we need to avoid fragmentation, which is a large obstacle to overcome to reach territorial integration. The integration process requires the identification of explicit compensations and economically inefficient enclaves from failures and wrong market positions.

From the first phases of the integration process, synergies must be aimed at the identification of soft measures that can be offered in the short term in order to allow the implementation of the process. They must be working in the medium and long-term exercise to allow important investments. Consequently, on the basis of a (potential) demand analysis, it must be implemented an action system based on:

- a. Defining the land use and the investment planning.
- b. Administrative agreements to allow cross-border services.
- c. Integrating long distance and proximity services (for people).
- d. Service development / specialized terminals (especially for goods).
- e. Evolving towards integrated logistic services – increase of added value in the supply chain and the visibility of polycentric structures / Euro-Regions within global markets.
- f. Continuing the integration of systems within logistic communities (“one-stop window”, according to the EU regulations), information, ticket selling / price fixing, income compensation (which requires administrative agreements).



2. The second one, intermediate, is the relation between the medium and small cities and the rest of the territory, especially the influence spaces of each centre, with double perspective: how to strengthen each city according to its space; and how to bring cohesion to the environment, as well as the competitive dynamics induced by the urban network. This tendency is necessary linked to the concern for the elaboration of strategies that are not limited to the specific territory of the city as such, but rather to the whole territory that surrounds it (metropolitan area, smallest rural and urban influence areas), in an integrated planning and government perspective, and respecting the balanced development of cities and their neighbouring urban and rural areas through an important participation of citizens and the economic agents in the process.

José Palma Andrés insists that one of the responsibilities that cities must take is the one of planning their articulation with its rural environment, including the farming and forest areas of the hinterland and the urban-rural interfaces. At the same time, they must exploit the economic, social and cultural complementarities that result from this proximity relation, improving the transport and logistic conditions and promoting the offer of regional products, especially from the horticultural sector.

Cities must avoid the indiscriminate proliferation of disperse edification in peri-urban rural land, especially the one aimed to housing. In this way they can prevent urban diseconomies and promote the dedication of this land to productive activities, especially farming and forest ones, discouraging its abandonment and helping to neutralize adventitious interests.

3. The third one is the proximity scale of the urban management of each city. In connection with this matter, an according to the international expert José Palma Andrés, it seems reasonable to consider (bearing in mind the fact that each city is a different case which must be taken into account) that the tendency towards future evolution must be oriented towards denser and more compact cities with a mixed solution and against disperse-construction solutions with a horizontal tendency. All of this from a habitat edification / renovation concern, following the energetic efficiency principle, prioritising the urban regeneration and renovation policies with the rehabilitation of buildings, and finally allowing land reserves.
 - To protect the environment and to create green spaces to improve the citizens' quality of life.
 - For the necessary agricultural use.
 - To develop economic activities that are needed for job creation.
 - To develop a sustainable mobility (efficient public transport, pedestrian spaces, areas for the use of bikes).
 - To answer the perspectives of demographic evolution linked to areas of buildable land defined in a sustainable way, and giving special relevance to the empty areas of the already-solidified urban centres and to the land located in predictably-floodable areas, as a consequence of climate change.

To respond to all challenges in the construction of a New Territory, meeting all these scales, this axis of the Urban Agenda will be structured in five action areas:

- Internal territorial cohesion in the Euro-Region
- Functional urban areas: the planning matrix of the new territory.
- An urban planning for attractive, sustainable and integrating cities.
- Internal and external urban mobility
- New models for the access to urban services

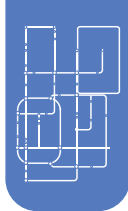
All of these areas are related to aspects (complementary and interdependent) that refer to the diverse territorial scales of the urban system organization.

2.1.1. INTERNAL COHESION WITHIN THE EURO-REGION

Since implementation of the Treaty of Lisbon, territorial cohesion is an indisputable objective of the EU. Consequently, it can not be absent from the horizon of the Eixo and its Urban Agenda, which aims to turn cities into driving forces of intelligent, sustainable and integrating development of the Euro-Region. A model of polycentric development seems adequate to the characteristics of this territory and can be the basic matrix of it Urban Agenda. The consolidation of a cross-border urban system will constitute, at the same time, a great added value and a singularity of this territory. This is a virtue of the polycentric system, which is settle in the subsidiarity principle, stimulating each city, whatever its size may be, to powerfully contribute to the shared growth.

2.1.1.1. Intervention lines

- Fostering solidarity between cities / big, medium and small municipalities, as the principle when fighting factors of territorial exclusion.
- Promoting common public policies with the aim of reducing disparities in the social and economic development.
- Designing models of economic valorisation of resources and potentialities of the rural inland territories in the big markets of the dense and metropolitan coast.
- Adding value to the proximity rural territories, constituting an integrated social ecosystem; rural settings are producers of goods and services that are essential for the quality of urban life and that contribute positively to the rebalancing of the environmental and territorial impacts of urban centres. Fostering consolidated familiar farming is key in this perspective.



- Promoting multi-jobbing within rural families, through the diversification of their income sources, giving them greater autonomy (lower dependence on solely farming activities) and lesser instability in their incomes, something that allows the rural population retention and the reduction of depopulation. Fostering food self-sufficiency through home markets with protected brands that enhance the image of the territory and the supportive identity, and that make commercialisation easier, through agreements with distribution chains and companies of distribution logistics.
- Constituting proximity urban systems, based on networks of small and medium cities, in cross-border eu-ro-cities, valuing complementarities and articulations.

2.1.1.2. Expected outcomes.

- Significant reduction of the disparity between indicators of socio-economic development between the Eixo's municipalities, with an increase in the less-developed ones (GDPpc; IDS/IDH).
- Greater valuing of the contribution made by territories of the rural hinterland for urban development indicators.
- Increase of internal flows between regions of the Eixo (employment niches, commercial exchanges, etc).
Increase of food self-sufficiency
- Retention of rural population and reduction of depopulation, thanks to rural multi-activity.

2.1.1.3. Involved actors.

Eixo:

- Giving greater visibility to the inner territories in the Eixo's activities.
- Working as a permanent forum of good practices.
- Contributing to the debate of the existing know-how.

Local administrations:

- Sharing common public policies.
- Being supportive with the rest of cities/municipalities, especially with rural territories.
- Fostering food sovereignty.

Regional and national administrations:

- Promoting proximity urban systems, in collaboration with local administrations.
- Enabling the creation of cooperation structures without new administrative burdens.
- Providing the inland with services and public equipments to give them a greater competitiveness.
- Fostering multi-jobbing within rural families.

The EU:

- Providing technical support via ESPON and DG REGIO, in order to enable euro-regional cohesion.
- Moving forward towards an increasingly intense rural development policy.
- Decentralizing the ITI.

Civil society:

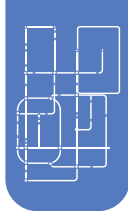
- Developing programmes that place value on the inland and rural territories, for everybody's benefit. Implying centres of higher education and research, companies and cooperatives.
- Promoting food self-sufficiency.

2.1.2. FUNCTIONAL URBAN AREAS: THE PLANNING MATRIX OF THE NEW TERRITORY

Challenges require the re-thinking of the territorial model and the “geometry” of policies. This is not about creating new administrative structures, with their respective bureaucracy and legislation system, but rather about adopting an innovative approach to the common territory, which allows the cities to overcome the administrative and legal obstacles (both internal and external), and to the creation of cooperation spaces (especially the ones resulting from the coexistence of two countries). The functional urban areas, specific spaces for intervention, are the answer to this question. They are defined as territories, (adjacent or not) that coexist with administrative limits but are not dependent on them, and that can be considered adequate for the implementation of certain solutions, strategies and policies.

The delimitation of functional urban areas within the Euro-Region implies the simultaneous fulfilment of the following conditions:

- They concern areas that share problems, resources or priorities.
- They add value to the polycentric nature of the Euro-Region.
- They can prove to be geographic spaces that are able to optimize the results of the implementation of projects or policies.



2.1.2.1. Intervention lines

- Design of a dynamic map of functional areas of the Euro-Region.
- The process of definition of functional urban areas, especially when they are cross-border, may have an experimental nature for the spread of enabling mechanisms, valuing models that might, or might not, already exist in the Euro-Region.
- It must be guaranteed the flexibility of the model in functional urban areas, especially in what refers to their delimitation: different themes imply (or might imply) functional urban areas with different geographic limits.
- Definition of the priority matters for the constitution of functional urban areas (for example; urban networks and systems in the inside of the Euro-Region; supramunicipal or cross-border protected natural spaces; connectivity, logistics and accessibility systems; equipment networks and proximity services; productive macro spaces).
- The creation of functional urban areas will imply the structuring in networks and systems (institutional, corporate and citizen ones) coherent with the respective territories, born from the cooperation of the different levels of (national, regional, local) public administration and the involvement of extra-administrative partnerships.
- Specific vision of the needs and opportunities of the cross-border functional areas, identifying the compensations in incomes and the economically inefficient spots. Specific actions must come from the claims of final users.
- The definition of common guidelines in the Euro-Region territorial planning will constitute a stable orientation framework for the creation of functional urban areas, without losing coherence between the policies and interventions of the different thematic and territorial areas.

2.1.2.2. Expected outcomes

- Identification of the priority areas for the constitution of functional urban areas.
- Implementation, until 2020, of new cooperation processes between cities and entities in territories whose geography does not coincide with traditional administrative limits, as well as the consolidation of already existing ones (euro cities).
- Definition of a common orientation framework for territory planning in the Euro-Region, covering the most relevant thematic areas.
- Creation of cooperation models recognised by all the territorial authorities, susceptible to replication.
- Implication of entities associated to different thematic areas, different institutional natures and a significant number in the creation processes of urban functional areas.
- Map of functional urban areas of the Euro-Region.

2.1.2.3. Involved actors

Eixo:

- Coordinating the mapping of functional areas of the Euro-Region.
- Contributing to the debate of the existing know-how.

Local administrations:

- Sharing a common orientation framework for territory planning.
- Participating in the definition and identification of functional areas.

Regional and national administrations:

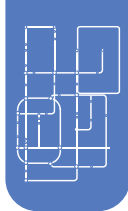
- Defining common guidelines of territory planning in the Euro-Region.
- Leading the definition and identification of functional areas.
- Enabling the creation of cooperation structures without new administrative burdens.

The EU:

- Providing technical support via ESPON and DG REGIO, in order to define and identify the functional areas of the Euro-Region.
- Decentralizing the ITI.

Civil society:

- Participating in the definition and identification of the functional areas.
- Generating the claims, as final users, that justify the functional areas.



2.1.3. AN URBAN PLANNING FOR ATTRACTIVE, SUSTAINABLE AND INCLUSIVE CITIES.

The planning, at diverse scales, is an articulating step in the construction of the New Territory. The functional urban areas are the first example of spaces to plan. Conscientiously following the subsidiarity principle, we must also harmonize methodologies of urban planning that aim to control the growth of a diffused city and to promote the rebalance between residential and working areas – the effects on mobility and decarbonisation of the urban metabolisms is clear. Urban planning also plays a decisive role in social integration and security.

2.1.3.1. Intervention lines

- Articulation of the different scales of territorial planning, planning the urban territory in a coherent way with the regional (interurban and functional areas) and municipal (urban-rural relation) ones, and innovating in the framework of the current legislation in each country and region.
- Development of participative and mobilizing processes of planning and management that hold both the administration and the general society responsible for the results.
- Orientation towards denser and more compact cities with a mixed solution against solutions of dispersed edification, against disperse-construction solutions with a horizontal tendency.
- Concentration of the urban planning and management in areas aligned with the European urban and territorial agenda, through models of urban planning oriented towards the creation of cities that are:
- Intelligent: creative, entrepreneurial, conscious of collective values, organized, competitive and technologically evolved. The areas of energetic efficiency, the systems of integrated transports and the management of urban services are highlighted.
- Ecologic: with low ecological footprint, energetically efficient and with mobility models with a low level of greenhouse gases emissions, controlling the urban dispersion, adopting a functional zonal planning that minimizes the motorised moves, promoting the protection of natural habitats and productive land.
- Inclusive: for all citizens, opting for accessibility, physical, economic and social regeneration of neighbourhoods and neighbours, for models of flexible housing, supply of proximity services through innovative models.
- Opting for tracking and evaluation systems of urban planning and its influence in the creation of intelligent, green and inclusive cities.

2.1.3.2. Expected outcomes

- Creation and application of common orientations for urban planning in the Euro-Region.
- Creation and application of common guidelines of territorial planning in the Euro-Region.
- Implementation of a system of result indicators associated to urban planning, in order to manage it.
- Reduction of greenhouse gases emissions, resulting from urban activities (mobility and transport, housing, consumption) in the cities of the Eixo.
- Restraint of urban dispersion, through the bet on dense and compact cities.
- Reduction of the costs of urban services systems.

2.1.3.3. Involved actors

Eixo:

- Harmonizing planning methodologies, fostering exchanges of innovative and efficient experiences.
- Contributing to the debate about the existing know-how.

Local administrations:

- Sharing a common framework of orientations for urban planning.
- Promoting participative and mobilizing processes of planning and management in a perspective of co-responsibility between administrations and the civil society.

Regional and national administrations:

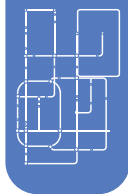
- Defining and implementing common guidelines of territorial planning in the Euro-Region.
- Innovating the legal framework to get an integrated, sustainable and participative territorial planning.

The EU:

- Providing technical support via ESPON and DG REGIO, in order to adapt the Euro-Region to the European territorial agenda.

Civil society:

- Taking part in the urban and territorial development, sharing the responsibility of the results.



2.1.4. INTERNAL URBAN MOBILITY AND EXTERNAL CONNECTIVITY

Reaffirming the territory of the Eixo as a polycentric network-territory that constitutes the urban warp of the Euro-Region of the peninsular northwest, the importance of communication between junctions (and between them and their adjacent territories) is undeniable. In order to be efficient, this communication, based on physical and/or intangible transport and communication systems, must be based on a global vision of connectivity and accessibility, as the counterpoint of a vision based on a predominantly infrastructural matrix. Accessibility and connectivity are the basic principles on which the polycentric space must be built, “homogenising” the territory, both from the point of view of its positioning with regard to the outside, as well as the attenuation of internal asymmetries.

In this regard, the connection between the local and urban networks with the big axes and the entry/exit gateways is essential, with a special focus on the inland territories. Cities and the most competitive territories are those with high levels of external connectivity, since it is in the junctions of international networks where the highest levels of innovation and transfer of knowledge and experiences are produced. In many cases, this “last mile” can be decisive to confer effective conditions of equality and competitiveness to the different junctions of the urban system. It can also serve to optimize large public investments in infrastructures, through the increase of the critical mass of its users.

Internal mobility of the territory, through the supply of efficient and collective transport systems, is one of the main elements of future sustainability of the cities and one of the main focuses for action. Local action in the improvement of transport systems, apart from being an essential component for services, territorial balance and creation of opportunities, is also an essential component of sustainability and reduction of emissions to the atmosphere. Undoubtedly, electrification of transport is currently one of the main axes of action in this area. In addition, we must pay attention to the new micro-mobility systems that are bursting in the cities with high levels of versatility and sustainability.

2.1.4.1. Intervention lines

- Opting for an intermodal system of transports and mobility at a urban and inter-urban scale, including: commuter transport; individual and collective transport; smooth, road and railway modes; timetable coordination, information systems for users and integrated systems for ticket issuing; distribution and urban supply logistics.
- Opting for integrated platforms of transport and logistics, with an intermodal system of mobility at a regional and international scale; the articulation between the airports of the Euro-Region and with the main global hubs; placing value on the maritime front through competitive multi-functional ports and its connection with the hinterland through efficient logistic platforms; the integration of all the cities of Eixo Atlántico in high-capacity road networks, linking it with the continental and maritime Europe (the north and the Mediterranean); the overcome of the deficit in railway connections of passengers and goods.

- Specialisation and integration of the logistic centres, avoiding fragmentation. Creation of logistic corridors that foster the use of the large networks of railway transport for freight transport.
- Affirmation of the Digital Eixo Atlántico. Better conditions for infrastructures and digital services are indispensable, especially universal access to broadband.
- Opting for collective and environmentally sustainable transport systems that contribute to the aim of the cities in the reduction of pollution and to the aims of reduction of gas emissions to the atmosphere.

2.1.4.2. Expected outcomes

- Global increase in the number of travels with collective transport and especially with railway.
- Global increase of the number or urban travels in smooth modes.
- Increase of the number of external connection points and sustained growth of passengers and goods embarked and disembarked in the ports and airports of the Euro-Region.
- Creation of an articulated system of railway transport of goods and passengers, through the existing railway axes, which must be upgraded.
- Integrated logistic services.
- Universal access to fixed and mobile broadband.
- Elimination of the last mile obstacles.
- Creation of cross-border functional urban areas of mobility.

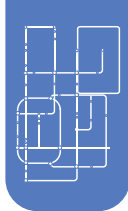
2.1.4.3. Involved actors

Eixo:

- Coordinating the definition and identification of cross-border functional areas of mobility.
- Working as a permanent forum of good practices.
- Contributing to the debate of the existing know-how.

Local administrations:

- Implementing intermodal systems of transport and urban mobility.
- Fostering smooth modes of urban mobility.
- Collaborating in the implementation of intermodal systems of transport and interurban, regional and international mobility.
- Improving the logistic of distribution and urban supply.
- Promoting circular local economies.

**Regional and national administrations:**

- Implementing intermodal systems of transport and interurban. Regional and international mobility.
- Enabling intermodal systems of euro-regional transport and mobility.
- Coordinating the complementarity of ports and airports of the Euro-Region.
- Creating specialized and integrated logistic centres in the Euro-Region.
- Creating cross-border functional areas of mobility.

The EU:

- Providing financial support, via structural funds and BEI.
- Planning the European transport policy as an element of territorial cohesion.

Civil society:

- Public/private partnerships within the intermodal systems of transport and mobility.
- Design of Digital Eixo Atlántico from the centres of higher research and companies.

2.1.5. NEW MODELS FOR THE ACCESS TO URBAN SERVICES

If, as we have seen, connectivity at a polycentric network scale is the key element for territorial cohesion, the access of citizens to services and consumption inherent to urban life is mainly made at a local scale. There is a large interdependency between this area and the urban planning, which takes here a new dimension. Actually, it is not just about urban design and about planning spaces and networks, but also about evaluating alternatives, designing optimized solutions, mobilizing multiple agents and concentrating intervention on people and institutions.

This means that the Urban Agenda incorporates the urban space as one of the privileged intervention spaces, because it is in this scale where the essential challenges of creation of future cities take place. Cities are places that generate problems and, at the same time, solutions. They are fertile ground for science and technology, innovation, culture and individual and collective creativity, being also important to mitigate the impact of climate change.

Moreover, urban services will increasingly have high components, both technological and of use of information technologies, as a way to improve services for citizens, a better knowledge about them, and to promote efficiency through the information of service use. Services will be one of the main points of efficient and tangible development of the concept of “smart cities”.

2.1.5.1. Intervention lines

- Local presence of equipments and structures, specialized or multi-functional, programmed according to effectiveness, efficiency and social sustainability criteria.
- Proper articulation of transport systems and mobility support with networks of equipments and services, at urban and interurban scales, and paying special attention to people with reduced mobility.
- Access to remote services through NTIC (e.g. tele-health, caring for the elders, tele-education, permanent education throughout life, electronic commerce).
- Creation of public services network through itinerant mobile structures.
- Introduction of information technologies in the provision and exploitation of services to improve their quality and make their use more efficient.
- Implementation of urban models that promote accessibility for everyone (elders, people with functional diversity, children).
- Active involvement of communities in the systems organization.

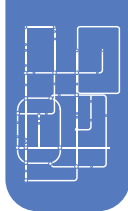
2.1.5.2. Expected outcomes

- Increase of the number and type of public services available in digital platforms of public access in the cities of the Eixo.
- Improvement of the quality of collective services, measure through indicators such as the level of satisfaction of the users, or the increase of the number of people assisted and reduction of the waiting time.
- Reduction of the number of travels (people per kilometre) to reach proximity services, with the consequent environmental benefits.
- Creation of cross-border functional urban areas to provide collective services (social functional urban areas).

2.1.5.3. Involved actors

Eixo:

- Coordinating the definition and identification of the cross-border functional areas for the supply of collective services.
- Working as a permanent forum of good practices.
- Contributing to the debate of the existing know-how.



Local administrations:

- Creating networks of public services through itinerant, mobile structures at an urban scale.
- Adapting the systems of urban public transport for people with reduced mobility.
- Promoting the access to remote services through the Digital Eixo Atlántico.
- Removing all the architectural barriers to mobility and access to public services.
- Providing enough equipments and structures to urban spaces.

Regional and national administrations:

- Creating networks to provide public services through itinerant, mobile structures at an interurban and regional scale.
- Creating cross-border functional areas to provide collective services.
- Promoting the access to remote services through the Digital Eixo Atlántico.

The EU:

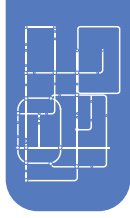
- Providing financial support, via structural funds and BEI.

Civil society:

- Taking part in the design and implementation of the new models of accessibility to public services, sharing the responsibility of the results.

MATRIX OF RELATIONSHIPS BETWEEN THE AREAS OF THE AXIS NEW TERRITORY AND THE TRANSVERSAL OBJECTIVES OF THE EUROPEAN URBAN AGENDA

AREA	SUSTAINABILITY	GROWTH	INCLUSIÓN
1. Internal territorial cohesion in the Euro-Region	Better relation urban-rural areas, improving environmental sustainability indexes and quality of life in all the territories. Creation of factors of institutional and social solidarity.	Scale effects increased in production and consumption, with global assessment of resources and potentials.	New opportunities for valuing rural communities. Better access to collective services for all the territorial sectors.
2. Functional areas: the planning matrix of the new territory	Definition of continuous ecologic systems with integrated management.	Optimization of productive and logistic services. Urban functional areas, including employment and flows niches.	Creation of “social” functional areas for the access to collective services.
3. An urban planning for attractive, sustainable and integrating cities.	Planning of eco-efficient cities, with less consumption, reduction of the environmental footprint and valuing of renewable resources.renovables.	Creation of intelligent and competitive cities in a low-carbon economy. Development of advanced services in the areas of technologies and planning-related occupations.	Accessible, regenerated, integrating cities that set value on the relations within the community.
4. Internal urban mobility and external connectivity	Development of more ecologic transport alternatives at all territorial levels. Increase of the use of telecommunications and Internet, reducing people commutes and making freight transport more efficient.	Creation of more attractive conditions for investment, reduction of context costs for more competitive companies in the global world. Development of the tourism sector.	More jobs.
5. New models for the access to urban services.	Reduction of costs in public services, especially the ones linked to the maintenance of the equipment and to citizens' mobility.	Development of a social economy sector.	Public services accessible to everyone.



2.2. THE COMPETITIVE CITY: GROWTH AND EMPLOYMENT

The competitive city is a whole complex dependent on the interaction and the impacts between their social, environmental and economic components. Being competitive means having a set of factors that makes it attractive, distinguishes it from the rest of the territories, and places it according to the high quality of life and welfare that it gives to its citizens.

Competitiveness of the modern city requires the existence of a proper social, economic and political atmosphere that offers qualified human resources, correctly-dimensioned logistic and telematics infrastructures, security, positive environmental and urban conditions and, of course, a cohesive, active and participative community. Strategic positioning must be based on two ancillary objectives: generating an appeal towards the territory, as well as a feeling of pride and belonging to this territory.

If, on the one hand, intervention proposals in each of the competitiveness areas do not necessarily imply an individual action (from each city), being able to build an intervention on a specific territory (city, municipality or even a group of cities), on the other hand, the existence of poles or competitive cities/territories is considered to be a competitiveness factor typical of the urban system, and an invigorating element of the less competitive territories.

Undoubtedly, competitiveness of the local economy is not only a result of single components, but rather of the addition of the different tangible and intangible areas of a territory; it is an economic ecosystem that offers a set of differentiating elements from the social, economic, political and cultural spheres. Because of that, we must understand the economic policies as a systemic action in the main elements of a territory that, together, generate value and competitiveness.

In this sense, competitiveness in a city has to do with many things but, according to Samuele Farfari, one of them is the energetic strategy and the role that cities have as demanders and as actors of the energetic policies. Cities are key, with their innovation and transformation abilities, especially in the transport area, but also in what refers to public buildings insulation, circular economy, garbage management, etc. All of them are areas with huge energy consumption.

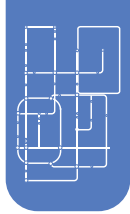
While these energetic aspects have a huge economic component, the environmental component is equally important, with a large influence in CO₂ and greenhouse gases emissions. This double aspect has led to opinions that point to transformations of the energy policies at two different speeds: while the ecologists and environmentalists point to a quickest transformation towards the renewable and cleanest energies, more pragmatic visions in relation with the economic cost defend a previous phase with the development of natural gas, especially in the transport sphere. In any case, what both lines point to is the huge role that cities have in this energy transformation that is already in process, opting for innovation in order to transform the energy system that currently exists in Europe.

The European Commission itself has opted for the energy union as one of its central priorities under Juncker's presidency, associating the energy transition that it promotes with the reinvention of our economy and its growth, employment and welfare sources. Moreover, it asserts that the fight against global climate change is very interesting from the point of view of companies, since it can open new commercial opportunities for Europe and its cities, and more ecologic and sustainable employments, linking the renewable energies and transport with the quick digitization process, defying the traditional business models.

Besides that, as Charles Landry has pointed out, the digitization of the city is already a reality with a huge influence and impact on all urban aspects. The idea of the smart city, the application of ICTs in urban activities and sectors, the management of urban big data and the possibilities of this approach for "collective governance" are key aspects to improve the quality of life, to create and maintain talent and to generate knowledge and employment in a new, more competitive city. This will make us redesign our world under this approach, in which it will be necessary to put the public interest centre stage but, despite this virtual growth, it will be also more important and necessary than ever for people to be anchored to physical places. It will lead to a larger strengthening of the local aspect, which places the person in the centre, while at the same time reinforces the need to give the cities an own brand image.

In this context, the competitive city axis reflects on the opportunities to turn cities into the nuclear space of smart, sustainable and integrating growth, acting in a coordinated and structured way in the following areas:

- Employment and employment abilities in the local economy
- Innovation and digitization
- Energy
- Education and talent
- Culture and creative territories
- Tourism
- Maritime dimension
- Rural and traditional products economy
- Territorial and urban marketing



2.2.1. EMPLOYMENT AND ABILITIES FOR EMPLOYMENT WITHIN LOCAL ECONOMY

The EU employment recommendations are oriented to the decentralization of the employment policies by the member states, so that these can be closer and more adequate to the specific needs of each territory, and to the reality of the local employment, with the aim of reaching a common action strategy. It is important to create jobs at a local level, since it is there where the new employment incubators are located, susceptible to create new jobs that must be found and exploited. Having highly trained and qualified people, with university and professional tertiary studies, is undoubtedly a key element to generate economic activity, and at the same key for their employability. Trained people reduce by half the time they need for integration into the labour market and, in the future, specialized employment that requires greater formation and abilities will progressively increase with regard to unskilled labour.

Without anticipating what should be the outcome of a collective reflection about the role of public urban administrations in job creation, it is indeed important to count on infrastructures that promote this aim, such as entrepreneur schools, business incubators, public-private cooperation structures through consortiums, clusters or foundations. At the same time, administrative obstacles should be removed when creating businesses, especially when it comes to encourage social economy. Moreover, collaboration between corporate and professional associations must be promoted, as well as private initiatives and administrations in order to identify and collaborate in the provision of qualified personnel, trained in the main urban activities.

Furthermore, permanent education and training are the most solid basis to stimulate employment and the entrepreneurial initiative that generates it. In order to be more competitive, cities must be attractive to investors and create these conditions must be a common task.

2.2.1.1. Intervention lines

- Provision of agile mechanisms, collaborating with social agents in order to detect new employment incubators, without generating a new bureaucracy and orientating themselves towards local circular economies.
- Improvement of employability, collaborating with social agents through a permanent training with flexible structures and dynamic competences, especially aimed at young people, long-term unemployed workers and sectors at risk of social exclusion.
- Fostering the business and entrepreneurial spirit, with particular attention to the education system and civil society.
- Elimination or very significant reduction of the administrative processing needed for the daily creation and management of companies, generalizing e-management in this area.
- Promotion of the dialogue with business, professional and workers associations, and the exchange of knowledge to promote initiatives of job improvement, projects promotion and abilities improvement.

2.2.1.2. Expected outcomes

- Optimization of the endogenous resources, able to generate niches of local sustainable employment.
- Increase of the number of local companies, with particular attention to the ones that come from social innovation.
- Increase of the employment rates of the working population, especially young people, women and sectors at risk of social inclusion.
- Provision of flexible and dynamic courses of permanent training in the local area, which respond to existing employment niches.

2.2.1.3. Involved actors

Eixo:

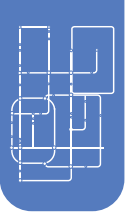
- Coordinating collaborative processes between social agents and local administrations in order to improve employability and to harness employment incubators at a euro-regional level.
- Working as a forum of exchange of good practices.
- Contributing to the debate of the existing know-how.

Local administrations:

- Enabling the creation of companies, their management and their sustainability in the local area.
- Encouraging the business and entrepreneurial spirit, as well as social innovation in the local area.
- Promoting social dialogue and collaboration between social agents in the local area.
- Paying attention to permanent training adapted to local needs, collaborating with social agents and civil society.

Regional and national administrations:

- Enabling the creation of companies, their management and their sustainability, in their competences area.
- De-centralizing employment policies until reaching the local area.
- De-centralizing the management of permanent training until reaching the local area.
- Encouraging the business spirit, entrepreneurship and social innovation in their competences area.

**The EU:**

- Promoting the business spirit, entrepreneurship and social innovation in their competences area.
- Providing financial support through the European Social Fund and the Youth Employment Initiative.

Civil society:

- Taking part in the detection of local employment incubators.
- Taking part in the implementation of permanent training, adapted to local needs.
- Fostering dialogue and collaboration in the design of employment and entrepreneurship policies.
- Encouraging the business spirit, entrepreneurship and social innovation.

2.2.2. INNOVATION AND DIGITIZATION

The city must, as a whole, constitute an innovation ecosystem, this means, an environment that enables the development of innovation, where different agents interact while looking for the best strategies of territorial development. A space that fosters the co-management of the city through the quadruple helix (public administration, private sector, academia and citizenship), aimed at the final user – the improvement of the quality of life and well being of citizens. It is essential, in the quadruple helix context, the promotion of open innovation (the innovation that comes from the availability and the exchange of knowledge, allowing its deepening by entities or individuals other than those who initially generated them, and applied to sectors other than those for whom it was developed) and cross innovation (transfer of innovation from one sector to another – even if they are not directly connected– and generation of ideas, transferrable between sectors). Both concepts –open innovation and cross innovation– reinforce and consolidate the urban system as a whole, since they allow the sharing of innovation between the cities that constitute it, turning once again the competitiveness of a city into the competitiveness lever of the others.

Given the nature of the Eixo Atlântico as a cross-border association of cities, the concepts of open and cross innovation are joined by the concept of collaborative innovation (understood as the innovation in processes, methodologies, products and services carried out collaboratively by the cities of the urban system and by public and private sectors). It must be based on intelligent specialization regionally defined, this means, not only by the individual competitive advantages of each city but also by its application to the territory as a whole, allowing, for instance, its development in the definition of new centralities and new formulas to be exploited.

From the different contexts of application of innovation in the cities, social innovation is essential for their competitiveness (innovation in strategies, concepts and organizations, promoters of social inclusion and collective well being), with the aim of allowing the affirmation of community as an active agent in the construction of

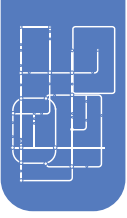
the city. Social innovation is the collective definition of solutions for the problems of the community and must look, first of all, for the mobilisation around qualification and valorisation of the role of the cities, since the city is the first (and main) step to answer social needs.

Digitization is an irreversible process that is being intensified in the productive and economic area, and which affects at the same time administrations and society as a whole. Adapting to the digital economy and digitization of production is an essential element, as well as an opportunity for the urban economy in the provision of advanced services, among which technological services are included. Because of that, cities are the ones that must be incorporated to processes such as the cloud economy, the reuse of open data to create new opportunities, and the massive exploitation of big data to create knowledge and value.

Furthermore, hybridization and disruptive entrepreneurship are going to open new economic possibilities, being a process added to that of innovation, since it means the creation of new products, services and business lines not through the existing knowledge and experience, but rather anticipating new demands that will be generated in the future, paying attention to new social conditions and technological possibilities of the population.

2.2.2.1. Intervention lines

- Transformation of the cities into innovation ecosystems (open, cross and collaborative), centred in the cities and the development of competitive advantages in the territory.
- Opting for innovation processes that cover every area: social, economic, cultural, environmental and administrative spheres.
- Fostering technological innovation but also organizational, emotional and creative innovation, that turns cities into cognitive and intelligent organisms that offer lucid urban solutions.
- Boosting the innovation that generates competitiveness, providing the cities with differentiating and unique elements, departing from endogenous heritage.
- Emphasizing innovation related to circular economy, starting with the ecologic design in the production phase; boosting the triple R of reuse, remanufacturing and reparation; increasing secondary raw materials with the transformation of waste into resources; encouraging bio-economy.
- Creating enabling conditions for social innovation as the articulating axis of the cities.
- Promoting urban digital agendas that boost the incorporation of technologies of information both in the area of urban economy, and in the administration and society itself.
- Fostering the concept of City Lab, setting the urban space as the space for development of pioneer and innovating experiences.



2.2.2.2. Expected outcomes

- Increase of the resilience of the cities able to respond in real time to the evolution of the needs of their community.
- Establishment of new intervention models and methods in and about the city, more efficient with regard to management and consumption of the available resources.
- Quicker and more efficient response to the detected opportunities (especially, the ones concerning the attraction of investors, promotion of employment and internationalization).
- Reinforce of the image, brand and renown of the city as an innovating and enabling city for innovation, as an inductor for innovation and housing new talents.
- Valuation of the endogenous heritage and optimization of the competitive advantages of the city thanks to the improvement, modernisation and adequacy of the products and services that have originated within it.
- Significant advance of the circular economy as a factor of competitiveness, employability and environmental protection.
- Continuity and consolidation of the results of the work developed by the Eixo Atlântico cities in the area of the Local Digital Agenda and the Smart Cities.

2.2.2.3. Involved actors.

Eixo:

- Consolidating its initiatives concerning the Local Digital Agenda and the Smart Cities.
- Working as a forum of exchange of good practices.

Local administrations:

- Creating innovation ecosystems in the local area.
- Stimulating innovation in all its areas, with particular interest in social innovation and social economy.
- Reinforcing their brand image with innovation processes incorporated into it.

Regional and national administrations:

- Enabling the creation of innovation ecosystems in the cities.
- Promoting the participation of public centres of higher research in the innovation processes included in the strategies of intelligent specialization.
- Fostering the development of innovation with positive selective incentives.

The EU:

- Promoting the innovation spirit.
- Providing financial support through Horizon 2020 programmes that prioritize projects of interactive innovation between the centres of higher research and civil society.
- Supporting projects of circular economy through the European Fund of Strategic Inversions.

Civil society:

- Requiring cities to be innovation ecosystems in all areas.
- Taking active part in the innovation processes oriented to the increase of competitiveness, sustainability and quality of life in the cities and rural spaces.

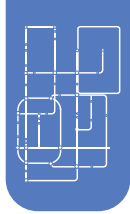
2.2.3. ENERGY

Energy costs is one of the main elements in the competitiveness of the cities and, especially, of their companies. It has three aspects: ensuring its supply, reaching affordable prices and guaranteeing the protection of the environment. Undoubtedly, the improvement in the energy use efficiency, in the whole chain, constitutes a key factor to meet the aforementioned challenges, using less energy for an equivalent level of economic activity or service. Energy waste is not an option.

Both for security and supply guarantee reasons and for sustainable development, we need to leave behind a fossil fuel-driven economy. The Euro-Region does not have fossil fuel fields and neither the possibility, due to soil reasons, to have them in the future. But it can become a good lab for the testing of a single energy market, without national barriers. In this case, the energy transition towards clean energies is not an option but a necessity for which we must prepare our productive system in the medium and long term. In the EU as a whole, 75% of the housing stock is inefficient, and 94% of the transport depends on oil-based fuels. This is a reality that we must transform, and that we can not ignore. At the other end of the scale, the EU owns 40% of all the renewable energy patents. This is a leadership that we must not lose.

2.2.3.1. Intervention lines

- Diversification of the energy sources, taking advantage of the maritime dimension for LNG and boosting renewable energies in order to ensure the supply and affordable prices.
- Impulse to the creation of a true euro-regional energy market, in the frame of an electricity Iberian market (MIBEL) and on the basis of the EU Energy Union.



- Investment in production, networks and energy efficiency in the frame of the transition towards a safer and more sustainable system.
- Opting for high-efficiency co-generation and ICTs related to energy in big public infrastructures: hospitals, university campuses, ports, etc.
- Special attention to sectors with a huge potential of energy efficiency, especially the construction sector, with a park of energy-balanced buildings, and the transport sector, decarbonising it.
- Opting for the decarbonisation of the economy and local renewable energy, paying special attention to biomass, due to its value to create jobs and to keep rural areas.
- Prospective focus on carbon capture and storage (CCS), and carbon capture and use (CCU) in the energy and industry sectors.
- Impulse to the technological innovation able to significantly reduce the electricity bills for administrations, companies and housing.

2.2.3.2. Expected outcomes

- 10-15-year strategy for the energy transition of the Euro-Region and for the creation of an euro-regional energy market, based on a study about the possibilities for an evolution towards a decarbonised economy, the production of CO₂-free energy, and the mechanisms and rhythms that are needed to reach an euro-regional energy market.
- Interconnection of electricity that approximates 10% of the capacity of electric production in both sides of the border by 2030.
- Progress in the creation of a euro-regional market, including freedom for demand for consumers in both sides of the border.
- Creation of a regional operational centre in the frame of the European Network of Transmission System Operators for Electricity and Gas (ENTSO-E/G).
- Reduction of the cost of integrating renewable electricity in the inner market of energy and its storage.
- Achievement of an energy saving that approximates 20% by 2030, keeping and increasing the economic activity and services.
- Increase of the use and production of local renewable energies.

2.2.3.3. Involved actors

Eixo:

- Promoting the exemplary role of local public administration buildings with regard to energy efficiency.
- Acting as a lobby in pursuit of a euro-regional energy market.

Local administrations:

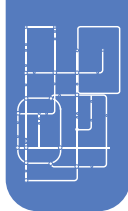
- Investing on energy efficiency and boosting the production of renewable energies and micro-cogeneration.
- Playing the exemplary role of their buildings.
- Ensuring that new constructions are energy-balanced.
- Collaborating in the ensuring of energy supply with affordable prices to companies and citizenship as a whole.

National and regional administrations:

- Developing a 10-15-year strategy for energy transition in the Euro-Region and for the creation of a euro-regional energy market.
- Enabling and boosting the creation of an euro-regional energy market, in the frame of the MIBEL and on the basis of the EU Energy Union.
- Helping companies to invest in learning curves of immature sustainable technology.
- Ensuring the energy supply at affordable prices to companies and citizenship as a whole.
- Promoting the decarbonisation of the economy and the increasing generation and use of renewable energies.
- Incentivizing the most efficient cities in their energy use, and the ones that contribute the most to the decarbonisation of the economy.
- Boosting R&D aimed at the energy transition.

The EU:

- Developing the Energy Union.
- Continuing the support of the European Strategic Energy Technology Plan.
- Co-financing infrastructures necessary for energy transition through “Connecting Europe” and structural funds.

**Civil society:**

- Contributing to the efficiency and energy saving.
- Promoting the implementation of energy audits in companies, adapted to the realities of the SMEs.
- Advocating the easing of the supply and the demand in the energy market, beyond the current national markets, in the cross-border areas.

2.2.4. EDUCATION AND TALENT

- Education, knowledge and talent generation levels are essential elements for economic development, especially in the urban area where advanced services are a key element of the local economy. Elementary education is an essential component of the educational cycle, but undoubtedly, the disposition of a tertiary education ecosystem with the university and vocational training provides the cities and the urban areas with the necessary components to obtain advanced human resources, as well as a system of science and technology that generates value for companies and the economic fabric.

In this regard, innovation requires a knowledge society based on education systems of excellence, where the “science and technology systems” are essential, based on local universities and promoting investigation and support for projects shared between companies and economic sectors.

Training will increasingly become a constant activity and a necessity in the professional life of people, in order to adapt to new requirements and techniques of the company. Because of that, cities must have education centres that offer these services, and generate value and training for people. Furthermore, education systems are the key element in talent generation and, more and more, the captors and keepers of talent. Universities, centres of vocational training and schools are an essential component of the economic ecosystem of the cities and the territory, and it is essential to promote the exchange and the collaboration between training-administration and companies.

2.2.4.1. Intervention lines

- Fostering the collaboration between the university with the local governments in the generation of knowledge and value in the urban development processes.
- Promoting the new training and education programmes in the universities and education centres in cities that favour employability.
- Promoting the transfer of knowledge from universities to companies, developing shared projects of science and technology.
- Promoting the image of university cities and of knowledge as a capturing element for talent and investments.
- Increase of the ability of cities to attract and keep talents.

2.2.4.2. Expected outcomes

- Transformation of cities into surroundings of high university quality, constituting urban campuses that generate a knowledge and talent ecosystem that contributes to the competitiveness of companies and the territory economy.
- Increase of the ability of resources and of the competitiveness level of the companies in the territory.
- Development of projects of collaboration and transfer of knowledge between companies and universities of the territory.

2.2.4.3. Involved actors:

Eixo:

- Promoting projects and initiatives of university participation in projects of urban and business improvement.
- Incorporating the university in the processes of knowledge generation, in urban policies of the Eixo itself.

Local administrations:

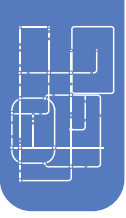
- Generating new attraction factors for cities with universities and advanced training centres.
- Promoting collaboration areas between companies and universities.
- Promoting the image of urban university and training environments.

Regional and national administrations:

- Defining an education and university policy, and promoting collaboration areas with companies, as well as knowledge transfer.
- Promoting initiatives to keep and recover talents.
- Fostering the development of creativity through positive selective incentives.

The EU:

- Promoting the incorporation of the university to the development of European projects.
- Promoting European university collaboration.

**Civil society:**

- Contributing to making the city attractive for talent and university life.
- Fostering training and knowledge in the business world, and opting for advances resources.
- Improving training and the ability as a society, contributing to generate value for the economy and the companies.

2.2.5. CULTURE AND CREATIVE TERRITORIES

This area belongs to the intangible dimension of the city, and it is a consequence of the emergence of a new economy based on knowledge and creativity. Creativity is a key factor of and for innovation, and for the correct development of an intelligent specialization.

Through creativity and cultural industries, it is possible to reinforce the feeling of belonging, to improve the image and strengthen the identity of the city through the establishment of a new vision of its values and of the traditional and local products of the territory. Cultural and creative producers, whose activity is focused on the promotion of urban life quality, emerge in creative cities, generating social opportunities and developing new lifestyles without losing the physical and symbolic references of its historical memory.

By definition, creative territories are areas of open innovation and valorisation of the local cultural heritage. Creation is a way of appraising identity attributes, and its origin is the already-existing knowledge. These territories are also areas of encouragement of cross innovation, where cultural and creative industries support the other economic and social sectors in the definition of more efficient solutions for competitiveness, as well as the distinction between methodologies, processes, products and services. In this way, competitiveness of creative cities lies precisely in their capacity to promote uniqueness (differential value) of its territorial capital: the natural, cultural and symbolic heritage and the quality of life that it provides. The governance model is essential in the development of cultural and creative cities, and it is indispensable that local authorities take the responsibility for the encouragement of creativity in all their actions, favouring cultural diversity and interaction between creation and creativity.

2.2.5.1. Intervention lines

- Increase of the ability of cities to attract and keep talents.
- Defining innovation and creativity poles for the urban system that foster interaction with the rest of the territory, making them participate in the established creative processes.
- Strategies based on local, traditional and identity values and knowledge that boost the city through the attribution of new uses to already-existing infrastructures, or to degraded spaces that could be valorised with its intervention.

- Focus on creative and cultural industries, not only as intangible values able to generate appeal for the territory, but also as a socioeconomic activity that constitutes a growth accelerator and a job generator.
- Opting for medium- and long-term creativity, through continuity and coherence in cultural public policies and education for culture and creativity.

2.2.5.2. Expected outcomes

- Identification and exploitation of new opportunities and development alternatives in the cities of the Eixo Atlántico and its urban system, based on cultural elements and symbolic territorial references, presented in a different way thanks to the introduction of creative and innovative processes.
- A larger integration of the different sectors of intelligent specialization, in order to give an answer coordinated with the needs of the city.
- Consolidation of identity values of the territory and its valorisation through their update and modernisation, making them more easily comprehensible for new generations.
- Generation of new pull factors for the city, especially for talent, through a distinct positioning where culture and creativity are assumed as essential values for wellbeing and quality of life for citizens.
- Preparation of the city for new internationalisation processes, supported by the gains generated through the integration of cultural and creative industries in the other economic sectors, and also by the culture and creativity universality as a communication language of the distinctive values of the city.

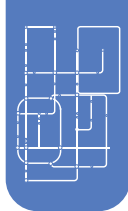
2.2.5.3. Involved actors

Eixo:

- Coordinating the identification and exploitation of new opportunities and alternatives for the local development of its urban system.
- Working as an exchange forum of good practices.

Local administrations:

- Generating new appeal factors for the city in its cultural and creative areas.
- Awakening interest in the defence of heritage value, without undermining the interest in universal values that must be protected.
- Consolidating, updating and modernising the identity values of its territory.

**Regional and national administrations:**

- Defining innovation and creativity poles of the urban system, in collaboration with local administrations and civil society.
- Fostering the development of creativity and interculturality through the school curricula in compulsory education.
- Fostering the development of creativity with positive selective incentives.

The EU:

- Promoting the creativity and interculturality spirit.
- Providing financial support through Creative Europe.

Civil society:

- Contributing to making the city attractive for talent, culture and creativity.
- Fostering the defence of local heritage values and, at the same time, exploiting the interculturality wealth to update and turning them into factors of development and sustainable job creation.

2.2.6. TOURISM

Regional strategies of intelligent specialization in Galicia and the North of Portugal (and, consequently, the Euro-Region intelligent specialization strategy) see tourism as a regional competitiveness vector, linking it to the valorisation of the natural, artistic, cultural and ethnographic local heritage. Its cross-cutting dimension is determined by its capacity to complement and boost other economic sectors, and its importance for competitiveness lies in its capacity to promote values and identity products of the cities.

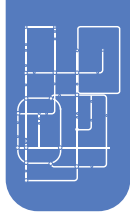
Tourist appeal lies in the capacity of the cities to sell themselves globally: resources, products, events, infrastructures, services and local community. It lies in the identity of the city and the assessment that tourists make of it, as well as of the contents that the city might provide. It also lies in the capacity to integrate the value chain of the touristic experience provided (and of the agents involved), and to generate solid, sustainable cooperation processes between touristic agents (either public or private). The city must ensure an enabling political leadership that promotes tourism (preferably based on co-governance of the touristic activity).

We must place value on the tourism capacity, due to its prescriptive nature, not only on the tourist attractions of the city, but also on the remaining social and economic components of this territory, being and extraordinary and essential element for the positioning and the generation of a brand with more associated components than the merely touristic ones.

Besides that, the city tourism is many times linked to a brand, an image and a communication strategy, so it is important to conciliate the actions in the “territorial marketing” area with these interventions of tourism positioning, in order to avoid duplications or even the spread of contradictory messages. In the field of communication, promotion and online marketing strategies are particularly relevant. They are linked to the differentiation and positioning that the city undertakes, as well as to its internationalisation capacity and to the capacity to generate new businesses. Competitiveness linked to the development of the tourist activity lies in two other key pillars: the permanent tracking of trends (this means, the evolution of industry, the tourist profile, and the audience volume) and the production and processing of smart information (essential for the definition of models, destination management, internationalisation, and for the correct communication of the city message, image and brand).

2.2.6.1. Intervention lines

- Promotion of the tourist capillarity of the territory, so that the current poles of tourist development (Santiago de Compostela and Porto) and new attraction poles (hydrotherapy, natural, cultural and maritime heritage) make progresses both in their conservation and non-overcrowding and in the cohesion and reduction of regional asymmetries.
- Fostering of the tourist competitiveness of the Eixo Atlántico urban system, based on shared tourist resources and products, whose potential is increased through cross-border cooperation, and through the complementarity of its actions and associations.
- Articulation of tourist development strategies in the cities of the Eixo, to give priority to actions that pursue the improvement of the tourist competitiveness of a group of cities.
- Conception of tourism as a transversal policy in all areas of municipal intervention.
- Design of actions to carry out from the perspective of the “tourist experience”, assuming that the city is the scenario that stimulates the consumption of tourist products (a sensorial, individual and unique experience: the more unforgettable and engaged by the tourist, the more valuable it becomes).
- Opening economic and business opportunities for the territory, beyond the tourist activity itself, positioning economic and business abilities for the local economy and the access to products and services of the territory.
- Balance between the daily life of residents and the enjoyment of tourists.
- Consolidation of identity and distinctive values of the territory to promote the opportunities that these values can bring to the tourist activity.



2.2.6.2. Expected outcomes

- Identification and selection of structuring models of the Eixo Atlántico urban system as a unique tourist destination that provides an answer in terms of identity, brand and image to the message “two countries-one destination”.
- Increase of tourist permeability of the territory through the promotion of the driving cities (Porto and Santiago de Compostela), in favour of smaller cities and of the urban system as a whole.
- Increase of the internationalisation capacity of the city, according to the correct positioning in a global context and the external projection and recognition.
- Improvement of the coordination of local tourist agents in favour of the offer of comprehensive tourist experiences with a high added value.
- Use of smart information and technologies for the adaptation of local touristic products to the expectations of tourists, and also to differentiate the city/destination in the global context.
- Definition of strategies and models of tourist competitiveness based on the existing infrastructures, on the local knowledge and products, and on other singular factors that differentiate the city without making it lose its own identity.
- A larger inclusion of the local community in the tourist phenomenon, especially in the construction of the emotional component of the tourist experience.

2.2.6.3. Involved actors

Eixo:

- Coordinating the articulation of strategies of tourist development of the cities of the urban system.
- Coordinating the promotion of tourist competitiveness of the urban system.

Local administrations:

- Understanding tourism as a transversal policy in all areas of municipal intervention.
- Designing policies that coordinates the interests and wishes of residents with those of the city’s visitors.
- Boosting the smart information, applied to tourism, at a local scale.
- Fostering the participative inclusion of the local community in the emotional component of the tourist experience.
- Defining local strategies integrated in tourist development, with a high added value and large participation.

Regional and national administrations:

- Coordinating and promoting the strategy “two countries – one destination”
- Fostering the driving cities and the capillarity of tourist development, for the benefit of the territory as a whole.
- Boosting smart information in its action areas.

The EU:

- Promotion cross-border cooperation in terms of tourism.
- Enabling the internationalisation of the European tourist experience.

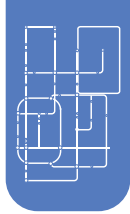
Civil society:

- Taking active part in the design of local strategies of tourist development.
- Taking active part in the emotional component of the tourist experience.

2.2.7. MARITIME DIMENSION

The maritime dimension of the urban system should be assessed as a whole, and not only in what refers to the coastline. This means that the sea must contribute to the territorial cohesion and the reduction of the coast-inland gap, providing an effective return to the geostrategy of the Atlantic’s centrality. In this way, we will be able to enhance the already-existing connectivity between cities, favouring, at the same time, the emergence of new opportunities and businesses.

According to Joao Aguiar Machiado, European Commission’s DG MARE, the concept of blue economy “blue growth” is currently linked to the sea and its hinterland, and the EU considers it one of its primary sectors, developing a specific strategy with a wide range of opportunities: blue energy, aquaculture, maritime, coastal and cruise tourism; marine mineral resources and blue biotechnology. All these sectors may constitute affirmation and competitiveness elements of the coastal cities of the urban system, and it is essential that the competitiveness strategies defined for each of them enable the complementarity of actions and activities for the benefit of the whole system. Traditional activities must be perfectly coordinated with peak activities in technological terms, since these are preferential fields for innovation and creativity. This development, according to Aguiar, must spread towards the inland from the coastal poles and it would allow, in the case of the Atlantic, the connectivity of the urban system with important cities in the other side of the ocean, in America. However, the success and exploitation of the blue economy also lies in succeeding in keeping marine ecosystems free from pollution derived from human activities.



Besides that, competitiveness based on the sea is, on the one hand, linked to research and innovation, that is, the production of knowledge able to transform the different exploitation valences of marine resources into competitive advantages. On the other hand, it is linked to the reinforcement of the skills of the cities for this exploitation, both at the level of human resources and at the governance level itself, as well as the transfer of knowledge from academia towards the remaining components of the innovation system. The emerging areas are also the most favourable ones to collaboration between the academia and public administrations and the private sector, in the context of creativity and innovation.

2.2.7.1. Intervention lines

- Design of a sea cluster in the urban system, based on the complementarity between actions and already-existing infrastructures, and on the sharing of knowledge generated by research centres and spaces of interpretation of the sea.
- Implementation of actions that turn the inland territories permeable to the competitiveness generated by the Atlantic front.
- Approach to the sea economy in all its areas, since all of them contribute, no matter their contribution to growth, to the consolidation of the sea as a distinctive and identity element of the territory.
- Promotion of sustainability policies and initiatives and defence of biodiversity, consistent with the maritime activity and the preservation of the marine environment, paying special attention to the EU package in terms of marine pollution and plastic waste in the context of the circular economy.

2.2.7.2. Expected outcomes

- Valorisation of the local resource of the sea as an identity and distinctive element and, consequently, as a competitiveness element for the cities of the coast of the urban system of the Eixo Atlántico.
- Preparation of cities for the identification and exploitation of the opportunities inherent to the development of the blue economy, especially those derives from new knowledge, innovation and creativity.
- Proposal of an alternative global positioning for the coastal cities and for the urban system itself, which not only increases its competitiveness levels but also its internationalisation capacity.
- Close implementation of the EU strategy for the Atlantic region.
- Reduction of currently-existing regional asymmetries within the urban system through the implementation of competitiveness actions that promote at the same time the local values of the inland territories.
- Reassurance of sustainability and preservation of the biodiversity of the marine heritage of the territory.

2.2.7.3. Involved actors

Eixo:

- Constituting a coordination, dialogue and agreement-promoting entity for the different actors in the value chain of the sea, promoting on the one hand the political agreement and, on the other hand, the tracking of results.
- Contributing to the debate of the existing know-how.

Local administrations:

- Placing value on the sea as a local resource that generates competitiveness.
- Collaborating in the design of the sea cluster in the urban system.

Regional and national administrations:

- Designing the sea cluster in the urban system, collaborating with all the involved actors.
- Implementing actions that allow the cohesion of the euro-regional territory, harnessing the resources and opportunities of the maritime strategy.
- Working the sea economy from a holistic perspective.

The EU:

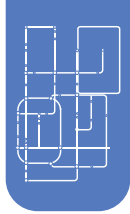
- Funding the connection of the Atlantic coast with the large trans-European transport networks.
- Deepening in the Atlantic maritime strategy, taking into account the coast hinterland and the nearby inland.

Civil society:

- Taking active part in the design of the sea cluster in the urban system.
- Understanding the sea economy as a chain of added value in all its possible areas.

2.2.8. RURAL ECONOMY AND TRADITIONAL PRODUCTS

Rural and traditional products normally carry a huge symbolic content linked to this rural nature, nature and ethnography. They are intrinsically distinctive factors and, consequently, they can be exploited as competitiveness factors of the territories, both due to their identity character and to the emotional experience that their consumption may represent. Competitiveness of the rural economy and traditional products lies many times in certification processes (Protected Designation of Origin, Protected Geographical Indication or Traditional



Specificity Guaranteed) that, even when they make up distinction processes of the products, they do not represent direct factors of the cities' competitiveness. It is necessary to frame their potential in the urban agenda of each city or territory as a whole.

Competitiveness advantages generated by the primary sector (including forests) and its contribution to the reduction of asymmetries and the appeal and setting of the population correspond to the valorisation of the local territorial capital through the introduction of new productive dynamics and the development of the product, where intangible actives linked to the local identity are not included as distinctive elements. In this way, rural and traditional products are not just simple answers to demand needs, and they constitute a distinctive consumption experience, enhanced by this intangible context that includes also the product. By doing so, traditional and rural products become part of the territorial competitiveness strategy, conferring notoriety, positioning and differentiation to the city.

2.2.8.1. Intervention lines

- Revitalisation of the local productive processes, related to the rural and traditional products, identifying new farming products interesting for the proximity market in big, medium-size and small cities, in order to increase the income of the familiar rural economy and the proximity production and consumption networks.
- Easier access of rural and traditional products into markets (developing alternative distribution channels, finding support in territorial marketing strategies or adapting the productive processes to the profile of potential demand that products may have).
- Preservation of the traditional know-how as a distinctive value, but at the same time promoting its modernisation and adaptation to its demand profile through the introduction of innovation and creativity in its methods and fabrication processes, and also through its inclusion in the territorial marketing and tourist communication strategies.
- Increase of the visibility and business orientation of rural and traditional products of the territory of the city and its surroundings.
- Transformation of rural and traditional products into representatives of the territorial identity and the local community and, at the same time, as image and ambassadors of the city and the territory.
- Revitalisation of forests as first-rate economic assets that reduce forest fires.
- Promotion of consumption, within the urban area, of proximity and seasonal products, promoting "food self-sufficiency" and paying special attention in the areas of catering and hospitality services.

2.2.8.2. Expected outcomes

- Valorisation of traditional products of the territory as distinctive identity values and as a competitiveness element of the cities, as well as a cohesion factor between them and their periphery.
- Ability of cities to identify and harness the opportunities linked to the development of rural economy and traditional products, through the commitment to the development of new knowledge and the fostering of the implementation of innovation and creativity in the primary sector.
- Reduction of currently-existing regional asymmetries within the urban system through the implementation of competitiveness actions that simultaneously promote the local values of the inland territories.
- Placing value on the forest area.
- Creation of distribution networks and spaces for products of the nearby rural environment in the urban area.

2.2.8.3. Involved actors:

Eixo:

- Working as a forum of exchange of good practices.
- Contributing to the debate of the existing know-how.

Local administrations:

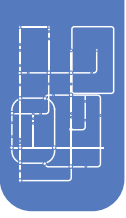
- Enabling the access to traditional and rural products in the urban market.
- Including the rural environment in their urban agendas.
- Developing the interest in the rural world among the citizens.

Regional and national administrations:

- Designing strategies that increase visibility and business orientation of rural and traditional products.
- Developing public policies that reinvigorate forests as future economic assets.
- Implementing actions that allow the cohesion of the euro-regional territory, harnessing the resources and opportunities of the rural world.

The EU:

- Including traditional rural products and forests as key elements of rural development.

**Civil society:**

- Taking active part in the preservation and modernisation of the traditional know-how.
- Working in the emotional component of traditional products in the tourist experience.

2.2.9. URBAN TERRITORIAL MARKETING

- Urban marketing is transversal to all municipal policies, since all of them must contribute to reach the objective established for the city. It is present not only in the definition of the city brand but also in the urban discursive strategies. It constitutes, first of all, an internal and external communication strategy of the city and its territory (its strategic planning), being one of the pillars in the construction of its image. In this sense, it requires a previous and deep knowledge of reality, of the policies and actions of municipal management, as well as the needs and wills of local actors (including citizens), so it seems very important that its development harnesses all the information sources available.

The city image is an element built in accordance to the individual's own experience, as well as the others' experience (told, read or heard), and it is constituted both by specific facts and by expectations. This means that the city must be able to value its own attributes in the eyes of residents, tourists and investors. In this context, each city has to strengthen itself either based on its singularity, or together with other cities that share some characteristics that, due to their complementarity, might turn into a single and distinctive attribute of this territory. They must strengthen themselves not only according to their development but also to the excitement they can cause. Image must have as basic elements: clarity, credibility, simplicity and distinction ability. This is the only way in which the image will not distance itself from the local identity and reality,

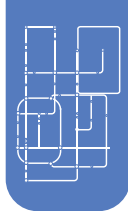
Related to identity and image elements and, obviously, an integrating part of the urban marketing, there is the city brand that must be understood as a relational element between the target groups, and must have a meaning for these, being stronger and more efficient as its capacity to meet choices and to gain the loyalty of the public increases. The territorial brand is constituted by a symbol and a message that represent a city, it is a graphic expression of its identity and a value proposition for each of the publics that it is targeted to. At the city level, the brand must enhance co-branding through the spread of its attributes and the acknowledgement of its local products and activities, through a strategy that places value in the "made in". Products and services brands have the ability to generate attributes and brand for the territory where they are produced. It is a shared value generation, since, at the same time, the territory brands have the ability to improve the market positioning of products that come from it.

In this brand generation at a global level, elements of territory authenticity are becoming more and more strong: unique and exclusive components that differentiate our cities from other environments, in a moment when global trends are taking over cities and their services.

The territorial marketing intervention cycle for the city's competitiveness is closed with the definition of the positioning that was planned for it. This means, with the definition of the mental space that the city (identity, image and brand) is supposed to occupy in the minds of users. The positioning of the city will be linked to the distinctive value proposition that it presents before the rest of the territory, and it will be coordinated with the identity traits that allow it to be located and differentiated in the global context. Urban marketing strategies will be more efficient as the information that constitutes the basis of its definition (or its update) improves. The correct knowledge of the reality of the city/territory and of the target public will allow the establishment of a rational and emotional link with the place.

2.2.9.1. Intervention lines

- Identification of the image of each city, or group of cities if we opt for a euro-regional scale, both the real image and the one perceived by the different target groups.
- Development of the identity of each city, or group of cities if we opt for a euro-regional scale, in order to define what makes it unique and different.
- Design of the brand of each city so that we can identify it and position it in the global context.
- Strategy of intelligent specialization defined for the urban system as a whole, which allows coordinating a territorial marketing in order to generate synergies and complementarities, at the same time that possibilities of eventual turnout phenomena are reduced, and competitiveness of each city (and therefore the whole system) is increased.
- Urban marketing as a transversal vector to all policies and activities of the city/urban system, offering a set of tools for internal (residents) and external (potential residents, tourists and investors) communication.
- Identification and collaboration with “brands” of local products and companies, and promotion of collaboration in order to improve the positioning and the value generation for brands in the cities and the territory where they are produced.
- A strategy that harnesses the opportunities that the external Euro-region, constituted by diaspora, may offer, integrating it in the brand image of the territory and engaging it with its valorisation within the globalization frame.



2.2.9.2. Expected outcomes

- Improvement of the internal and external communication between the city and its target recipients (residents, potential residents, tourists and investors).
- Assumption and consolidation of the identity values of the city and the consequent increase of the belonging feeling and pride of the residents, as well as the appeal for other target groups.
- (Reinforcement of) the positioning of the city in the urban system, in the regional/national context and the international one.
- Construction, consolidation or reinforcement of the individual brand of the city, or territorial brand defined and assumed by a group of cities for a specific territory.
- Creation of a culture and a dynamic of generation of brands for services and products of the territory, linking them to the city and the territory.

2.2.9.3. Involved actors

Eixo:

- Coordinating processes of construction of an identity or an image that have as a whole landmark of the urban system of the Eixo, which avoids turnout conflicts.
- Working as a forum of exchange of good practices.
- Contributing to the debate of the existing know-how.

Local administrations:

- Building the identity of each city from a deep knowledge of its specific and imagined reality, through thoroughly participative processes.
- Creating the image of each city with the versatility that is needed to stimulate the interest of different target publics, through thoroughly participative processes.
- Establishing the city brand that positions it in the global context and in a complementary way with the others in their urban system, through thoroughly participative processes.

Regional and national administrations:

- Developing the RIS3 of the Euro-Region Galicia-North of Portugal, through thoroughly participative processes.
- Promoting territorial marketing at a urban system scale, which avoids turnout conflicts and fosters dialogue.
- Enabling a better positioning of the urban system of the Eixo and its cities in the global context.

The EU:

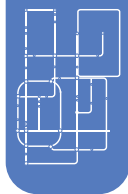
- Promoting territorial marketing of the urban systems, such as the Eixo's, as an effective tool to meet the objectives of the European urban agenda.

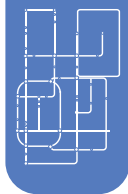
Civil society:

- Taking active part in the participative processes of creation and consolidation of the territorial marketing of the urban system of the Eixo and each one of its cities in a creative, critical and co-responsible way.
- Developing brands of great value for products and services generated in the cities, and collaborating to help in their positioning.

MATRIX OF RELATION BETWEEN THE AREAS OF THE COMPETITIVE CITY AXIS AND THE TRANSVERSAL OBJECTIVES OF THE EUROPEAN URBAN AGENDA

AREA	SUSTAINABILITY	GROWTH	INCLUSIÓN
1.: Employment and abilities for employment within the local economy	New ways of making the city sustainable.	Attraction of businesses/investors.	Widening of the job market New social dynamics.
2: Innovation and digitization	New ways of making the city sustainable	Consolidation of the brand. Attraction of talent	Widening of the job market New social dynamics
3: Energy	Enhancement of the energy transition	Attraction of businesses/investors	Widening of the job market
4. Education and talent	New ways of making the city sustainable más eficiente el transporte de mercancías.	Attraction of businesses/investors Attraction of talent	Widening of the job market
5: Culture and creative territories	Protection, promotion and valorisation of social, ethnographic and heritage values	Brand creation Distinction in processes and products	Widening of the job market Multiculturalism
6: Tourism	Protection, promotion and valorisation of social, ethnographic and heritage values	Attraction of visitors Attraction of businesses/investors Brand consolidation	Strengthening of the feeling of belonging
7: Maritime dimension	Protection, promotion and valorisation of the social and ethnographic values	Attraction of businesses/investors Brand consolidation	Widening of the job market New social dynamics
8: Rural economy and traditional products	Protection, promotion and valorisation of the social and ethnographic values	Attraction of businesses/investors Brand consolidation	Widening of the job market Valorisation of traditional knowledge
9: Urban territorial marketing	Consolidation of the social and environmental values.	Attraction of businesses/investors Attraction of talent Brand creation	Strengthening of the feeling of belonging Widening of the job market





2.3. THE ECOLOGICAL CITY: THE SUSTAINABILITY CHALLENGE

The ecosystems of the planet are placed under an intense human pressure. The process of soil artificialisation, as a consequence of the expansion of cities, or of the over-exploitation of natural resources, are some of the urban processes that jeopardise development sustainability at a global scale.

Since 2010, more than half of the world population lives in cities. If the current urbanization trends are maintained, this population will reach two thirds by 2050. They are also responsible for the largest part of good production, innovation and employment, and they constitute the main entrance for flows of transnational capital and for chains of global supply. Therefore, it is not surprising that nowadays society faces their main sustainability challenges in cities. Challenges such as energy and food security, climate change, water management, traffic jams, air pollution, cultural segregation or social tension appear everywhere, but it is in the city where they are accumulated and concentrated in a complex network of relations and effects.

Multiplicity and complexity of these challenges, in what refers to cities, provide good opportunities to build an effective and decisive local action in order to face the challenges of sustainability due to several reasons: sustainability matters are less abstract and less tangible at a urban level; in the city frame we can design alternatives at a smaller scale that can be lately projected at a regional, national or even global level.

As Thomas Elmqvist has suggested in his contribution to this Urban Agenda, the paradigm of urban sustainability should be addressed from a perspective that, besides integrating the complexity of social-ecological-technological systems, does not lie only on the objectives that should be met and the aims to achieve, but also looks for resilience and social, economical and environmental transformation generated through urbanization processes. This means that policies that look for urban sustainability must pay attention to the preservation of the ecosystems structure and function, and also to the services that they provide and to the construction of new kinds of ecosystems and new nature-based solutions that allow the conciliation between human development, biodiversity and ecological functionality.

In what refers to the Euro-region Galicia-North of Portugal, urban dispersion is one of the main characteristics of the model of human settlement of this territory, and one of the factors that condition its urban and territorial sustainability the most. In high-density urban systems, this dispersion is characterized by a spontaneous process (suburbanisation or diffuse urbanisation) of space occupation with residential areas in the outskirts of the main urban centres, provoking the fragmentation of the landscape and the natural values, the increasing artificialisation and waterproofing of the natural soil and the intensification and congestion of urban traffic, with the consequent rise of the levels of atmospheric and noise pollution, contributing, in this way, to the degradation of the quality of life in urban populations. In the urban systems of the inland, dispersion is characterized by a

low-density population and a reduced economic diversity, provoking that the disperse and low-density nature of the human settlements make it difficult the rational and sustainable supply of infrastructures, equipments and services. This causes high environmental, economic and social costs. The reduction of the effects of urban dispersion will be a main objective of the axis of environmental sustainability of the Urban Agenda, being implemented in a transversal way in all its sections.

Four intervention areas are identified within this territorial axis.

These areas are:

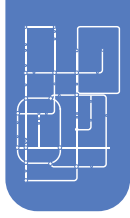
- Optimization of urban metabolic flows (energy, water, materials)
- Reaching energy sufficiency: energy transition
- Rational use of the territory: reverse of soil artificialisation
- Generation of a healthy and quality urban space

2.3.1. OPTIMIZATION OF THE URBAN METABOLIC FLOWS: ENERGY, WATER, MATERIALS

High amounts of materials, energy and information flow through cities. After the different transformation processes, these flows turn into goods, waste and different forms of energy. The ability of cities to articulate the management of these flows determines the efficiency of these resources, and this conditions the capacity to obtain a larger social value with less economic and environmental costs. The European Commission calculates that waste avoidance, ecological design, reuse and similar measurements could reduce the yearly emissions of greenhouse gases up to a 2-4%, as well as saving approximately 8% of the annual business turnover of the EU companies- The main urban metabolic flows have services that control the transit through the urban fabric, such as the transport service of materials-waste management, the supply system of water-depuration of water, etc. These materials, energy and information flows currently operate at a global scale.

2.3.1.1. Intervention lines

- Focus on the challenge of the efficient use of the water resource, focusing on models and practices that guarantee the normal functioning of the urban hydrological cycle and the control and reduction of its consumption in cities. The reduction of water consumption through the minimisation of leaks in the network, the alteration in consumption patterns and habits and the introduction of intelligent networks and systems must inspire the actions of the agenda in this area. The recycling of domestic residual water and the reuse of rainwater for urban cleaning must also become objectives to reach.



- Optimisation of the urban metabolism, shortening the distances to the supply sources of materials and energy, and increasing the spatial scales of the origin of information. With this objective we can reduce the carbon footprint and the energy dependence and obtain a larger knowledge, as well as the invigoration of the economic activity of the influence area of each city, since the city would have to provide more resources to its urban centre.
- Consideration of good practices in the efficient use of materials, paying attention to the management of life cycles through the intensification of recycling and reuse processes and the fostering of short circuits of supply in the main activities that consume raw materials. Due to the waste volume, the construction and demolition sector must take a prominent position. In this context, urban rehabilitation and regeneration policies, programmes and plans will have a special relevance, incorporating promotion measures and actions of valorisation of the existing materials in public buildings and infrastructures.
- Reduction of the exit flow of the urban systems, promoting a transition towards a circular economy where economic activities are able to place value on waste, and also to improve the energy efficiency of their processes. For this purpose, it is essential to increase the information flow that enables these changes.

2.3.1.2. Expected outcomes

- Reduction of the pressure on the water cycle
- Reduction of the carbon footprint
- Efficient use of materials
- Reduction of the exit flow of the urban systems
- Fulfilment of the EU objective recycling 65% of the municipal waste by 2030.
- Invigoration of the economic activity of the urban influence area
- Creation of businesses and jobs linked to the valorisation of waste
- Greater social equity in the access to public goods and services

2.3.1.3. Involved actors

Eixo:

- Boosting a wide and inclusive debate about the advantages of the reduction of distances from the supply sources and the fostering of proximity consumption.
- Acting as a boosting and coordinating node of innovative initiatives in the area of optimization of the urban metabolism.
- Working as a permanent forum of good practices at a global scale, increasing the spatial scale of the information sources, and boosting their incorporation in the different governance levels.

Local administrations:

- Designing programmes, projects and regulations that foster a sustainable use of water, with special emphasis on the minimisation of leaks in the networks, as well as the reuse of domestic residual water and rainwater for suitable ends.
- Fostering the creation of networks of production-consumption of goods in the environment of urban influence, and supporting the innovative initiatives that emerge in this direction.
- Exchanging information and knowledge with the other cities of the Eixo Atlántico with the objective of improving their own performances.

Regional and national administrations:

- Boosting legislative reforms and developing policies that suit the principles of the Urban.

Agenda:

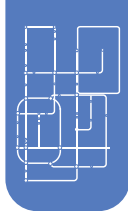
- Boosting and fostering the social innovation initiatives that set as an objective the optimisation of the urban metabolism in all the areas defined by the Urban Agenda.

The EU:

- Fostering the reduction of distances to resource supplies, and boosting of proximity consumption.

Civil society:

- Boosting innovative initiatives based on social innovation that reduce the distances between production and consumption of materials through cooperative systems, innovation networks, etc.
- Developing new knowledge in the academic sphere that enables the development of new innovative initiatives.



2.3.2. REACHING ENERGY SUFFICIENCY: ENERGY TRANSITION

The access to energy is key in the development of a territory. Therefore, ensuring energy supply is one of the primary strategic lines in any region. Nowadays, the Euro-Region consumes mainly external and fossil energy, resources affected by international conflicts that provoke oscillations in their price and entail a threat to the energy supply security. Moreover, these fuels generate pollution both at a global scale, with the consequent impact in the chemical composition of the atmosphere and their effects in climate change, and at a local scale, which produces a reduction of the quality of urban air and derives in economic costs. These costs are both direct, in the European emission market, and indirect, with sanitary conditions or migrations produced by climate change.

2.3.2.1. Intervention lines

- Approximation towards energy self-sufficiency, through the replacement of the fossil-based energy consumption with renewable energy, an objective that becomes specially relevant in a territory like the Euro-Region, which lacks significant gas or carbon fields.
- Boosting of energy self-generation in the territory itself, especially within the urban fabric through the implementation of renewable energy sources.
- Increase of energy efficiency, both in processes and in infrastructures, and the reduction of consumption through the adaptation of infrastructures for a reduction in their energy use.
- Implementation of new concepts or urbanism and mobility in cities and in the territory of the Euro-Region, initiating a process of replacement of vehicles that are not suitable to the energy sources provided by the Euro-Region (internal combustion engine vehicles) with those that are. In this process, it is key to foster a more concentrated settlement of the territory.

2.3.2.2. Expected outcomes

- Reduction of the carbon footprint
- Creation of businesses and employment linked to energy efficiency and implementation of renewable energy sources.
- Reduction of the production costs and increase of competitiveness.
- Access to economical and clean energy
- Greater social equity in the access to public goods and services.

2.3.2.3. Involved actors

Eixo:

- Boosting a wide and inclusive debate about the viability of energy self-sufficiency in the territory of the Euro-Region.
- Acting as a boosting and coordinating node of innovative initiatives in the reduction of the carbon footprint.
- Fostering the coordination of Municipal/Regional Agencies located in the Euro-Region territory.

Local administrations:

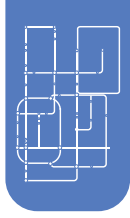
- Designing programmes, projects and regulations that move towards energy self-sufficiency,
- Exchanging information and knowledge with the rest of the cities of the Eixo Atlántico with the aim of improving their own performance in this area.
- Fostering the use of public transport.
- Taking the necessary measures to enable the introduction of electric vehicles (cars, bikes) as a central element in the urban mobility systems.

Regional and national administrations:

- Boosting the implementation of renewable energies in the territory through the impulse of legislative reforms and the development of policies that suit the principles of the Urban Agenda in this area.
- Boosting the incorporation of instruments of green taxation that leads to efficiency increases in the use of the energy and the accelerated replacement of obsolete systems of energy production or consumption.
- Fostering the use of public transport.
- Boosting the incorporation of electric vehicles.

The EU:

- Boosting directives and strategies that encourage energy self-production.
- Fostering the use of public transport.
- Boosting the incorporation of electric vehicles.



Civil society:

- Boosting innovative initiatives based on social innovation that generate new ways of urban mobility.
- Boosting and fostering innovative initiatives in the area of cooperative energy production through cooperative systems, innovation networks, etc.
- Developing new knowledge in the academic sphere that enables the development of new innovative initiatives.

2.3.3. RATIONAL USE OF THE TERRITORY: REVERSE OF SOIL ARTIFICIALISATION

Departing from the specificities of the Euro-Region and the sustainability territorial model planned by the Eixo Atlântico, the urban agenda focus its attention, primarily, on soil consumption, this means, the reduction of the artificialisation rate of the Euro-Region, with an average yearly increase of 2.7% between 1990 and 2006 (Fernandes et al., 2010), an estimation that will probably be significantly revised after the application of new methodological approaches. The actions defined by the Urban Agenda must address the minimization of environmental impacts resulting from urban dispersion (diffuse and low-density urbanisation), and the redefinition of local public policies and the practices of territorial and urban planning, so that we can restrain the artificialisation of natural soil and the diffuse urbanisation dynamics. These actions incorporate the best practices identified and tested in the world, promoting the soil economy and interurban commutes, and mobilizing inspiring models and concepts such as the “proximity city”, the “compact city”, the “eco-neighbourhoods”, the “functional mix”, etc.

2.3.3.1. Intervention lines

- Implementation of public policies that introduce the trend towards the compaction of cities in the Euro-Region. Disperse occupation of the territory implies that services that must control these urban metabolic flows are inefficient and excessively expensive. The increase of private vehicle journeys, the economic costs involved in any action of improvement of the metabolic flows and the low interaction between the different social agents are important limitations for the development of the Euro-Region.
- Elaboration of policies that favour a larger residential compactness, which will be key to meet the objectives of the strategic planning of this agenda, as well as alleviating the pressure on the support ecosystems of the cities of Galicia-North of Portugal.

2.3.3.2. Expected outcomes

- Preservation of the natural space.
- Reduction of vehicle interurban displacements.
- Larger attractiveness for companies from the tertiary sector.
- Reduction of context costs linked to workers mobility and urban logistics.
- Improvement of the accessibility levels to the different urban functions for all social stratum.

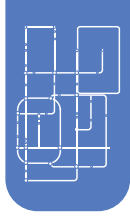
2.3.3.3. Involved actors

Eixo:

- Promoting a wide debate about the costs of urban dispersion and the advantages of the compact city in economic, social and environmental terms.
- Collecting and spreading good practices of urban planning and development, taking into account the rational use of the territory and the urban compaction.
- Fostering and supporting the implementation of pilot projects that seek the mitigation of the dispersion effects, as well as the densification and compaction of urban areas.

Local administrations:

- Revising the tools of physical planning of the territory under the light of urban sustainability criteria, replacing the traditional approach of soil classification according to their potential use with an alternative that evaluates and prioritizes the urbanization potential of the rural soil according to urban ecology criteria (accessibility; bioclimatic factors; collective transport...).
- Implementing pilot projects that pursue the mitigation of the effects of dispersion; and the densification and primary compaction of the urban areas with infrastructures.
- Promoting a wide debate about the costs of urban dispersion and the advantages of the compact city in economic, social and environmental terms.



Regional and national administrations:

- Promoting public policies that motivate urban densification and compaction, through the rehabilitation of buildings and the re-occupation of urban gaps at the expense of the development of new urbanization fronts.
- Creating supra-municipal/regional mechanisms of Evaluation/Programming of the urban land that allows the regulation of pressures and dynamics of soil artificialisation.
- Conceiving and instituting evaluation practices of efficiency in the use of natural resources in the urbanization dynamics, integrating them in the processes of Strategic Environmental Evaluation linked to the plans of spatial and urban planning.

The EU:

- Promoting and spreading good practices of territory planning based on criteria of efficient soil use and the principles of urban ecology.
- Financing pilot projects that seek the mitigation of the effects of dispersion, and the densification and primary compaction of urban areas with infrastructures.

Civil society:

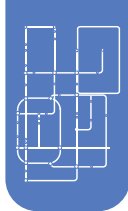
- Promoting the participation of citizens and civic organizations in the debate about the development models and urban sustainability.
- Involving universities and research and development centres in the production and spread of knowledge about the costs of urban dispersion and the advantages of a compact city in economic, social and environmental terms, as well as sustainable strategies of urban planning and development.

2.3.4. GENERATE A HEALTHY AND QUALITY URBAN SPACE

Cities must aspire to be inhabitable spaces where interaction between human beings and the natural environment is developed in a harmonic way. The quality of the urban space conditions and influences the quality of life and the urban sustainability itself, and leads to a model of continue, dense and complex city. The urban space quality, through a tight relationship between infrastructures, built-up areas, green spaces and free areas, constitutes one of the main challenges between urban policies, planning and management. A relationship that fosters the balanced integration of the elements of the urban green structure, which favours human coexistence, mobility and accessibility, and that stimulates the re-dimensioning of public space in a way in which the citizen is the main character of the city. Guaranteeing mobility of all citizens and accessibility to public services of an objective that must be set in the Urban Agenda. For that, it is necessary to approach innovative designs of public spaces and circulation spaces. In this respect, promotion of soft modes and pedestrian displacements is essential for a sustainable management of urban traffic.

2.3.4.1. Intervention lines

- Promotion of a balanced integration of the provision networks, green areas and free spaces, turning them into systems that structure urban life, adequate in quantity and quality to the specific needs of each neighbourhood or area of the city. We will prioritize those options based on the adoption of solutions based on natural processes, which can end up generating new ecosystems with resilience against the negative impacts inherent to the human presence in high-density settlements.
- Reduction of waterproofing and increase of naturalization through the generation of an urban green structure, continue and interconnected that ensures the efficient functioning of the urban hydrologic cycle, conditions the microclimate characteristics and improves the quality levels of air, water, and the acoustic quality of cities. These green infrastructures, which can have a supra-municipal character motivating the cooperation between cities of the urban system, will foster the conservation and enriching of biodiversity that, besides the embellishment of the city, can contribute to the compensation of CO2 emissions and the consequent way towards the neutrality in urban emissions of greenhouse gases.
- Approach of the emerging problem of the air quality in large urban settlements through the re-design of the urban structure itself, the regulation of traffic or the adoption of fiscal measures. Intervention strategies must focus on the reduction of private vehicles, the increase of public transport and the mobility soft modes, and even on the redistribution and diversification of the urban activities and functions (urban mix) to ensure a significant reduction of the social, environmental and economic costs linked to urban mobility, the main source of atmospheric pollution. The mitigation of these pollution effects could be reached through an adequate integration and articulation between the green structure and the road network.
- Impulse to new strategies and interventions at the planning and urban project level, which mitigate the modifications that urban micro-climates experience as a consequence of the increasing emergence of phenomena such as the “urban heat islands”. These modifications must be directly related to the urban ways and dynamics, as well as the materials and human burdens distributed through the urban fabric. Plans and interventions must not only be focused on the disposition of the layout and dimensions of roads, but also on determining the form and position of the woodland, the control of wind flows, the disposition of water mirrors, the treatment of surfaces, floors and the use of gardens, green spaces and plants, in order to mitigate the direct effect of micro-climate alterations, including the heat island.
- Design of public spaces with the aim of enabling participation and coexistence of the city inhabitants. The urban form and composition must pay attention to the organization of space around its identity traits, the symbolic uses and representations, and contributing to the feeling of belonging.



2.3.4.2. Expected outcomes

- Reduction of the urban atmospheric and acoustic pollution.
- Increase of biodiversity in the urban fabric.
- Generation of economic activity in the re-urbanisation process.
- Greater appeal for tertiary-sector businesses.
- Cooperation between public administrations in the design, execution and preservation of supra-municipal green infrastructures.
- Increase of cohabitation and socialization spaces as a social integration factor.
- Improvement of the quality of life and public health through the reduction of noise and atmospheric pollution levels.

2.3.4.3. Involved actors

Eixo:

- Promoting a wide debate about the concept of quality in the urban space and its specific application in the urban planning, management and development.
- Collecting and spreading good practices of urban planning and development, taking into account the construction of a quality urban space, which contemplates the reduction of atmospheric and noise pollution, the balanced integration of the resource networks into the free spaces and green areas, the preservation of biodiversity and of the urban hydrologic cycle, or the socialization in public spaces.
- Promoting and supporting the implementation of pilot projects that seek an improvement of the environmental, social and health quality of urban spaces.

Local administrations:

- Revising the urban planning and urbanism tools under the light of urban sustainability criteria, replacing the traditional approach of the sector zoning with a functional perspective that pays attention on the integration of the multiple dimensions of urban spaces, and seeks its sustainability.
- Implementing pilot projects that aspire to an improvement of the environmental, social and sanitary quality of urban spaces.
- Promoting a wide debate about the concept of the quality of urban air and its specific application in the urban planning, management and development.

Regional and national administrations:

- Promoting public policies that incentivize the construction of quality urban spaces that contemplate the reduction of atmospheric and noise pollution, the balanced integration of the resource networks into the free spaces and green areas, the preservation of biodiversity and of the urban hydrologic cycle, or the socialization in public spaces.
- Conceiving and implementing evaluation practices for the quality of urban spaces that integrates them in the Strategic Environmental Evaluation processes, linked to the plans of territorial and urban planning.

The EU:

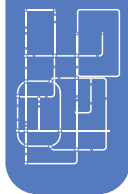
- Promoting and spreading good practices of territory planning based on quality criteria of urban spaces and the principles of urban ecology.
- Financing pilot projects that seek an improvement of environmental, social and sanitary quality of urban spaces.

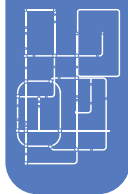
Civil society:

- Promoting the participation of citizens and civic organizations in the debate about the models of urban development and sustainability.
- Involving universities in the production and spread of knowledge about the impacts of the low quality of the urban space and the adequate strategies and actions to promote the reduction of atmospheric and noise pollution, the balanced integration of the resource networks into the free spaces and green areas, the preservation of biodiversity and of the urban hydrologic cycle, or the socialization in public space.

MATRIX OF RELATIONSHIPS BETWEEN THE AREAS OF THE ECOLOGIC CITY AXIS AND THE TRANSVERSAL OBJECTIVES OF THE EUROPEAN URBAN AGENDA

AREA	SUSTAINABILITY	GROWTH	INCLUSIÓN
Optimizing the urban metabolic flows	Reduction of pressure on the water cycle. Reduction of carbon footprint. Reduction of the exit flows of urban systems	Revitalisation of the economic activity of the urban influence area. Creation of businesses and jobs linked to the valorisation of waste. Efficient use of resources a way to reduce production costs.	Greater intensity of knowledge. Fostering of short supply circuits. Greater social equity in the access of public goods and services (water, waste and sanitation rates).
Reaching energy sufficiency: energy transition.	Implementation of renewable energy sources in the urban fabric. Reduction of carbon footprint.	Creation of businesses and jobs linked to energy efficiency and implementation of renewable energy sources. Reduction of production costs and increase of competitiveness.	Access to cheap and clean energy. Larger contribution of transport alternatives to private vehicles. Greater social equity in the access to public goods and services (electricity rates).
Reversing the progressive soil artificialisation	Preservation of the natural space Reduction of interurban vehicle displacements.	Larger attractive for tertiary sector companies Reduction of context costs linked to the mobility of workers and urban logistics	Proximity urbanism as a factor of reduction of functional and social segregation within the urban fabric. Improvement of the levels of accessibility to different urban functions for all social strata.
Generating a healthy and quality urban space	Reduction of urban atmospheric pollution. Increase of biodiversity in the urban fabric.	Generation of economic activity in the re-urbanisation process. Larger attractive for tertiary sector companies-	Increase of coexistence and socialization spaces as a factor of social integration. Improvement of the quality of life and public health through the reduction of the noise and atmospheric pollution levels. Ensuring a city for everyone, through the improvement of the access to buildings, equipments and public spaces





2.4. THE INTEGRATING AND PARTICIPATIVE CITY: THE NEW SOCIETY

The concept of a new society, whose invocation seems to be oriented to a change in the relations between society and the state, the organic and legal reinforcement of civil society, sustainability, integration and globalization of cultures and the massive use of electronic communication tools is presented nowadays a synthesis of three previous evolving processes that must be remembered: Tocquerville and Stuart Mill's civil society, which defines the state control and enables a radical defence of freedom of action, consciousness and association; the society of free people and subjects with inalienable rights that are conceived today as a strong idea that defines the modern political thought, whose main dimension is the idea of wellbeing; and finally, Habermas's communicative democracy, which recovers some echoes from direct democracies that inspires the birth of the polis and politics.

Despite territorial, cultural and historical proximities, and our common belonging to the EU, Galicia and the North of Portugal still retain some differentiated policies, and still maintain the inertia of an imposed differentiation that is paradoxically reinforced by some objective coincidences that could be seen in both worlds. This is why the communication policies that are programmed to reach an approximation of the political cultures of both territories, as well as the agendas and preferences of their citizens and institutions, will be so important. Furthermore, both the urbanisation level and the specific urban models that are currently working have very significant differences between Galicia and the North of Portugal, so the unitary vision of this body increases its complexity.

Urban growth and the changes in the urbanization model and in the infrastructures are turning the administrative criteria into something dysfunctional. This is why, without formulating a reorganisation principle of the local administrations north and south of the Miño river, we do have to warn local managers about the need to reinterpret their cities with the disperse cities criteria described by Castells, and explore the idea that it will not be possible to get a new society if we do not change the institutional power and participative organization structures that were created for the 19th century society, and that, by the middle of the 20th century, constituted a projective and financial source of irrationality of the current urban societies.

At the same time, according to Carmen de Paz, the emphasis on the inclusion agenda is being increasingly set on the local sphere, given that the wellbeing of people is strongly linked to the quality of the immediate surrounding where they live, interact and share experiences, and the frame of a progressive decentralizing of competences from local governments in countries all over the world. Moreover, we know that urbanisation has the potential to create gathering spaces that integrate the diverse population, avoiding any kind of discrimination. UN Habitat defines the inclusive city as the one that promotes growth with equity. It is a place where, no matter the financial means, sex, race, or religion, everyone is able to take part in the social, economic and po-

litical opportunities that this space offers. Carmen de Paz highlights two key elements to build this city: on the one hand, the spatial dimension is the cornerstone of urban inclusion; on the other hand, participation of communities is acknowledged as an essential component not only for planning and design, but also to implement inclusion interventions, because it generates a feeling of belonging, identity and place among the inhabitants, and it ensures the harnessing of benefits of urban development.

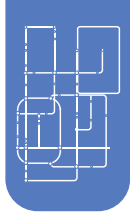
The efforts towards the development of an inclusive city require a clear diagnostic of the main existing barriers, for example through data crossing about housing stock, services and infrastructures, security problems, or socio-economic and demographic profiles. The result of such analysis will provide the lines to be followed in each specific case. The integrated approaches imply the consolidation of multiple actions that, together, try to alleviate the obstacles for the achievement of an inclusive and sustainable city.

In this way, we must prioritize the interventions that: (1) get results in different dimensions and/or collectives; (2) include different kinds of measures, (3) combine supply and demand interventions; and (4) promote the shared use of the same resources with different objectives. The programmes of comprehensive revitalization must be of particular interest: they cover different intervention sectoral programmes, for instance in areas such as urbanism, housing, security, social wellbeing, economic revitalization, mobility, accessibility, equipment and infrastructures.

In this context, the analysis about the inclusive city in the area of the Eixo Atlántico must be focused on the following intervention areas:

- Demography, health, social policies and inclusion
- Multiculturality, interculturality and cultural education
- Structural, functional and legal security
- Comprehensive programmes of urban revitalization
- Housing
- Communication policies

It must be warned, however, that the globality criteria is an essential determinant of a new society, and this can not exist as an isolated fact of an exception in a surrounding of traditional relations. And this is why we must seek the intensification and narrowing of the connection with the EU urban policies (despite maintaining the idea of projective and management autonomy), and we must pay attention to the trends of global socialization that are emerging in our current societies.



2.4.1. DEMOGRAPHY, HEALTH, SOCIAL POLICIES AND INCLUSION

The territories and cities of the Euro-Region still have large possibilities to face with a preventive nature and efficient policies the major demographic and integration problems that the EU already reveals. The trend towards the birth-rate drop and the ageing can be considered structural, due to reasons related to culture, wellbeing and the economic model. Policies oriented towards the fixation of the population –who trusts the objectives of job creation and mobility increase– do not imply a visible advantage in an area that is losing population, and where migration from rural to urban areas is more motivated by the appeal of a “new society” than for the different opportunities that are offered to an already-ageing population that is scarcely inclined to mobility. Demographic projections about the ageing process in Europe can be altered due to the arrival of young immigrants with cultures inclined to an increase in the birth-rate. However, the Euro-Region will have to make an important effort in order not to stay out of these flows.

We must also foresee that, facing some attempts to keep the EU in its old identity forms, the 2060 Europe will show a religious and axiological diversity. It will have religious communities that are still far from the secular state. It will have resistances or incomprehension towards the policies of gender equality. It will collect languages, aesthetics, social habits, references and cultures that will modify the coherence and integration levels of our social modes.

The current health and social policies are basically oriented towards the assistance universalisation and financial sustainability –taking part in the large state plans that coordinate, finance and ensure them–; however, the specific inclusion policies are almost new for us, not only for the fact that they were far from constituting a noticeable and primary problem, but also because the demands that lead the huge investment intended to modernize the urban spaces were dominated by the construction of urban spaces and services articulated by a regionally-focused mentality and by an obvious identification between the concepts of urban rehabilitation –that must be wide and with an eminently social nature– and architectural intervention.

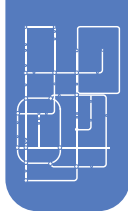
Moreover, it must be highlighted that when the concept of inclusion is applied to regions with disperse and rural population, the objective of inclusion does not only affect to populations with immigrants or with ethnic differences, but also includes a part of the ageing, children and female population, which present a lot of difficulties to use and understand the services and equipments that vertebrate diffuse urban centres. The Atlantic area, which constitutes the periphery of the European periphery, and which has always received very moderate immigrant contingents, has not yet experienced the formation of marginality hubs, or simply hubs with ethnic concentration that have been resistant to integration or inclusion processes, so it is still possible to design preventive policies, applicable to the whole Euro-Region, whose funding and effectiveness are theoretically feasible. Urban peripheries that are degraded, with a risk of degradation or with social groups at risk of exclusion, have little importance. The migratory pressure on cities is quite weak, and it is mainly represented by a population with low integration difficulty, due to their Latin American origin, or from former Portuguese colonies.

2.4.1.1. Intervention lines

- Use of incentive policies to act, in the medium and long term, on the demographic decline that affects the Euro-Region.
- Conversion of immigration into an alternative to consider in order to restrain the demographic decline of the Euro-Region, stimulating appeal factors and establishing preventive integration policies.
- Design of preventive policies within the interculturality area, which still has a little impact in the urban areas of the Eixo Atlántico.
- Improvement of social attention for disperse populations of the surroundings –dependence, the elderly, home-based support and female promotion and equality–, which functionally depend on the cities of the Eixo Atlántico.
- Reduction of structural deficits that the use of certain services presents –sanitary (hospital services), leisure and culture– in the disperse and suburban areas, until defining a secondary social integration that we must correct.
- Fostering of the donation of alimentary surplus through community groups and associations, so that those in need can get edible and safe foods.
- Attention to problems related to inequality and exclusion, which specially affect women, children, old people, youngsters and people with different abilities, and which are more difficult to diagnose and treat in suburban areas or in areas with disperse population, where it is also difficult to implement the equality standards of modern societies.
- Reinforcement of active ageing and healthy life, supported on the use of technological platforms that allow old people to interact and feel useful, autonomous and safe.
- Fostering of the participation of youngsters in local decisions to imply them in the construction of a new society that they will lead.
- Opening of participation channels for children in local needs that concern them, as a fruitful method of citizen training.

2.4.1.2. Expected outcomes

- Planning of industrial and agricultural policies and development of social policies about the regeneration and normalisation of demographic balances, helped by immigration.
- Suitability of the education models for the needs and characteristics of a healthy and multicultural society.
- The enablement and connectivity that are necessary for ageing and disperse population cores to make effective the services and equipments of common use for young or strictly urbanised populations.



- Prevention of the emergence of degraded spaces or ethnic-based urban compartments.
- Achievement of objectives of sustainable development with regard to food waste.
- Sustainability of health systems and coverage of growing populations with migratory backgrounds, even if we must revise identification, control, funding and waste models.
- Increase of youngsters involved in the problems of their city and their society.
- Increase of the elderly sector that takes active part in social dynamics.
- Increase of children who are educated taking interest in their city and taking part in their debates.

2.4.1.3. Involved actors

Eixo:

- Working as an exchange forum of good practices.
- Contributing to the debate of the existing know-how.
- Establishing a clear diagnostic of the existing barriers at a euro-regional level, with regard to the achievement of inclusive cities.

Local administrations:

- Enabling the participation of the elderly in social dynamics.
- Generating active participation dynamics of youngsters in the civic life.
- Opening participation channels for children in the problems that concern them, from a clear perspective of citizen training.
- Avoiding the emergence of degraded spaces or ethnic-based urban compartments.
- Promoting social attention, especially to disperse populations of the surroundings.
- Designing preventive policies in the integration and interculturality areas.
- Applying active integration policies.

Regional and national administrations:

- Designing and implementing incentive policies that mitigate the demographic decline.
- Valuing immigration as an alternative to the demographic decline, stimulating appeal factors.
- Ensuring the sustainability of health and social attention systems.
- Promoting interculturality and healthy life in the education systems.

The EU:

- Promoting the coordination of national policies that seek to mitigate the demographic decline.
- Promoting the coordination of migratory policies.

Civil society:

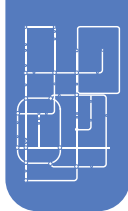
- Actively enabling integration policies.
- Becoming aware of the problems derived from the demographic decline and contributing to their mitigation.
- Taking active part, as citizens, in the implementation of inclusion interventions.

2.4.2. MULTICULTURALITY, INTERCULTURALITY AND CULTURAL EDUCATION

Multiculturalism is a significant presence of different cultures in the same geographic and social space, or within a political community, no matter if these cultures are related or interact with each other –multiculturalism–, or if they occupy geographically and socially delimited spaces that reduce the changes that result from multiculturalism to the minimum. Economic and cultural globalisation, and the exponential increase of mobility in all its forms and directions, have almost turned multiculturalism into a general characteristic of modern societies, especially the most advanced ones.

By multiculturalism we mean the ideology or model of social organization that states the possibility of a harmonious coexistence between ethnic groups or communities that are cultural, religiously or linguistically different. Interculturalism, in its educational perspective, considers human diversity as an opportunity for exchange and enrichment. But dominant cultures tend to claim superiority over a dominated one, something that, direct or indirectly, activates attitudes of rejection and discrimination. These can often abide by certain programmes and ideologies that blame foreigners for many problems of security, participation, cultural and social degradation or social, work-related and political disestablishment. In the specific case of the migration movements, being them economically-rooted or caused by wars and dictatorships, the receiving society is usually hegemonic, and tends to establish legal and social hierarchies that place the other under inferior conditions and generate coexistence conflicts. Only in the cases where there is equity, openness and mutual respect, can we move from multiculturalism to interculturalism.

For all these reasons, in a region integrated in Europe with multicultural dynamics that are necessarily being transmitted, and which are already appreciated in areas with strong centrality, the organized spread of active interculturalism constitute the basis of future integration, equality, information and participation policies.



2.4.2.1. Intervention lines

- Conceiving the school as a transfer of values and competences that generate respect, tolerance and interest in the others.
- Considering interculturality, in its educational perspective, as an opportunity for exchange and enrichment for the Euro-Region.
- Orienting the contents of public mass media and subsidized and associated spaces within private media towards the multicultural models tested in Europe.
- Attention to exclusion, marginalization or ignorance spaces that still exist among European cultures and, more specifically, in the northern and southern areas of the Euro-Region.
- Ensuring minimum and effective interculturality levels in cultural and leisure programmes, as well as shows programmed from public institutions, or directly subsidized by them.

2.4.2.2. Expected outcomes

- Adequacy of education models to the needs and characteristics of a multicultural society.
- Prevention of the emergence of degraded spaces or ethnic-based urban compartments.
- Consideration of an axiological pluralism as a value of new societies, turning this pluralism into a determining factor of the ideals of global democracy.
- Development of active integration programmes in schools and other educational centres and levels.
- Determination, as clear as possible, of the main principles of occidental societies, and motivation towards the mutual respect among cultures, ethnicities and religions.
- Creation of vertebral inclusion programmes, widely shared in the urban spaces of the Eixo Atlántico.
- Existence of minimum effective interculturality levels in the cultural and leisure programmes of public institutions.

2.4.2.3. Involved actors

Eixo:

- Coordination of vertebral inclusion programmes, widely shared in the urban spaces of the Eixo Atlántico.
- Contributing to the debate of the existing know-how.

Local administrations:

- Ensuring an interculturality minimum in their cultural and leisure programmes.
- Avoiding the emergence of degraded spaces or ethnic-based urban compartments.
- Designing preventive policies in the integration and multiculturalism areas.
- Applying active policies of integration and management of diversity.

Regional and national administrations:

- Ensuring an interculturality minimum in their cultural and leisure programmes.
- Adapting educational models to the needs and characteristics of a multicultural society.
- Creating vertebral inclusion programmes, widely shared in the urban spaces of the Eixo Atlántico.
- Promoting multiculturalism and interculturality in the education system.

The EU:

- Funding programmes of multicultural and intercultural integration in the frame of Creativity Europe and Rights, Equality and Citizenship.
- Promoting the values of multiculturalism and interculturality.

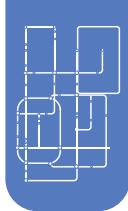
Civil society:

- Actively enabling the multicultural and intercultural integration policies.
- Becoming aware of the problems derived from xenophobia and contributing to its mitigation.
- Developing pedagogical actions that replace the discourse of fear of diversity with a valuation of it.

2.4.3. STRUCTURAL, FUNCTIONAL AND LEGAL SECURITY

The index of safe cities by *The Economist* establishes a ranking of the most important cities of the world each year, considering in its assessment the central aspects of digital, personal, health and infrastructure security. In this agenda, we have closely linked health security with the ecological city axis, opting for the generation of a healthy and quality urban space that also includes a great part of infrastructure security, and which will be completed in the area of housing intervention and urban revitalization. We will now focus on the first two aspects.

In anthropological terms, previous to their legal definition, we can say that security means the certainty of “what to abide by” when freedom is exercised. It is the essential acknowledgment of the value of citizenship,



which is protected in any democracy against the eventual damaging interventions that may result from communities, and also against any vicious expansion of the power of the State. Democratic security is that situation where all citizens, collectives and institutions enjoy the conditions that favour the exercising of their freedom. Security is, in this sense, a collective product, an arbitral and preventive action against social conflicts where all the actors of the political community cooperate, and which can never be reduced to a compulsive surveillance over social actors.

We will name system of public security the group of institutions and actors that are involved in the approach, regulation and processing of social conflicts derived from the socially-damaging or illicit acts through the social process of criminalization. Two actors have a necessary presence among the elements and actors that constitute the system of public security: the state, through the penal system as a whole, this is, police agencies, legal agencies and the penitentiary system; and the community, through the coherent intervention of its different agents or constitutive groups, which share cultural and axiological patterns widely shared and axiologically graded.

Security is a social fact inasmuch as it incorporates the following to the regulations of the rule of law: meanings, commonly accepted patterns and interpersonal orientations that determine the demandable responsibility. And this is the reason why security incorporates new practices and experiences that feed its constant transformation. And in this sense it can be said that, besides a process of objective determinations about the orderly conduct and the protected social life, it is an essential feeling of wellbeing, an expression of personal and civic freedom, or a quality of life derived from the perfect articulation between public and private interests.

Finally, it is necessary to take into account the existence of a variable degree of difference between real security and the security perceived by citizens, and these two do not usually coincide. It is essential to approximate these two parameters, especially if we think that the growing digitization opens new insecurity gates that it is convenient to protect, taking into account the little social consciousness about its incidence and implications.

2.4.3.1. Intervention lines

- Ensuring security in social, economic and cultural relations between the cities of the Eixo Atlántico.
- Ensuring security in the sphere of public participation and institutional action of the state in the Euro-Region.
- Fighting against inequality, exclusion and precariousness that fracture communities and generate social conflicts in the territorial area of the Eixo Atlántico.
- Effective protection for rural or disperse heritage, in order to prevent (besides its loss or damage) its transformation into an incentive for actions by uncontrolled groups in the most sensitive areas.
- Education for peace, coexistence and respect towards civic values.
- Fostering of the empowerment of women in the Euro-Region.
- Creation of community mediators which allow the application of proximity justice in non-civic behaviours, and which enable apologies and reparations on the part of offenders.

2.4.3.2. Expected outcomes

- Increase of cybernetic security and citizen consciousness about its importance.
- Quick spread, as far as possible, of civic rights for immigrants, so that they feel involved in the social model that embraces them.
- Spread and settlement of equal and non-sexist language.
- Real equality between men and women according to their merits and capacities.
- Eradication of discriminatory practices that are carried out on behalf of security, as well as the criminalization of specific ethnicities or nationalities.
- Reinforcement of all effectively available social and institutional means in the fight against gender violence, sexist violence and pederasty.
- Strengthening of the civil and cooperative sense of the public order forces and institutions.
- Ensuring of the strict protection of intimacy as a social component of security, of which we are all the main characters, and in which we are all interested.
- Approximation of the security perception to the real security.

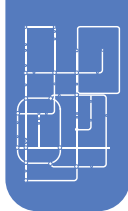
2.4.3.3. Involved actors

Eixo:

- Coordination the education and civic orientation programmes developed with an intercultural mentality in the urban environments of the Eixo Atlántico.
- Working as a forum of exchange of good practices.

Local administrations:

- Ensuring the strict protection of intimacy in their area of responsibility.
- Protection urban, rural and disperse heritage.
- Ensuring the civil and cooperative sense of the public order forces, fostering meetings with citizen collectives that approximate the perception of security to the real security.
- Fighting gender violence and pederasty.
- Fostering the education for peace and coexistence.
- Avoiding discriminatory practices that are carried out on behalf of security, as well as the criminalization of specific ethnicities or nationalities.
- Guaranteeing, in their area of responsibility, the quick spread of civic rights for immigrants.



Regional and national administrations:

- Guaranteeing, in their area of responsibility, the quick spread of civic rights for immigrants.
- Fighting gender violence and pederasty.
- Ensuring the civil and cooperative sense of the public order forces, fostering meetings with citizen collectives that approximate the perception of security to the real security.
- Ensuring the strict protection of intimacy in their area of responsibility.

The EU:

- Funding programmes to fight gender violence, pederast and criminalization of specific ethnicities or nationalities.
- Promoting the values of education for peace and coexistence.

Civil society:

- Requesting the strict protection of intimacy and the compatibility between collective security and individual rights.
- Contributing to public security through the establishment of widely shared and axiological graded cultural and axiological patterns.
- Taking part in programmes of proximity justice

2.4.4. COMPREHENSIVE PROGRAMMES OR URBAN REVITALIZATION

The concept of Urban Rehabilitation, which was always identified with architectural actions oriented to the housing preservation and, in second place, to the conservation of the existing public space, requests nowadays a deep revision which provides it with more complexity, more plural instruments and a clear reorientation of the priorities that must place society over equipments and heritages. Here we opt for framing the policies of creation, sustenance and general use of the urban space within the more specific context of revitalization. This concept, even if it can include, when it is necessary, the activities of architectural rehabilitation, is focused on the specific approach of social regeneration. Comprehensive programmes of urban revitalization must cover actions in the areas of social services, health, education, urbanism and housing, training and employment, commerce and businesses, citizen security, social participation, leisure and youth.

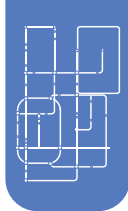
The main objective of urban revitalization is constituted by geographically differentiated residential areas where four kinds of determinant factors coincide (either together or separately). Social exclusion manifested as the degradation of the urban space and accessibility, communication, equipments and public services deficien-

cies. The important social and economic problems as training deficiencies, high rates of school absenteeism, high rate of unemployment, high levels of addictions, significant percentages of social benefits recipients, little or no social participation, and weak or zero rate of economic activity. The sharp or total lack of structures of neighbours' coexistence, relations of conflictive coexistence or important rates of citizen insecurity. Degraded or low-usage business parks, when many of these spaces designed for specific aims have become mixed-use spaces, or spatial resources for sporadic and marginal social activities, which imply a deterioration of their civic and economic functions.

Nowadays, there is a rich regulation about interventions in urban environments delimited according to their characteristics and common problems in degraded or disadvantaged neighbourhoods. The common characteristic of these regulations is the application of actions integrated into complex problems, which can only be faced coordinating the administrations under a clear leadership, with citizen participation and public-private collaboration, integrating actions of economic development, employment, equality, interculturality, urbanism and housing with others requested according to the characteristic of the population concerned.

2.4.4.1. Intervention lines

- Use of the Comprehensive programmes of urban revitalization in order to correct demographic imbalances of the Euro-Region.
- Urban design and edifications that promote security among neighbours.
- Improvement of security of the urban infrastructures.
- Use of culture as a form of leisure, training and civic integration.
- Improvement of legal and social security in the public space, in order to increase its habitability and the reinforcement of social relations in the territorial area of the Euro-Region, paying special attention to the effective illumination of this public space.
- Prevention of prostitution, so that it does not characterize some urban spaces, even if it is at the expense of a larger integral tolerance.
- Adaptation of the urban space to the mobility needs of the elderly and people with functional diversity.
- Assessment and inspection that guides individuals in the collaboration with the urban comprehensive revitalization.



2.4.4.2. Expected outcomes

- Endowments for sport and leisure uses in all the targeted public spaces.
- Mapping of degraded areas of the urban system of the Eixo Atlântico.
- Programmes to fight substandard housing and against the geographic display of marginality.
- Distribution of new public services, -especially the sanitary, sport and educational ones- and also the new commercial areas and licenses of special activities as elements of revitalization and regeneration of urban spaces.
- Distribution of cultural and sport activities that can be organized or subsidized by public authorities in different neighbourhoods and entities of the urban space.
- Rehabilitation of housing and public spaces in significantly marginal areas.
- Elimination of peripheral and degraded points of drug distribution.
- Use of distinctive heritage –museums, university campuses, administrative buildings, stadiums and newly created decorative actions- as enhancers of revitalization.

2.4.4.3. Involved actors

Eixo:

- Coordinating the mapping of degraded areas of the urban system of the Eixo Atlântico.
- Contributing to the debate of the existing know-how.
- Working as a forum of exchange of good practices.

Local administrations:

- Distributing, with comprehensive revitalization criteria, cultural and sport activities, services and equipments.
- Leading and coordinating the Comprehensive programmes of urban revitalization.
- Rehabilitating public spaces and municipal buildings in significantly marginal areas.
- Preventing prostitution from characterising some urban spaces.
- Planning urban mobility so that the connectivity of all neighbourhoods is ensured, avoiding the creation of a periphery.
- Avoiding the social segmentation of neighbourhoods.
- Improving the security of urban infrastructures.

Regional and national administrations:

- Eliminating peripheral and degraded points of drug distribution.
- Rehabilitating public buildings in significantly marginal areas.
- Supporting the funding of Comprehensive programmes of urban revitalization.

The EU:

- Supporting the funding of Comprehensive programmes of urban revitalization, through specific programmes and EIB.

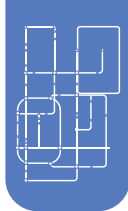
Civil society:

- Taking active part, under the municipal leadership, in the Comprehensive programmes of urban revitalization.

2.4.5. HOUSING

The right to have a decent housing appears in the legal systems of the countries of the EU and in the Charter of Fundamental Rights. However, it is an aspiration that is far from being achieved for large sectors of the population, although housing is a central element in the social inclusions of cities. The Mediterranean private housing model has gradually predominated since the last 50 years, and nowadays seven out of ten citizens have this tenancy regime, even if two fifths of them have an outstanding mortgage. However, the current crisis has entailed a significant increase of evictions and the withdrawal of the home maintenance levels, with the corresponding damage in their quality, increased by a growing overcrowding. The Nordic model of social rental housing has declined for ideological reasons, budget constraints and often for its association with social exclusion, since they are identified with housing for immigrants, unemployed people or people at risk of poverty. Nowadays, the social housing trend moves towards a larger collaboration with the private sector, for instance through the supply of incentives for constructors to develop of this kind of housing. Finally, the crisis has also generated an increase of homeless people and slums, especially in the south of Europe.

Most of the population in Spain and Portugal live in apartments, exceeding the EU average and even leading this trend, in the Spanish case. Property ownership surpasses the EU average, with one third of properties being mortgaged, and a bit more in Portugal; the availability of social rental housing matches the European average in the Portuguese case, and a bit behind in the Spanish case. In both countries, overcrowding rates are clearly behind the European average, even if in Portugal, housing for population in risk of exclusion has deficiencies that are clearly above the EU average.



Housing affordability, quality and access is a central element that conditions other areas of the urban agenda. Most of the current park does not meet the requirements for an effective fight against climate change. The quality of this park and its location have a powerful influence on urban regeneration and mobility problems. Energy saving linked to a circular economy derives mostly from the kind of housing and its spatial location. Work mobility largely depends on the predominant kind of tenancy regime. The aspiration to limit the urban expansion and its consequences in the supply of sustainable resources also depend on that. In short, without an affordable, quality housing, we can not get social cohesion and a new society.

2.4.5.1. Intervention lines

- Application of public policies in the Euro-Region that enable the access to a decent housing for these sectors that have more difficulties to do so: youngsters, people at risk of poverty or with low incomes, single-parent families, immigrants.
- Study of the viability of the increase of the social housing stock with a cooperative ownership, or from incentive private promotion, rather than with municipal ownership.
- Urban planning of housing in the cities of the Eixo Atlántico, which allows the reduction of displacements and enables the circular economy.
- Stimulation of the improvement of the existing housing stock: suitability for the needs of an ageing population, adaptation to measures of energy saving, minimum quality of housing intended for rent, assurance of the fulfilment of habitability norms.
- Elimination, or significant reduction, of substandard housing and slums in the territorial area of the Euro-Region.
- Efficient solutions for homeless population.

2.4.5.2. Expected outcomes

- Elimination of slums and substandard housing.
- Significant increase in the access to decent housing for the sectors that have more difficulties to do so.
- Improvement of the existing housing stock.
- Energy saving, increase of healthy life and large economic growth, derived from a good urban planning of housing.

2.4.5.3. Involved actors

Eixo:

- Contributing to the debate of the existing know-how.
- Working as a forum of exchange of good practices.

Local administrations:

- Working in the elimination of slums and substandard housing.
- Ensuring the minimum quality of the rental housing stock.
- Producing, with wide participation channels, an efficient and effective urban planning of housing.
- Working in the access to housing for homeless people.
- Enabling the improvement of the existing housing stock.

Regional and national administrations:

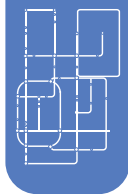
- Enabling the improvement of the existing housing stock.
- Enabling the access to a decent housing for the sectors that have more difficulties to do so.
- Studying the viability of the increase of the social housing stock.

The EU:

- Supporting the funding of Comprehensive programmes of urban revitalization, oriented to housing, through specific programmes and the EIB.

Civil society:

- Taking active part in the urban planning of housing.
- Contributing to the improvement of the existing housing stock



2.4.6. COMMUNICATION POLICIES

We can change the world in a physical way, or we can change the way we live in it. The new society always begins with a change of mentality, which in strategic terms forces us to acknowledge the existence of a quite decisive communication problem. The problem of how to achieve a balanced, free, plural and non-interceded communication model is not specific of any country within advanced societies. This is rather a common problem to all areas and societies, and it barely presents significant singularities. The huge change in technologies and communication forms that has been carried out in the last decade has partly broken the old communication monopolies. But doing so at the expense of a wide dispersion and anonymity of the sources scarcely solved –and even increased– the classic problems in democratic communication. The foreseeable communication problem for the Eixo Atlántico is that, in the orientation universe that citizens handle –referred to local, regional, national or even European administration– specific orientations of European macro-regional policies represent a particularly weak area.

The creation and reinforcement of these regional orientations, which we should generate at the same pace as the development of the Eixo strategies, can only be done within this modern democracy forum that is called media system. Here is where the snake bites its own tail: among the problems that the good functioning of communicative democracy in consolidated and homogeneous spaces such as the state, the inhabitants of the Euro-Region Galicia-North of Portugal do not have a media system of their own, and neither public authorities or private companies willing to generate it.

Many think that the only way of democratic socialization is practice, and that the Euro-Region discourse –just as any political space– can only be generated as a consequence of an insisting political praxis that civil society slowly turns into a discourse. But we work on the conviction that, in a moment where everything seems to depend on the educational orientations that shape the individual's personality, and constitute an essential part of socialization, we should keep the statement that large coexistence frames can be built and achieved without rooted orientations that provide the collective process with coherence and fullness. But this aim can be very far if the national filter for European policies and its institutions keeps working at its full potential, without the alternative of an Euro-Regional public opinion. And we should also fear that, if institutions do not boost the steps to create an Euro-Regional media model, we will have a lot of problems and of unnecessary waiting in order to reach what, in terms of political projection, seems inevitable.

2.4.6.1. Intervention lines

- Coincidence of the technical and political agenda with the citizens' agenda, something that currently does not happen. It is, therefore, essential to generate an Euro-Regional opinion.
- Mitigation of the information gap that exists between the North and South areas of the Euro-Region.
- Transformation of the Euro-Region into a shared coexistence frame of common values.
- Development of communication channels that allow a wider knowledge among the people of the Euro-Region and of its local realities in the whole territory.

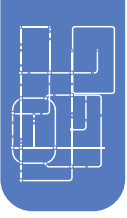
2.4.6.2. Expected outcomes

- Beginning of some identical or equivalent programme contents to the public media, or in subsidised spaces in both linguistic areas of the Eixo Atlántico.
- Mobility programmes in different social sectors, especially the ones related with cultural or leisure activities.
- Mobility programmes for university students and professors, and generation of scientific publications that spread their influence through the Euro-Region,
- Shared analyses and debates about the vertebral programmes of the EU, specially the ones that concern peripheral development and visualization.
- Use of ICTs to reveal the local realities to the whole Euro-Region.
- A weekly or bimonthly space with a common agenda, even if it has a diverse treatment, in some of the main public and private media of both areas.
- The setting of bases for a shared public communication media –for instance, a thematic TV– in the whole area of the Eixo Atlántico.
- Establishment of prizes and incentives for journalism in the Euro-Regional area, with the aim of creating an opinion leaders core that works as a basis for the creation of basic Euro-Regional consensus.

2.4.6.3. Involved actors

Eixo:

- Coordinating the actions oriented towards the creation of a Euro-Regional public opinion.
- Working as a forum of exchange of good practices.



Local administrations:

- Fostering mobility programmes in different sectors, especially the ones related to cultural and leisure activities.
- Collaborating in the creation of common communication contents and spaces in the Euro-Regional area.
- Designing and feeding dissemination mechanisms of the local reality that make every city more attractive, as well as the territory as a whole.
- Collaborating in the creation of a Euro-Regional public opinion.

Regional and national administrations:

- Fostering mobility programmes for students, professors and researchers.
- Enabling the creation of a shared public media.
- Collaborating in the creation of a Euro-Regional public opinion.

The EU:

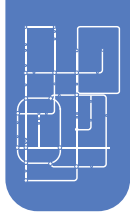
- Promoting the creation of a Euro-Regional public opinion along the borders.

Civil society:

- Taking part and creating programmes of Euro-Regional mobility.
- Collaborating in the creation of a Euro-Regional public opinion

MATRIX OF THE RELATIONS BETWEEN THE AREAS OF THE INCLUSIVE AND PARTICIPATIVE CITY AXIS AND THE TRANSVERSAL OBJECTIVES OF THE EUROPEAN URBAN AGENDA

AREA	SUSTAINABILITY	GROWTH	INCLUSIÓN
1. Demography, health, social policies and inclusion	Programming a demographically -balanced society.	Immigration policies that enable the organized rebalancing of the demographic pyramid	Programmes of cultural, social and working integration that avoid the formation of ethnically differentiated urban areas.
2. Multiculturality, interculturality and cultural education	A society open to interculturality.	An educational model that sees diversity as an opportunity and cultural wealth.	Interculturality as a normalized expression of an open society. Generation of intercultural traditions and referents of social life.
3. Structural, legal and security	Determination and reinforcement of the assimilated socialization patterns.	Creation of cities integrated from their cultural and ethnic pluralism.	Opportunities for recycling, professionalization and diversity. The public space as a reflection of interculturality.
4. Comprehensive programmes of urban revitalization	Dissemination of urban services and infrastructures in the whole area of the city. Use of centres of public services for urban revitalization.	Avoiding commuter towns, providing all the spaces with commerce, services and leisure and job opportunities.	Generating proximity employment. Increasing the diversity of the social fabric. Fostering entrepreneurship in the urban space.
5. Housing	Adequacy of the housing stock to the global environmental change.	Adaptation of the housing stock to the circular economy. Affordability of the housing.	Housing access as a central element of social cohesion.
6. Communication policies	Sharing the agendas in the information process, in order to generate demands and wide acceptance decisions	Fostering the creation of a Euro-Regional public opinion.	Favouring initiatives related to information and opinion in small towns and in big urban centres.



2.5. EFFICIENT MUNICIPALITIES: THE NEW ADMINISTRATION (RELATIONAL LOCAL ENTITIES)

Rethinking the role of municipalities and cities in the next decades implies an important effort rethinking the internal organization itself, its functioning structure, the necessary resources and funding and how to get these, as well as the new roles that the new agents, and especially citizens, must have. With the intensity of the crisis and the new future challenges for urban systems, 3 big models/types of reaction by the local entities arise:

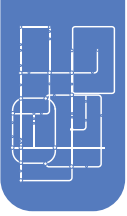
- **The provider and service management model:** focused on offering services to citizens, and on the consideration of the citizen as a consumer or client of municipal resources. This model has led municipalities to a loss of social and economic protagonism, orienting management towards privatisation processes. Municipalities try to focus on the development of their own mandatory competences, and they start calling “improper” the ones that are voluntary. Politics submit to management, accounting and intervention. Politics as a tool built by citizens is not considered. We get a discredit of politics from some spheres within politics itself.
- **The market or “absent government” model:** this one must do as little as possible (euphemistically defined as “weakening the public sphere”) and which entrusts the civil society and/or the “market” to lead and carry out the tasks that before were integrated in the public responsibilities. Management mechanisms of the “res-publica” begin to operate, such as the ‘private finance initiative’ (PFI), also known as ‘public-private partnerships’ (PPPs), which, in some cases, were used for different aims to those that they were initially thought for. Public values of general interest, transparency, objectivity or equity are submitted to the effects of the Triple E (economy, efficiency, effectiveness) that are characteristic of the private organization and service management. This management system fosters citizens who are not committed or responsible with their city and their future, and it leads to an increase of the conflict between actors and different sectors of the citizenry and its democratic representatives.
- **New public governance model, based on the concepts of democratic governance:** these are the governments of the articulated action, the resilient city, able to face adversities and to prepare the future. The objective is focused on the construction of a new shared model of social, economic and institutional progress, in the city that leads it towards objectives of progress, social and institutional cohesion and, why not, improvement in the productivity and competitiveness conditions, always within the upkeep of a high level of social responsibility on the part of companies. This is about correctly managing their competences, together with the purview management (those things that citizens care about, and which is basic for the progress of the city; something that does not mean funding and providing them with mostly local resources). Since public policies are *polis* policies, agreeing and cooperating are key issues.

Managing a territory means less and less focusing only and primarily on economy, efficiency and effectiveness values of public resources, and the now tend to prioritize quality relationships between urban actors that generate synergic effects. Effectiveness has to be linked to the concept of the optimal, with aims and time, with the relation between expected and obtained outcomes, with the degree in which objectives and aims are reached in a specific period of time, without paying attention to costs. Efficiency, on the contrary, must be related to the administrative capacity to obtain the maximum results with the minimum resources, energy and time. Quality relations between urban actors should not ignore the necessity for setting a reasonable limit to local indebtedness, which must basically be focused on productive investment without hampering future generations and their right to development. We should not ignore either the necessity for having a reasonable limit of local taxation because both citizens and investors must have the notion that the service that is actually provided by local authorities corresponds to the taxation level that is imposed on them.

This is about the capacity to orient the coordinated action of the different urban actors towards a future direction, of through a specific project.

However, focusing on Spain and Portugal, the first one with 8.117 municipalities and the latter with only 308, the current crisis has entailed a legal transformation, for the sake of fiscal consolidation, which tends to reduce municipal competences and increase the control over the economic-financial management of local entities in the Spanish case. Meanwhile, in Portugal, with the same philosophy, the reform has been deeper. The creation of new public local companies has been forbidden; they have reduced the number of *freguesias* around 25%; they have reduced the number of intermunicipal communities, making them coincide with the NUTS III and clarifying their competences, especially in the management of european funds for the period 2014-2020; they have reduced the number of *vereadores* (councillors) and directors in each municipality, at the same time that they reinforced the audit powers in the Municipal Assemblies.

Despite the differences between both countries, their reform projects of local administration have a lot of similarities. The main reason is that their objectives have been imposed by external organisms as a counterpart for the help that they received.



SPAIN	PORTUGAL
Priority to efficiency	Priority to efficiency
Elimination of minor local entities	Reduction and elimination of minor local entities (<i>freguesias</i>)
Redefinition of municipal competences	Redefinition of competences between municipalities and <i>freguesias</i>
Reduction of the number of municipalities	Reduction of the number of municipalities
Ban on the creation of instrumental bodies	Ban on the creation of public local companies
Reduction of the number of local management positions	Reduction of the number of local management position
Reduction of temporary staff	Reduction of the number of local public workers
Reduction of the number of councillors	Reduction of the number of vereadores (<i>councillors</i>)
Limitation of exclusive-dedication public positions	Limitation of exclusive-dedication public positions
Regulation of retributions of mayors and councillors	

Trying to collect the current strategies that European cities and groups of cities (cross-border or not) propose for a better governance, government and public management, the international expert Jordi Joly reminds us that the European Commission points out that the quality of the public administration has a direct impact on the economic environment and is therefore essential to stimulate productivity, competitiveness and growth. He also states that the cross-border institutional association must not only be a wide frame of regional strategy, but also a motor that fosters the improvement of sustainability, progress and the habitat.

It is desirable to start developing a model for cross-border municipal associations, for the governments of cities, and to prepare them to reach the objectives of the Urban Agenda 2020, a model with an excellent cooperation between politicians and public administrators to ensure the mission and the vision of the city, and which should be implemented in the daily working habitats.

Moreover, cities with current success and with future perspectives of it are based on cooperation as a key factor, on horizontal governance with the creation of networks and clusters, but also with a vertical aspect to achieve the necessary transversality. For this, it is necessary an active role of cities since integration issues are not very present in inter-ministerial policies.

On the other side, it is necessary to deepen the development of the feeling of belonging to a cross-border structure, focusing on aspects and projects that are not approachable as individuals but rather as groups, focusing the strategy on impacts that citizens can recognise.

According to Joly, cities must work a bit further in the concept of the Smart City; intelligent does not only mean being friendly in the use of digital tools and technologies, but rather having a recognised and advanced capacity to manage the policies that are under the responsibility of the city. Cities and their groups must work towards an effective and efficient government system with (horizontal and vertical) gears able to align resources to get a positive social impact. This is undoubtedly an advanced impact and government, a new public compromise.

Local internal governments of the organization of cross-border cities play an essential role, especially in the alignment and dialogue between politics and management. So the proposed model is based in the Politics and Management Deal (PMD), a whole, integrated and structured system that covers a wide range of tools and theories.

Joly defines the concept Economy Impact, which in its future conception means working and developing a space of compromise for society, seeking an area where the public and private spheres overlap, creating synergies of mutual interest. Sustainable economic development and social compromise are the key points of regional success.

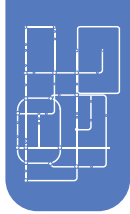
The creation of adequate creation of innovation systems help to develop a regional where people want to start and develop businesses, being at the same time attractive for companies that currently move anywhere. So it is very recommendable to foster innovative public hiring through public tender, looking for solutions to the city challenges.

Public administrations have to focus their efforts in being efficient, competitive, innovative, based on trained professionals and oriented to the result. If we add a transparent strategy and an effective management of the human and economic resources in a sustainable way, the citizens' wellbeing is ensured.

Finally, about funding, even if efficient administrations and quality management criteria in public organizations must not depend on subsidies, they must not either give up on them.

In this context, the analysis about the new local administration in the area of the Eixo Atlântico is focused on the following intervention areas:

- Democratic governance: leadership and boosting of an integrated strategy of urban development.
- Administrative efficiency: an administration for strategy management.
- Funding: sufficiency, transparency and financial autonomy.
- Network and lobby structures: cooperating and agreeing.



2.5.1. DEMOCRATIC GOVERNANCE: LEADERSHIP AND BOOSTING OF A STRATEGY INTEGRATED IN THE URBAN DEVELOPMENT.

All methodologies developed during the last two decades of the past century and oriented to the reform of the local public administration had in common their belonging to the same approach, which consisted in considering that public administration should be focused on some competences and resources that must be made more transparent, controllable and efficient in order to serve citizens. In the 21st century, a new approach is needed. A new approach that consists in placing the attention on the action by the local administration with regard to the achievement of economic and social development objectives, as well as quality of life for the whole society. In this approach, the service offer and the efficiency of its management depend on their impact and incidence in human progress, which is a societal action that encapsulates and integrates them. Development or human progress objectives are: economic development, social cohesions, environmental sustainability and ethic aims, based on human rights within development processes.

Local governments need to take the lead in order to build networks of actors and to coordinate their efforts to be able to develop a good governance of the city under the democratic municipal responsibility and the citizens' participation and co-responsibility. Nowadays, what is essential in a democratic government, which represents the general interest, is finding its specific role as the driving force of relations of public, private and inter-institutional cooperation, depending on objectives and projects that respond to general interests and needs felt by citizens. The main task for the administration is to take the public responsibilities for the right functioning of inter-organizational relations within the territory. The result of public policies depends on the intensity, quality and stability of the interactions that are produced between the actors.

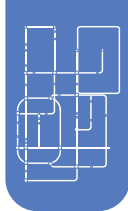
One of the most accepted definitions of governance is precisely giving an answer to the expectations and demands of the citizens. Providing this answer was attributed to the public administration, which had to do it through the development of public policies and the display of social benefits and services. The big change consists in the acknowledgement that giving an answer to the growing and increasingly complex needs must be an agreed action between the different social and institutional actors. Because of that, this is not about ensuring governance as a government action, but rather that the essential point is to ensure governance. This means that the shared action between the actors present in the territory to respond to the needs and to give support in the achievement of challenges. Governance implies the capacity of a society to reach its objectives. Nowadays we should talk about the capacity to govern, rather than about government. This means, about coordination between the government resources and civil society.

2.5.1.1. Intervention lines

- Generation of trust and collaboration between civil society and public administration. The creation of clusters in the economic sphere and cooperation networks in the social area would be characteristic elements of the new governance.
- Establishment of an enabling leadership that brings social forces together and leads them towards a common objective. This leadership must be exercised by the democratic administration. Entitled by that and for that.
- Establishment of channels that favour the auto-organization of the most disadvantaged social sectors, and the reinforcement of representativeness of entities that take less specific and more general interests. The absence of leadership by the elect administration implies a democratic deficit in the territory. It is essential that administrations take the lead, so that it does not remain exclusively in the hands of corporate interests.
- Strategic management of the territory as a tool in the hands of local and regional governments to go from managing competences and resources to leading the transformation processes of the territory with the cooperation of social and institutional actors, and the participation of citizens understood as a responsible implication in the achievement of human progress objectives.
- Relation between local and regional administrations, based on a relational-collaborative negotiation process. For that, we need to break the relations scheme between administrations, based on competences and resources, which refers to a conflict scheme based on “I win (competences and resources), you lose”. The new negotiation scheme lies in “I win, you win”, in the achievement of human progress objectives in the cities and in the region.
- Clear definition of the competences on which municipalities must exercise their authority. This means defining the municipal competence catalogue for the benefit of democratic governance and citizens.

2.5.1.2. Expected outcomes

- Revision of the basic regulation about the local regime.
- Creation of a discussion area that enables, boosts and defines a new regulation frame about the local regime and its funding. These are aspects that go beyond the local competences but affect them in an important way.
- Articulation of a structural reform with vocation of permanence through time.
- Mayors and Councillors must nimbly combine the management of their competences with the management of the wide contents of their political agenda (competences – responsibilities).
- Implementation of a relational-collaborative governance, lead by the local government with a strategic management, and with the co-responsible participation of the whole society.
- Determination and consolidation of real rights of participation and collaboration of the citizens in the development of the common project of the city.



2.5.1.3. Involved actors:

Eixo:

- Contributing to the debate of the existing know-how.
- Working as a forum of exchange of good practices.

Local administrations:

- Taking the leadership that enables the integrated strategy of urban development.
- Leading the strategic management of the territory after it has been defined in collaboration with the remaining institutional and social actors, as well as citizens.
- Determining and consolidating the real rights of participation and collaboration of the citizens in the development of the common project of the city.
- Implementing a relational-collaborative governance.

Regional and national administrations:

- Revising the basic regulation about the local regime.
- Creation of a discussion area that enables, boosts and defines a new regulation frame about the local regime and its funding.
- Defining the municipal competence catalogue for the benefit of democratic governance and the citizenry.

The EU:

- Favouring the debate about democratic governance.

Civil society:

- Taking responsible part in the integrated strategy of urban development in their cities and territories.
- Taking responsible part in the democratic governance of their cities and territories.

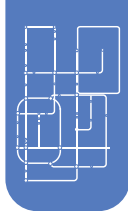
2.5.2. ADMINISTRATIVE EFFICIENCY AND TRANSPARENCY: AN ADMINISTRATION FOR THE STRATEGY MANAGEMENT

In order to truly develop the strategic relationship management in a city it is necessary to build a public administration that matches the expectations of the 21st century (modern, effective, receptive, collaborative, etc.) and oriented to the supply of quality public services. An understandable, accessible and participative administration that does not imply any obstacles for the display of democratic governance. Leading a city from the perspective of strategic management requires an administration oriented in the same direction and with the abilities to enable the implementation of the designed strategy. Of course, this matters a lot for the articulation of the new governance, management and organization of the municipality. We need leadership in order to develop a transformation process with a clear change direction: going from the provider/absent government to the relational one.

We should not leave behind the fact that Spanish and Portuguese public administrations carry a deep stereotype of inefficiency and ineffectiveness. From this perspective, we do not understand the immutability and durability of some organisms and some teams from the public administration which, being inefficient, produces negative effects in the competitiveness of the Spanish and Portuguese economic systems. Nowadays, social legitimacy is not enough, and needs to be complemented with other organization values (economy, efficiency, effectiveness, social equity, objectivity, transparency, accountability, participation, etc.), which carry a new legitimacy based on their capacity as a “global being” which provides services. Citizens want a public administration that pays attention to their needs and demands. From their condition as users, citizens require a greater attention to the capacity of public administration as a whole to correctly design, organize and provide services.

Undoubtedly, efficiency in administration management is a fundamental matter for the generation of government legitimacy, since beyond the democratic behaviour of public powers, it is essential that these respond to the needs of society and that they do it efficiently. Moreover, society increasingly needs larger doses of transparency in administration management and decision taking. Transparency and “accountability” are an essential element for local governments and administration to count on the necessary political legitimacy and to provide the territory with the necessary governance.

All of this provides the governance and good government principle as a primary matter and, we could also say, as the first task of local governments and of the Eixo itself, as an association of cities.



2.5.2.1. Intervention lines

- Planning an administration of strategy management. Working to reach an administration for strategy management that ensures a better quality of public services with a greater implication and training of civil servants, with the aim of achieving a greater degree of professionalization of public employees in the framework of the Politics and Management Deal model (PMD).
- Guarantee of the multi-direction nature of communication, counting on corporate information systems that are able to report from the basis upwards, a necessary condition to develop relational governments.
- Advance in the creation of transparency and “accountability” mechanisms for society, making the Eixo Atlântico a network of “cities with good government and transparency”.
- Achievement of a quality and innovative electronic administration for citizens. Internet as a strategic tool to extend the relationships between citizens, and multiply the supply of services through a series of strategic lines: online municipality; attention to citizens and to the service quality; receptivity, participation and agreement; organizational development; new management tools.

2.5.2.2. Expected outcomes

- Implementation of an innovative transformation project for the creation of relational governments and receptive administrations.
- Implementation of a real digital administration that fosters the Internet culture among citizens and within the city council.
- Enlargement of online public services.
- Improvement of services and multi-purpose integral attention.
- Creation of integral offices for citizen attention.
- Facilitation and simplification of procedures.
- Achievement of an administration that fosters dialogue and information in both ways, more participative and co-responsible with citizens as a result of this interaction.
- Achievement of a receptive and participative administration.
- Creation of a culture of transparency and good government in the management of municipalities, favouring the knowledge of public policies and “accountability”.

2.5.2.3. Involved actors

Eixo:

- Contributing to the debate of the existing know-how.
- Working as a forum of exchange of good practices.

Local administrations:

- Achieving a receptive and participative administration.
- Facilitating and simplifying procedures.
- Increasing the quality of public services.
- Creating integral offices for citizen attention.
- Opting for the implementation of a digital administration.
- Creating an urban observatory to keep track of the integrated strategy of urban development.

Regional and national administrations:

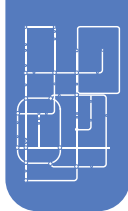
- Opting for the implementation of a digital strategy.
- Achieving a receptive and participative administration.
- Increasing the quality of public services.

The EU:

- Supporting the implementation of digital administration through structural funds and the EIB.

Civil society:

- Taking responsible part in the implementation and tracking of the integrated strategy of urban development in the cities and territories.



2.5.3. FUNDING: SUFFICIENCY, TRANSPARENCY AND FINANCIAL AUTONOMY

In Spain, with the ending of transfers of education and health systems, the expenditure switchboard approaches 50% for the State, 35% for Autonomous Communities, and 15% for local entities. This picture implies that Spain has become one of the most decentralized countries in the world from the perspective of public spending distribution between the state and the sub-state levels. But if we analyse the distribution of this spending between the two sub-state levels (regional and local), there is an important imbalance.

In Portugal, however, the debate about regionalization has been for years in the political agenda, but has not been materialised. Consequently, with a very centralized state, we can see a spending distribution with 74% for the state and 26% for local entities.

In this moment, our local governments are mature enough to be able to take a larger load of responsibilities for their citizens, with the consequent transfer of financial resources that are needed for their supply. Furthermore, there is a generalized demand for a deepening in the principles of local democracy and subsidiarity or “proximity”, which have also a reciprocal feedback relation: local democracy requires, to be effective, to be projected on wide areas of public policies, and the proximity principle is justified by the larger democratic control of the execution of these public policies and the possibility of citizen participation in their design and management. The delimitation of the local competence area is an inter-related matter with the attribution of financial means, and the virtuality in the assignment of competences other than the delegated ones will ultimately depend on the economic means which local entities are provided with. Moreover, the size and population of municipalities must be part of the debate about funding and the competence area.

In order to maintain the growing spending and the increasing service supply, municipalities have opted to increase the tax collection to its limits, and/or resorting to indebtedness. But it is necessary to highlight that local corporations carry out an investment volume that doubles or triples the long-term borrowing that they request, being the most effective administrative authorities in the investment of foreign credit, although in the Spanish case this can not be decoupled from the low competence level of municipalities. Even so, the local indebtedness level produces a financial damage, more or less worrying depending on financial variables and on the progress of incomes. But there is a larger risk, a political risk derived from the need to pay attention to social needs without having resources in the same proportion.

2.5.3.1. Intervention lines

- Establishment of a proposal of a new funding model that includes the redefinition of taxable products reserved for local corporations.
- Renovated vision of the organization of the regional and urban territories.
- Autonomy in tax management.

- Strengthening of financial sufficiency of municipalities. It is necessary to approach a deep reform of local taxes in order to adapt them to current needs.
- Economic and financial sustainability. The indebtedness limit must be the same of municipalities than for the rest of public administrations. In any case, municipalities must use their treasury surpluses and remnants without more limits, other than the indebtedness ones.
- Institutional loyalty. The state budget must not alter the local financial regime. We must make transfers flexible, and increase sensitivity in the stipulated weighting criteria, establishing new ones if it is necessary.
- Definition of cohesion mechanisms for inland and low-density municipalities since, in the short term, the only way to compensate the gap in the relation income/spending is to increase the state contribution, establishing criteria that guarantee that these transfers help to balance the territory.
- Creation of incentives for the real and effective cooperation between municipalities in service supply.
- Increase of transparency in the elaboration and execution of the public budget.
- Training to be able to get the maximum competitive public resources available, especially in the national and European spheres.

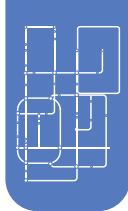
2.5.3.2. Expected outcomes

- A new model of local financing, simplifying it, making its management and transparency easier, and providing it with a larger taxation strength.
- Achievement of a larger financial sufficiency, with the aim of maximizing the social efficiency of municipalities, allocating the available resources under the principle of solidarity, the basis of democratic culture, with the objective of being able to keep social coexistence.
- Strengthening of municipal autonomy to be able to guarantee quality public services.
- Reformulation of the political-administrative system of the territory, if necessary.

2.5.3.3. Involved actors

Eixo:

- Contributing to the debate of the existing know-how, especially in the fundraising of competitive public funds.
- Working as a forum of exchange of good practices.



Local administrations:

- Contributing to financial sufficiency with an efficient and transparent management of resources.
- Ensuring transparency in the financing of local Treasury departments.
- Working towards quality public services.
- Exercising institutional loyalty in financial matters, with the remaining public administrations.
- Managing public finances with sustainability criteria.
- Training professionals for the fundraising of competitive public funds.

Regional and national administrations:

- Reformulating the political-administrative system of the territory, if necessary.
- Strengthening municipal autonomy and financial sufficiency.
- Promoting a new financing model of local Treasury departments.
- Creating incentives for real and effective cooperation between municipalities in service supply.
- Defining cohesion mechanisms for inland and low-density municipalities.

The EU:

- Promoting the European Charter for Local Self-Government from the Council of Europe.

Civil society:

- Requesting and monitoring the transparency of finances in local Treasury departments.

2.5.4. NETWORKS AND LOBBY STRUCTURES: COOPERATING AND AGREEING

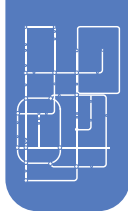
Galicia and the North of Portugal are territories with a large imbalance between the coast and the inland, which causes that there are a lot of municipalities that occupy a large extension, but have a small and ageing population. There is also a tension not very well resolved between large cities and their metropolitan areas, which generate situations of inefficiency and overlaps that redound in this tension.

It is important to build structures, or modify some existing ones in order to improve the position of the Euro-Region municipalities, both in their relation with the environment and in their own endogenous abilities. From this departing point, we want to formulate an improvement alternative based on conceptual basis that lie on some central elements. Action unity from the necessary local autonomy. Spending efficiency in service sup-

ply, giving priority to their quality. Ensuring the coverage of public services in the whole territory, no matter the circumstances that condition every local administration (size, dispersed population, metropolitan areas, etc). Fostering the synergies that allow an improvement of the position of local administrations and strengthening their (economic, tourist...) potential. The boost to the collaboration between local administrations, minimizing rivalries in a cooperation environment. Fostering the collaboration between local administrations and the socio-economic system where they are integrated.

2.5.4.1. Intervention lines

- Identification and analysis of the existing structures. We need to know and analyse the functioning of the already-existing structures, such as municipalities associations or communities, consortiums, foundations, entities of mixed participation between private institutions (non-profit bodies, companies or others) and municipalities or supra-municipal organizations.
- Adequacy of the structures to the needs of the environment. This is not about creating a structure and replicating it mimetically in all territories, but rather about studying the needs and strengths of the environment where they operate, and condition them to the objectives pursued, making collaboration a central element for their achievement.
- Fostering of cooperation culture and alliances through the establishment of common strategic objectives. It is necessary to visualize the utility of collaboration so that the different actors that take part in the area, especially those that have more responsibility in the decisions, perceive collaboration as a strength and a useful tool for the achievement of the pursued objectives.
- Interaction and permeability. We must foresee agile and flexible mechanisms that allow the permeability of networks and lobby structures created so that they can interact with the environment, enriching and implementing those ideas and initiatives that emanate from other institutions, or that exist in the reference area or, if it be the case, in other ones.
- Internal flexibility of networks and lobby structures that allow reinforced cooperation, without forcing anyone to start new actions, and without preventing anyone to do it.
- Insertion of the territory in the global world. We need to exercise influence in any forum, no matter how close or far they might be, where decisions that affect the Euro-Region municipalities are taken, forging flexible alliances (temporary or not) with other involved agents.
- Consolidation of cross-border cooperation structures that have proved their effectiveness in the Euro-Region, and creation of some new ones in the area of proximity cooperation.



2.5.4.2. Expected outcomes

- Analysis of structures and lobbies that operate in each environment: composition and strategic objectives.
- Improvement of competitiveness in each of the cities of the Eixo thanks to the network and collaborative work.
- Reduction of differences between the inland and the coast, as well as the fact that less-developed areas can harness the synergies of the most dynamic ones, accelerating the development convergence.
- Creation of stable supra-municipal or inter-municipal structures, permeable in the environment and interacting with it.
- Specialization of supra-municipal structures, depending on the strengths of the environment to which they belong and/or the objectives that they pursue.
- Consolidation of cross-border cooperation structures that have proved their effectiveness in the Euro-Region.
- Creation of national or international flexible lobby structures that are able to defend the interests of the Euro-Region cities.

2.5.4.3. Involved actors

Eixo:

- Consolidating itself as a cross-border cooperation structure of reference.
- Contributing to the debate of the existing know-how.
- Fostering the culture of cooperation and alliance.
- Analysing the structures and lobbies that operate in each environment, their composition and their strategic objectives.

Local administrations:

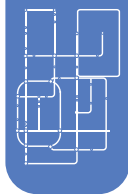
- Creating stable supra-municipal or inter-municipal structures, permeable in the environment and interacting with it.
- Fostering cooperation and alliance culture through the establishment of common strategic objectives.

Regional and national administrations:

- Enabling the creation of national or international flexible lobby structures, temporary or not, that are able to defend the interests of the Euro-Region cities.
- Fostering the cooperation and alliance culture.
- Promoting the creation of stable supra-municipal or inter-municipal structures.
- Contributing to the reduction of differences between the inland and the coast, thanks to the network and collaborative work.

MATRIX OF RELATIONS BETWEEN THE AREAS OF THE EFFECTIVE MUNICIPALITIES AXIS AND THE TRANSVERSAL OBJECTIVES OF THE EUROPEAN URBAN AGENDA.

AREA	SUSTAINABILITY	GROWTH	INCLUSION
<p>1. Democratic governance; leadership and boosting of an integrated structure of urban development</p>	<p>Natural evolution of the characteristics of public management. Requirement of accountability in the public area. Transparency in the area of public economic activity. Adequacy of the financing system to the new competence system.</p>	<p>Joint and coherent planning of wide territorial areas as the basis for a sustainable growth of homogeneous territorial environments. Attractiveness of the city and its functional environments (widening of the concept of city marketing). Public sector as the dynamizing and ensuring factor of the new social economy. Quality, excellence and innovation in public services as the basis for a rational, balanced and fair development.</p>	<p>Planning of social policies for functional areas (over the administrative-competence limits). Avoiding the chronicity of urban poverty in the area of the European Union. Social, economic and environmental balance as basic principles to avoid social exclusion and to be able to correct distortions caused by urban vulnerability.</p>
<p>2. Administrative efficiency and transparency; an administration for strategy management.</p>	<p>Shared maintenance of information systems for the integral management of cities. The EU Agenda and its impact in the contents of policies and in the management of cities. Reform and rationality of the competence system as a guarantee of their future viability.</p>	<p>Growth economy: innovation and new business commitments. Establishment of public-private collaboration and cooperation formulas. Public administration that regulates and ensures social economy systems</p>	<p>Public organization oriented to solve the problems of social vulnerability. Employment and inclusion policies based on subsidiarity principles</p>
<p>3. Financing: sufficiency, transparency and financial autonomy</p>	<p>Natural evolution of the characteristics of public management. Requirement of accountability in the public area. Transparency in the area of public economic activity. Adequacy of the financing system to the new competence system.</p>	<p>Register and management of lobbies: guarantee of transparency and sustainable growth. Public sector as the driving force of economic development. Public Sector with a regulating and balancing function for the imbalances of the economic system.</p>	<p>Transparency in the management of public funds as a guarantee of accountability and adequacy of benefits in inclusive social policies.</p>
<p>4. Network and lobby structures; cooperating and agreeing³. Financing: sufficiency, transparency and financial autonomy</p>	<p>Cooperating and agreeing with the aim of achieving synergies in the planning and execution of public policies</p>	<p>Establishment of public-private collaboration patterns where public interest prevails.</p>	<p>Implementation of new social corporate responsibility formulas for an equitable and fair distribution of wealth</p>



3. CONCLUSION: THE CITIES WE WANT. THE URBAN AGENDA, AN OPPORTUNITY TO DREAM WITH AMBITION

After its first 25 years, the Eixo Atlântico launches a collective reflection for the third time. After two strategic reviews (1995 and 2005), **the collective reflection for the next decade is configured as an Urban Agenda in line** with the building process of the European Urban Agenda that is encouraged by the Amsterdam Pact, signed on May 30, 2016.

This urban agenda aims to define a collective growth strategy that improves the management of local institutions and their governance, both in relation with the other public administrations and with citizens, whose quality of life is the main objective of local policies. The ambition with which it is designed goes in line with the challenge that the structural crisis has meant for the Euro-Region, Europe and the world, so its importance and transcendence must be increased. Being aware of that, the most relevant experts have been involved in its elaboration, not only from the two countries but also from the international sphere. The agenda is the result of shared reflections validated by three complementary ways. Firstly, from the Câmaras and Concellos (city halls) of the Eixo in different General Assemblies (2015 and 2016), and in monographic sessions with elected representative and advanced technicians (Vilagarcía de Arousa, 2015 and Vila Nova de Famalição, 2016). Secondly, from citizens, through the participation in a public survey launched from the Eixo website between November and December 2016. Finally, from civil society and public administrations through the Congress that took place on the 8th and 9th June 2017 in Braga, with more than three hundred people. This participation must be crowned with **an action plan led and developed by the Câmaras and Concellos of the Eixo** with the active involvement of civil society, in order to define and draw the way through which our cities will go in the next years.

If there is something clear in the current urban theories of Europe, and which is present in the most successful cases that we assess, is that they key for success of an urban project lies in the citizenry being the main character: everything must revolve around them and must be thought according to the inhabitants of the city; we must built a constant dialogue with citizens, a shared, co-responsible dialogue that is not limited to listening. This is not always easy. In Galicia and the North of Portugal we need to advance in participation and citizen consensus culture, and this entails time, tolerance and a lot of efforts.

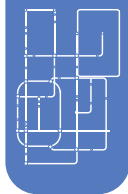
In order to achieve this vision of the city, besides a clear leadership and a team of committed people, we need to include private initiatives and, especially, integrate the maximum number of actors from civil society. Consequently, this vision must be started from inclusion and social sensitivity, making an effort so that no one is left behind in the process, improving everyone's life and especially of those who do not reach the minimum for living. The effort must begin with the most disadvantaged ones, but must also reach every social level that might benefit from this increase of the quality of life.

Clearly, in a group of thirty-eight cities from two different countries we have very different realities, but also common problems that we can solve or at least mitigate if we work together. This is part of the purpose of this urban agenda: defining the kind(s) of city/ies that we want and, consequently, the path that we should follow. Of course every city will be able to choose its own itinerary, but it is good to have a common direction, this means, a model of shared characteristics and with a common vision that every city will then individualize.

Managing a city means prioritizing the establishment of quality relations between urban agents so that this produces synergic effects. This is about the capacity to guide in a future direction, or through a specific project, the coordinated action of the different urban actors guided by the leadership of the Concello/Câmara, personalised in their mayor/president. These conclusions are not conceived as a summary of the keys of each axis, but rather as future challenges in each of them to link them afterwards with the action plan. Strategic management of the Urban Agenda of the Eixo must be based in the following challenges:

Driving cities of Euro-regional territorial cohesion. There is no cohesion without sustainable development and the territorial planning is one of the keys to reach that goal. Such planning requires the co-participation of citizens and economic agents in all stages of the conception, elaboration and execution processes of Euro-regional development projects, by adjusting information and interacting with civil society, allowing these projects to gain strength and that society, as a whole, can appropriate its ideas. Eixo Atlántico urban system has to continue betting on the polycentrism to tackle the challenges of:

- Consolidating the cross-border nature, starting by making the border permeable through the identification of mobility and transport solutions in the area, the design of an offer that covers them and their dynamic implementation. This consolidation must generate a critical mass in different areas that allows boosting a true social free zone that benefits citizens from both countries.
- Including functional urban (and semi-urban) areas as a work methodology between municipalities and cities, without the need to create new administrative structures. These areas can have a geographic (river basin) or thematic nature (including geographic discontinuity). They must be flexible and dynamic, according to the common problems that they must approach and the most efficient and effective resolution alternatives.
- Harnessing the potential of the maritime façade with a collaborative (network) cooperation between the nine large commercial ports of the Euro-Region that allows the intelligent specialization in each of them, and the creation of a port system able to better position the territory through joint coordinating entities. We still need Euro-Regional logistic platforms linked to port activity, thought for national and European markets.
- Developing the Euro-Regional intermodality of transport systems, especially in the port and airport systems and in the area of urban and interurban passenger transport. Intermodality forces to count on online Euro-Regional management of supply and demand.
- Ensuring external connectivity, both of people and goods, through all the possible transport systems, with special emphasis in the large European rail networks and maritime highways. Always following a Euro-Regional strategy (an approach) in proposals and agreements.



- Planning more compact cities for the future as a way to avoid non-sustainable dispersion of the urban fabric. However, we must not maximize the densification but rather finding a balance that optimizes the service supply in the ecosystems. In this way, it will be possible to improve the mobility and location conditions of equipments and infrastructures, at an affordable cost for the community, increasing the quality of life of citizens with more green space and an integrated urban revitalization. In brief, more human cities within a polycentric territorial model.
- Restraining the advance of the diffuse city that invades rural areas that we must preserve and damages rural economies oriented towards activities of urban proximity, which generate sustainable and cohesion employment between rural and urban, inland and coast spaces.

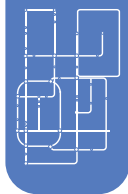
Cities that enable competitiveness and innovation. Thinking in what we have in our past in order to find shared projects. Not looking for future gaps from scratch, but rather building upon previous capacities of the territory. This should be the approach to competitiveness and innovation. In a city strategy of the Eixo Atlântico we must have the tools to fight, or to give citizens the possibility to fight, the main problem that we have: the lack of sustainable and quality employment and the social consequences derived from that. Two transversal objectives must be highlighted so that cities remain the driving force of the Euro-Region and lead the surrounding territories. On the one hand, we need to opt for the plural concept of “smart cities”, not as a specific objective or measurement, but rather as an useful option in many of the action areas of an urban agenda to leave the crisis behind. On the other hand, the generation of employment from all the opportunities that the territory and its potentialities offer in all the areas of activity of this urban agenda, and especially in the area of cultural industries. We need creative projects and capacity to move this vision to citizens, achieving an active implication of private sectors and society to face the following challenges:

- Conciliate the collaboration-competition dilemma which peeps in the media, in public opinion and in political agendas through the methodology of intelligent specialization and common challenges. The vision of the Urban Agenda reaches a farther horizon with a transversal holistic approach, which reinforces the sum of efforts in order to avoid the most sensitive topics, and to go forwards with the rest of them, beyond local interests.
- Consolidating the social and private cooperation reality, which is more intense than the one developed in the administrative and political sphere. The connection between companies and citizens from both sides is constant. It is a sign of vitality that civil society has a driving effect on public administrations.
- Attracting talent, placing value on our competitive strengths in this population segment: quality of life, gastronomy, climate, landscape, historic and cultural legacy, authenticity, made in, inter-university collaboration, connectivity, specialized R&D infrastructures.
- Opting for blue economy, based on knowledge and maritime spatial network planning. The benefits and potentialities of this space are huge from oceanic energy, aquaculture or coastal tourism, going through mobility (port development) and scientific and technological investigation.

- Boosting sustainable tourism as a development lever able to generate quality employment, preserving heritage and natural resources, internalising feelings of belonging and pride, spreading an attractive cultural and urban diplomacy that opens new markets for our companies.
- Creating urban brand (branding) from intelligent specialization and the harnessing of the strengths of each city and the Euro-Region as a whole. First we must self-identify with our own things, and then expand them in the global world with a potent, positive and successful brand image.
- Building a creative bureaucracy that is able to move the political vision of the Agenda and the leadership of elected representatives to the daily reality of local public employees, enabling the emergence of creative industries in all areas, their development, consolidation and expansion.

Resilient cities for the global environmental change. The current structure of the agenda and its contents allow its relatively easy alignment with the objectives of sustainable development recently agreed by the United Nations, which will allow not only to project this agenda at a European scale, but also insert it within the big initiatives of strategic definition of objectives at a global scale. Today, it is impossible to talk about a city vision, a clear strategy that does not lie on a global, ecological environmental vision of respect and improvement of the environment. There are important advances in many cities that work sectorally in specific issues: sustainable mobility, energetic efficiency, CO2 reduction, “urban metabolism” policies, such as air, water, waste, etc... but just a few work globally, with a holistic transversal and integrating vision. Our objective with this agenda is to guide our cities towards a project that has all the environmental aspects as a central axis and with a global vision that is able to face the following challenges:

- Incorporating the concept of ecosystem services in urban planning, and their economic value. Recent studies based on ecologic economy indicate that when rehabilitation costs of degraded ecosystems are compared with the benefits derived from the new services that these ecosystems produce (natural depuration of water, reduction of atmospheric pollution, food supply, etc.) the payback time of the investment involved in such restoration do not exceed 3 years.
- Conceiving natural systems as health promoters, the naturalization of our cities is not an exclusively aesthetic concept, but rather an engine for creativity and productivity. We get higher mortality rates linked to higher distances between the people’s residences and green areas. Moreover, it has been proved that the coexistence with natural spaces improves the mental capacities of citizens, what implies an improvement in creativity and, ultimately, in productivity.
- Generating a new relation with natural systems on the part of cities that do not only have to avoid the impacts on natural systems, but also adopt a new role as responsible managers of these spaces.
- Establishing a new relationship between the urban and the peri-urban rural systems. It is important to close the material cycles using the outputs of urban systems, for instance: nitrogen and phosphorus outputs of cities, as entrances of the closest agricultural system.



- Generating urban resilience, overcoming the dichotomy between sustainability and resilience, is one of the challenges that future ecologic cities have to face. The most effective systems tend to be simpler but they also reduce their resilience, as they lose complexity. The design of urban systems must approach this compromise in such a way that its design increases its effectiveness, and at the same time maintains complexity levels that ensure acceptable resilience levels.

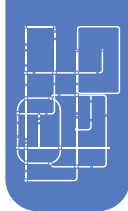
Nice cities that convey safety, integration and tolerance. All social complexity (integration, ageing, unemployment...) is concentrated in cities. This is the reason why, in the future, it will be necessary to invest in social projects in cities, paying special attention to public policies, the touch- and cornerstone of the action of local governments as a driving force for the generation of employment and equality. Achieving a high level of development and quality of these public policies will be a guarantee of success in our cities. Social services, health, education and culture must be present in the activities and interests of our mayors and local governments. It is true that in some of these areas the legislation of each country provides some administrations with more competences, but it is also true that municipalities have an important role in the planning and management of public policies in these fields, and they have also the possibility to influence and especially the obligation to have and to mark policies that might lead them. Cities, therefore, can be especially innovative in the social aspect, in the relation with their citizens and in the operating capacity of their governments, mobilizing not only their own resources, but also the ones from other public administrations and the private sector towards their collective objectives, and getting ready to face the following challenges:

- Overcoming the demographic deficit that jeopardises us: in the long term with inter-departmental public policies that enable a positive natural increase through economic growth, integral support for families and labour conciliation through the increase of services; in the medium term with policies of migration attraction based on the generation of employment, quality of life and safety which avoid any difference in the treatment between local population and immigrants, and which control the pull effect of communities with difficult integration.
- Promoting inner areas with low demographic intensity as a necessary measure of social and territorial cohesion, ensuring their mobility and accessibility to services and to the benefits of new technologies in all areas.
- Feeding an cross-sectional and cross-generational dialogue through the transmission of values through the school and the educational city, where the whole population contributes with their knowledge. Each person with his or her individuality must feel needed and useful for the common good.
- Avoiding the invisibility of the most vulnerable groups that feel excluded from the citizenry with anticipation measures that avoid their exclusion from the agendas of public social policies and even from the ones that emerge from civil society.
- Closing the digital gap that excludes people and that can be increased in the future with the expansion of digital services for citizens. The increase of the digital exclusion creates a lot of insecurity that might provoke the elimination of money in cash and the enforceability of ICTs payment. The elderly are the most vulnerable group in this unstoppable trend, and the one that needs most support.

- Recovering spaces and areas of urban coexistence which fight isolation and loneliness, not only of old people but also of young people and singles. Digital chats can not substitute wine or beer drinking, or the sociability of body language. Coffee shops and squares have always been civilization incubators in the history of Europe. The most global society becomes, the most anchoring to the local aspects we need. Urban planning has to enable this, focusing more on the needs of people and less on economic profit.
- Building new forums and public Agoras in the digital environment, where proven information flows, together with reflections about the model of cities that we want, alternatives and ideas, and the feeling of being part of the present and the future of the city that is built everyday.
- Creating feelings and senses of belonging to the Eixo among citizens, municipal technicians and social agents, as a way to improve the euro-regional space, cooperation and cross-border development. Symbols are key elements of the collective identity.

Efficient and effective cities in public management. Our current society is very different from those where our municipalities were born. The extent and depth of the crisis that has shaken us, and the new future challenges force us to rethink internal organization itself, its functioning structure, the necessary resources and funds and how to get them, as well as the new roles that the different agents, especially citizens, must have to be able to address the following challenges:

- Addressing a true cultural transformation in the heart of organizations and their management and governance practices. This cultural transformation presumes a clarified and inspiring political and administrative leadership and, at the same time, a continuous qualification and valorisation of the human capital, as well as a persistent work of motivation for municipal officers and technicians.
- Creating a creative bureaucracy. Municipal administration is increasingly subject of a management excessively legalistic/formalist, that represses flexibility and creativity in favour of adequate solutions to solve complex problems that municipalities must face. It is important to reverse this perspective, creating a favourable internal atmosphere for the construction of ingenious and intelligent solutions carried out by leaders and technicians of different areas of intervention in municipalities and stimulating lawyers in order to adequate these solutions to the current legal framework.
- Achieving a strategic management by objectives that is based on the positive impacts and is focused on results. In the case of the Urban Agenda, this perspective implies the incorporation of its objectives, measures and projects in the municipal plans and budgets but also, and more importantly, an adequate disposition of financial and human resources, and the evaluation of impacts and the social and economic restitution in each municipality.
- Reinforcing the systems and devices of democratic governance is essential to ensure a greater efficiency in municipal administration and, at the same time, the co-responsibility of citizens and agents of the civil society in local governance, as well as the political re-legitimization of governments and local electives. In this sense, municipalities must compete for a growing transparency in municipal management, ensuring accountability and promoting public participation.



- Increasing information and knowledge about our urban system, which has clear economic, social and environmental weaknesses, and these aspects are essential for planning. What can not be measures can not be managed. We propose, therefore, the creation of a joint project for the creation of a territorial database that fuels the decision taking process.
- Being creative to finance municipal actions that are imagined in the agenda. Some solutions are not expensive, some require brave changes in regulations (even the municipal ones), and some are plainly low-cost. Moreover, we raise the necessity to open the debate about the creation of new financing forms based on responsible investment, such as green vouchers.
- Keep deepening in our cross-border character, reinforcing one of the current trends in cities, which is internationalisation. The definition of the role, relations, priority partners and the reinforcement as regional pole must be approached from cooperation and from a macro-regional perspective.

The technical validation of this Urban Agenda in the Congress of Braga does not entail the end of the process. This is just the closing of a phase. Now, the stage of elaboration of the Action Plan starts, and it must move from the paper to the facts in the budgets and options aforementioned in order to make our dream city a reality. This is therefore a moment for all of us to be generous, for all of us to work together and with ambition. If we do so, we will be able to dream with better cities, with a better urban system of the Eixo Atlântico. It is up to us.



EIXO ATLÂNTICO
DO NOROESTE PENINSULAR



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