



Strategic Plan

MARBELLA-SAN PEDRO2022



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www.marbella.es/estrategia

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letter

to the

citizens



The Town Hall of Marbella works with both the present and the future of our city in mind. Our desire and responsibility of making Marbella a better place leads us to implementing the Marbella 2022 Strategic Plan.

Building our future city

is everyone's task

Buil

Today, we are proud to present in this document the conclusions reached after countless hours of work, idea-sharing and discussion.

I would like to take the opportunity to express our deep gratitude to all the people who have worked on the 2022 Strategic Plan for the city of Marbella. Associations, professional colleges and all sorts of groups and citizens have contributed their ideas regarding their vision of Marbella, whether in-person at our sectorial roundtables or through our IT platforms.

The Marbella 2022 Strategic Plan is a dynamic document that provides the guidelines for creating the city we would like to live in the next few years, but it is not a fixed roadmap. Its implementation in everyday life will determine the evolution of Marbella and this document must adapt to the changes that may appear along the way.

Marbella: Sustainability, Excellence and Innovation



PRESENTATION OF THE STRATEGIC PLAN



The Strategic Plan that you have before you is, above all, an instrument developed through public participation and consensus. A landmark in our city that I am proud to present on behalf of my offices, for it is one of the tasks I have been entrusted with: restoring the loss of public awareness, heading towards a true concept of governance where citizens are the real protagonists and we –the Town Hall– are a driving factor that encourages public participation, which must be the key element in achieving the city we all dream of. A sustainable city with good quality of life for everyone.

That joint reflection of each and every association, expert, technician and institutional and public board has manifested itself in a series of impressions on the needs and possible solutions that Marbella must embrace in order to face the future in a rational way. A future city model that both the city in general and all the different political parties must unite around for the common good.



This strategic plan defines the goals of our city for the next eight years and establishes three strategic thrusts, each with its own strategies and actions focused on regenerating and transforming the city in order to improve the quality of life of its citizens based on three main pillars: sustainability, excellence and knowledge.

A new concept of city is increasingly prevailing, especially in the world's most developed countries: green cities that are at the forefront of ecological sustainability and promote the quality of life of their citizens. Marbella has decided to join that new trend and advance in that direction in order to become a more habitable and sustainable city. Our tourism brand also needs to adapt to these new forms of city-making, and that way our tourist industry will continue to be attractive for many years to come. Knowledge will help us attain an intelligent and integrating growth that branches out to other productive and complementary sectors.

Now is the time to launch the projects that will drive change, consolidate a stable working structure for the plan itself and establish a series of basic indicators which are necessary in order to assess our growth, concerns and future.

Confident that in 2022 we will have carried out some of the projects that have hereby been approved, I would like to express my gratitude to all the people that have taken part in this plan.



The Marbella 2022 Strategic Plan is the result of a series of projects carried out to define the current reality of the city of Marbella from a multi-sector perspective with the aim of finding the ideal model of city for the future, within an established time frame, allowing us to build a city we would want to live in and let it be our legacy to future generations.

The series of stages of its development began with a preliminary stage, necessary for determining the methodology and organisational structure and for gathering information from internal and external sources, including statistics, investigations, good practices carried out by other cities, and the collection of new information through field work and the use of territorial information tools (TIS) and SWOT analysis.

A second stage –or **scenario analysis, model definition and proposals stage**– that, by analysing all the information obtained in the previous stage together with the public and sectorial participation process, resulted in a more detailed knowledge of the current situation and future needs, which has led us to establish a set of strategic lines and actions based on the goals we aim to achieve.

These two stages make up the document we are now presenting, of which this volume is a summary. The methodology we used includes two additional stages, **stage III: Implementation of the Strategic Plan** and **stage IV: Monitoring and Assessment**.

It is through these last two stages where the real transformation of the city will take place. On the one hand, through the **Action and Strategy Development Plan**:

1. Distribution of the driving projects and specific measures in sectorial plans.

2. Timeline of the projects.
3. Allocation of local responsibilities and budgets for implementing each measure.
4. Development of specific monitoring and assessment plans for each measure or project.
5. Proper implementation of the driving projects and specific measures.

On the other hand, through a **continuous revision and management control of the Strategic Plan**:

1. Development of a scoreboard for the entire Plan.
2. Description of the data collection methodology used to create the scoreboard indicators.
3. Study and analysis of the monitoring and assessment indicators for the development of the continuous improvement plan.

Throughout the drafting process, **participation** at sectorial roundtables has included a broad, representative spectrum of local and supralocal institutions, citizen groups, professionals and companies, a list of which can be found at the end of this document.

As well as setting up the aforementioned sectorial roundtables, the local government has incorporated the strategic plan into social networks and launched a website where people can post their enquiries and opinions. This has contributed to disseminating all the information related to the strategic planning of the city and its proposals for thematic specialisation through recommended readings that have been downloaded 4,521 times. Also, citizens could offer their input on the strategic plan via the “Marbella’s Opinion” section of the website.

All information related to the plan drafting process, meetings, conclusions drawn by sectorial tables, strategic proposals, etc. has been uploaded to the website on a regular basis.

<http://www.marbella.es/estrategia>

Miércoles, 24 Septiembre 2014 | Inicio | Aviso legal | Condiciones de uso | Protección de Datos



Plan Estratégico de Marbella

Excmo. Ayuntamiento de Marbella



INICIO
NOTICIAS



GUÍA DEL PLAN ESTRATÉGICO
PARTICIPE EN SU DIAGNÓSTICO



MARBELLA OPINA
BANCO DE IDEAS PARA EL PLAN



DOCUTECA
DOCUMENTOS Y REFERENCIAS

Buscar...



NOTICIAS DEL PLAN ESTRATÉGICO DE MARBELLA

Jueves, 14 Agosto 2014 11:46

PROPUESTAS DEL COLEGIO DE INGENIEROS DE CAMINOS, CANALES Y PUERTOS

Aunque el periodo estival ha supuesto una pequeña pausa en el proceso del plan estratégico no lo ha sido para la reflexión y desarrollo de propuestas por parte de algunos de los participantes del mismo. En este caso compartimos con vosotros el documento de propuestas que nos ha desarrollado el Colegio de Ingenieros de Caminos, Canales y Puertos para la mesa de urbanismo y que supone un buen diagnóstico de nuestro municipio y donde se aportan interesantes ideas y estrategias que estoy seguro que serán una referencia a tener en cuenta en este plan estratégico.

Publicado en Urbanismo y Vivienda



Viernes, 16 Mayo 2014 14:16

PRIMERA MESA SECTORIAL DE MEDIO AMBIENTE



VER CONCLUSIONES DE LA MESA

Ayer 15 de mayo tuvo lugar la primera reunión de la Mesa de Medio Ambiente con una representación variada de las asociaciones medioambientales del municipio como Mujeres en las Veredas, Durisilva, Sociedad Ornitológica Española (SEO), Produnas. La representación institucional estuvo a cargo de como una representación

institucional con el Director General de Medio Ambiente de la Diputación Provincial

PLAN ESTRATÉGICO

FASES. ESTRUCTURA. EVOLUCIÓN Y DIAGNÓSTICO



CONTACTO RÁPIDO

PLAN ESTRATÉGICO DE MARBELLA

CUMPLIMENTE ESTE FORMULARIO PARA
ENVIARNOS UN EMAIL

Nombre y apellidos:

Email:

Asegurarse de escribir una dirección de email correcta para que podamos responderle.

Asunto:

MESAS SECTORIALES

EL DEBATE ESTRATÉGICO



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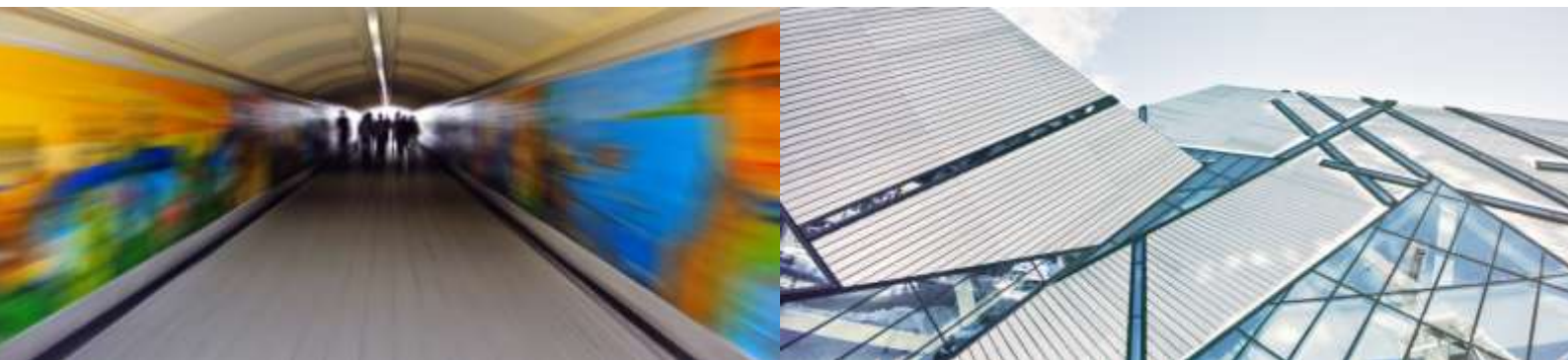
DOCUMENTOS RECIENTES Y REFERENCIAS

CONCLUSIONES DE LA 1ª PRIMERA MESA SECTORIAL DE MEDIO AMBIENTE

Fecha: 15 de mayo de 2014
Lugar: Palacio de Ferias y Congresos de Marbella
Hora: 11:00 h.
en Conclusiones de las Mesas Sectoriales

CONCLUSIONES DE LA 1ª PRIMERA MESA SECTORIAL DE EDUCACIÓN Y CULTURA

Fecha: 28 de abril de 2014
Lugar: Palacio de Ferias y Congresos de Marbella



As for the content, the Marbella 2022 Strategic Plan has carried out an important analysis of the current situation of the different sectors that make up the city in order to identify its singularities, opportunities and weaknesses as well as its strengths and threats. Based on the results of these studies and the input received from institutions, associations, experts and citizens through the participation process, we have established a series of strategies and actions which have then been analysed and discussed by different actors, citizens and members of the sectorial roundtables, who have submitted their assessment to the City Social Council, resulting in the proposal of the main strategic lines of the Strategic Plan for Marbella that have been put forth in this document.

What is a Strategic Plan?

An Urban Strategic Plan is simply **a vision of the city that we all want as citizens**. A long-term model of a city we would like to live in and pass on to future generations. An urban quality space that allows for economic and social development in way that is sustainable over time while preserving its natural and cultural heritage.

A plausible city that, by promoting its unique character and fostering innovation while eliminating or reducing its weaknesses, will increase its competitiveness in a globalised and ever-changing environment where it can find a balance between living standards and quality of life.

This scenario is possible by establishing future goals and the strategies aimed at achieving them.

The success of an Urban Strategic Plan relies on an adequate identification of the **driving projects of change** without overlooking the fact that there are many factors in an urban environment that are not controlled by its actors: global trends, the national, European and global economic situation, the climate of confidence in the city's possibilities, the investors' expectations, etc.

As for the development of an Urban Strategic Plan, this activity cannot be separated from the concept of **local governance** as an instrument of interaction between the actors that make up the economic, social and cultural structures and the local civic associations with different goals or values, but with converging interests in the city territory as opposed to the traditional bureaucratic model of local government.

In short, both the local government and the rest of the actors must **all be in the same boat** in order to achieve the ultimate goal, that is, reaching the desired model of city.

If we are looking for a more scientific definition, *Ángel Iglesias Alonso* states that strategic planning in local administration is the process of identifying the strengths, weaknesses, opportunities and threats of a local administrative body with the purpose of defining its mission and aims and identifying its crucial actors.

The **strategic planning thus developed** entails two things:

- That local governments observe their environment and interact with it in order to increase the city's competitiveness and the quality of its local public services and, ultimately, the wellbeing of its citizens.
- Aiming for a local body based on political leadership that drifts away from the traditional bureaucratic model.

Why a strategic plan for Marbella?

The circumstances that call for the development of a Strategic Plan can basically be summarised in that it:

- Determines the desired **city model** within a time horizon.
- **Analyses and identifies trends**, anticipating future opportunities and problems.
- Delves into **economic, efficiency and efficacy** aspects.
- **Establishes the main goals** by allocating increasingly limited resources to critical actions based on a meticulous and thorough analysis.
- **Offers a larger number of higher quality public services** with increasingly limited resources.
- **Stimulates governance** through cooperation among different administrations and between them and economic and social actors based on a deeper mutual understanding of the current situation and the future strategic goals, generating consensus and social engagement.

- **Strengthens the social fabric** and involves it in the decision-making process.
- **Outlasts political cycles.**
- **Serves as a roadmap**, as a working guide for all social agents on short, mid and long terms.
- **Improves decision-making and simplifies control and assessment processes**, increasing the transparency of local government.

How has the Marbella 2022 Strategic Plan evolved?

In early 2011, at the Local Government Meeting of 22nd February, the Deputy Mayor for City Planning and Housing put forth a proposal pertaining to the strategic planning for the city of Marbella and the drafting of the Strategic Plan under the leadership of the Mayor's Office.

In the plenary session of 27th April 2012, the methodology of the Marbella 2022 Strategic Plan, which described its organisational structure, the methodology that should be followed when drafting its different stages and the creation of the website as a communication tool to support it, as well as all the participation tools, was approved.

Subsequently, and once the Strategic Management and Coordination Office had drafted several documents that supported the Assessment of Marbella city, the public participation stage began, with the cooperation of many citizens and all the different sectors that make up the city. They participated actively through the sectorial roundtables that had been set up or via the website of the Strategic Plan, and between them and the opinions of other institutions and experts, the proposal of the Strategic Plan was completed with the inclusion of the Strategic Lines and Projects that will result in the improvement and transformation of the city by 2022. The proposal was then submitted to the city's Social Council.







3 PROPOSAL OF STRATEGIC LINES

After having completed stage 1 of the Strategic Plan (Analysis and Assessment), stage 2 (Scenario Analysis, Model Definition and Proposals Stage), which gave shape to this document, was carried out. The main goal of strategic planning is to define a city model, create its vision of the future. It is not enough to imagine the future of the city; it also has to be built by defining and prioritising a set of strategic lines to achieve that vision: the Plan's proposals or lines of action.

In order for urban strategic planning to be effective, it must be limited to a certain number of main priorities, sectors and areas that can translate into specific actions. Successful cities show a clear orientation towards “problem solving” and project management.

Considering that the capacity for urban adaptation begins with the ability to identify new **goals** for a project for the future that makes reinventing the city possible. Additionally, a new **form of governance** capable of managing it all is necessary, as well as new **instruments** and forms of action that bring it all to life. We should point out that Marbella has already begun that adaptation and growth process with the implementation of a Strategic Plan that has united individuals and organisations around a common goal.

And that is one of the common denominators among cities that have confronted a crisis with relative success: the presence of individuals and organisations, both in the public sector and in the context of local businesses and civil society, with the will and

ability to generate new initiatives aimed at regaining **competitiveness** while increasing the **quality of life of its citizens**, without being limited to offering defensive answers or waiting for solutions to appear from elsewhere (Valle, 2013), all within the framework of sustainable development.

Another meeting point among the cities that have managed to return to the path of growth is **innovation**. An innovative economy is one that improves both the efficiency and the quality of its working processes and increases the differentiation of the goods or services produced, through the introduction of technological improvements, as well as its internal organisation and management, which will also allow it to access increasingly broader markets as a result of its growing competitiveness.

Future urban strategies reflect a clear tendency towards focusing efforts on **inclusiveness** and **quality of life** in cities and especially on **intellectual development, training** and **education** of the population as an investment for the future. In short, the key objective it is to improve the people's lives. A territorial strategic model based on **human development** as opposed to a purely socioeconomic one/development.

Our city has to deal with global and local challenges in its search for successful strategies for the future. As J. Lerner would have said, "a city can only find solutions for the future from the moment it knows what it wants to be."

The challenges that Marbella must overcome are:

Global Challenges

- The ecological challenge.
- The development of a society of Information and Knowledge.

- Technological changes.
- Population ageing.
- A new leisure and free time culture.
- The increasing level of public requests and demands.
- Changes in tourist habits.

Local Challenges

- The necessity to reequip the city based on people's needs in order to achieve the highest quality of life possible.
- The growing need to protect our natural areas and landscapes, to live in a sustainable eco-friendly environment.
- Public demand for sustainable mobility.
- Establishing our city as a tourist destination of excellence.
- Social cohesion and integration.
- The need to invest in emerging sectors in order to diversify our economic structure and complement its excessive dependence on tourism.
- The growing presence of an increasingly demanding destination-based tourism.
- The proximity to the University of Malaga, the capital's cultural industries and other synergic environments as an opportunity.

Some topics have been repeated throughout the different participation periods, especially during the development of the strategic plan's sectorial roundtables, as powerful ideas that have ultimately inspired the development of Plan's strategies:

On the one hand, the fact that Marbella should make the most of its geo-strategic location as a territorial target, reinforcing its virtues by improving the quality and aesthetics of its urban spaces, enhancing its natural heritage and fighting for the quality of life of its citizens through the improvement of public spaces, infrastructures and proximity services, giving shape to a friendlier Marbella.

On the other hand, it is imperative to create a more sustainable and humane city model, based on its progress within sustainable development, in all three areas: economic, environmental and social.

Also, it is necessary to bet firmly on knowledge, training, innovation and culture as a basis for creating our future society, creative and enterprising, and as a strategy to strengthen and diversify our production model.

Marbella, a city of SUSTAINABILITY, EXCELLENCE AND KNOWLEDGE that offers its citizens and visitors the highest level of quality of life.

In the following section we will explain the different strategic lines, with their corresponding actions. It should be pointed out that the selection of core strategies does not imply the forfeit of other lines or activities, which must remain a part of the strategic planning, as the open, evolving and changing document it is, in order to accomplish the overall improvement of the city within the established time horizon.





4 STRATEGIC LINES



The strategic lines of work are implemented in the form of strategies and actions that pave the way towards a sustainable and friendly Marbella that reaches the highest level of quality of life, that progresses through intelligent and inclusive growth while retaining its own identity, improving its urban structure and protecting the environment, with the ability to generate wealth and employment by consolidating its tourism model and diversifying its production model.

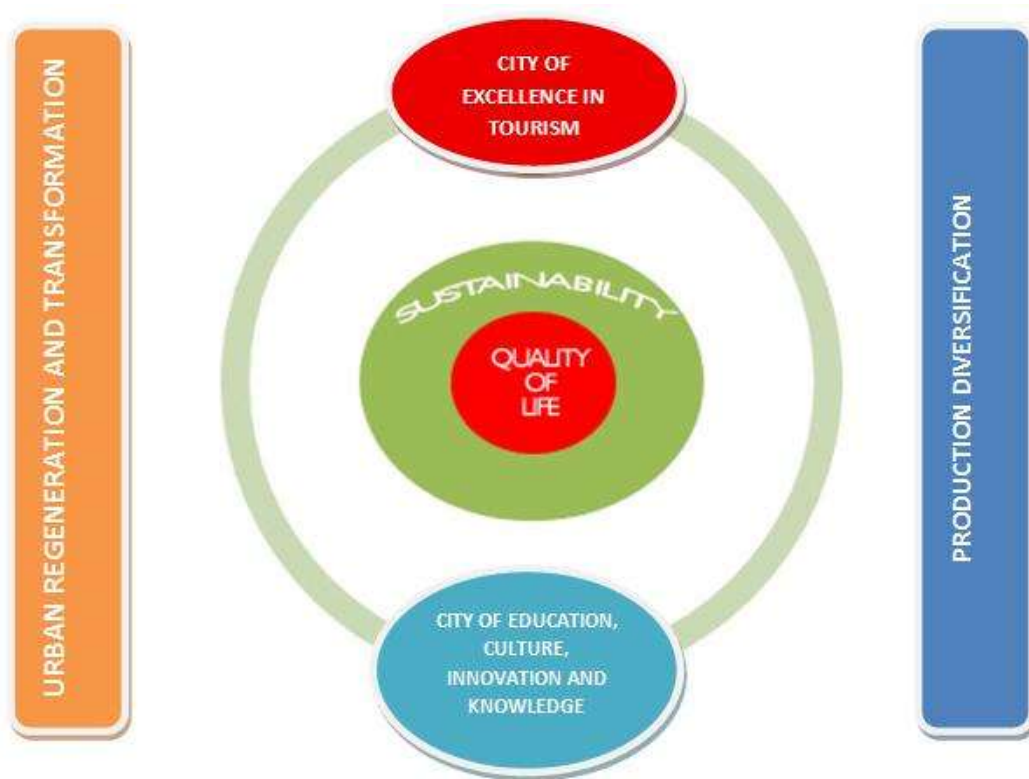
A socially articulated city. Supportive and safe. Healthy. Innovative, technologically advanced and that creates talent. Governed by the principles of transparency, ethical commitment and public participation.

SUSTAINABILITY

EXCELLENCE

KNOWLEDGE

It should be noted that the resulting strategies have a multi-sector and highly cross-cutting nature with regard to their different fields and scopes of activity.



Sustainability is itself a major line of work that brings about the plan's vision. It will generate its own strategies and actions, but it will also develop itself across other lines. In short, the aim is to establish a city model with a clear commitment to sustainability understood in its triple sense (environmental, social and economic), which makes it a more habitable place, and to consolidate our city's excellence as a tourist destination as well as for its citizens, while banking on knowledge, education, culture and innovation as one of the main pillars for reaching a competitive value. The development of this model requires an urban regeneration and transformation process, while encouraging the creation and consolidation of emerging

economic sectors by diversifying our city’s production model. The ultimate goal is to generate the highest level of urban quality of life for both citizens and visitors, understanding the concept of urban quality of life as "a social construct consisting of three main aspects: environmental quality, well-being and identity." (*Alguacil, 2000*)

The following chart shows the three major lines of work with the number of strategies to be carried out and the actions they include.





SUSTAINABILITY

2.1 MARBELLA – CITY OF SUSTAINABILITY

A friendly city, committed to the constant improvement of the quality of life of its citizens and visitors without compromising the ability of future generations to meet their needs, ensuring a balance between economic growth, the environment and social welfare.

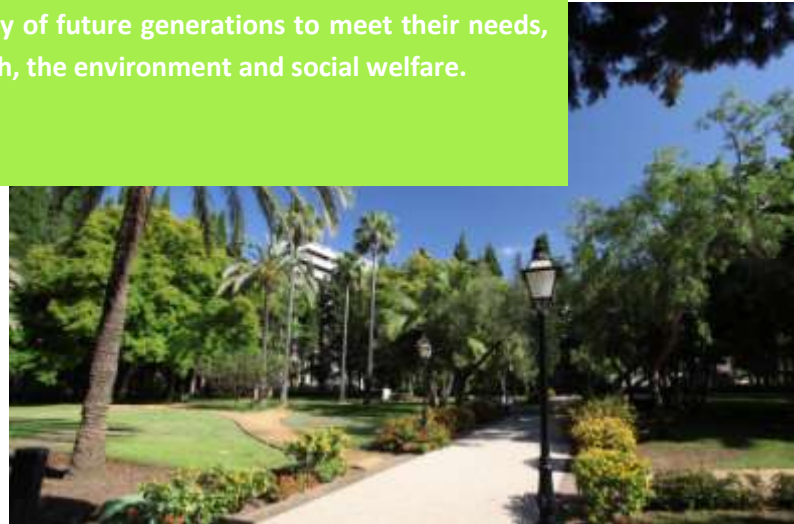
When we talk about sustainability with reference to the strategies of this Plan, it should to be understood in its three strands:

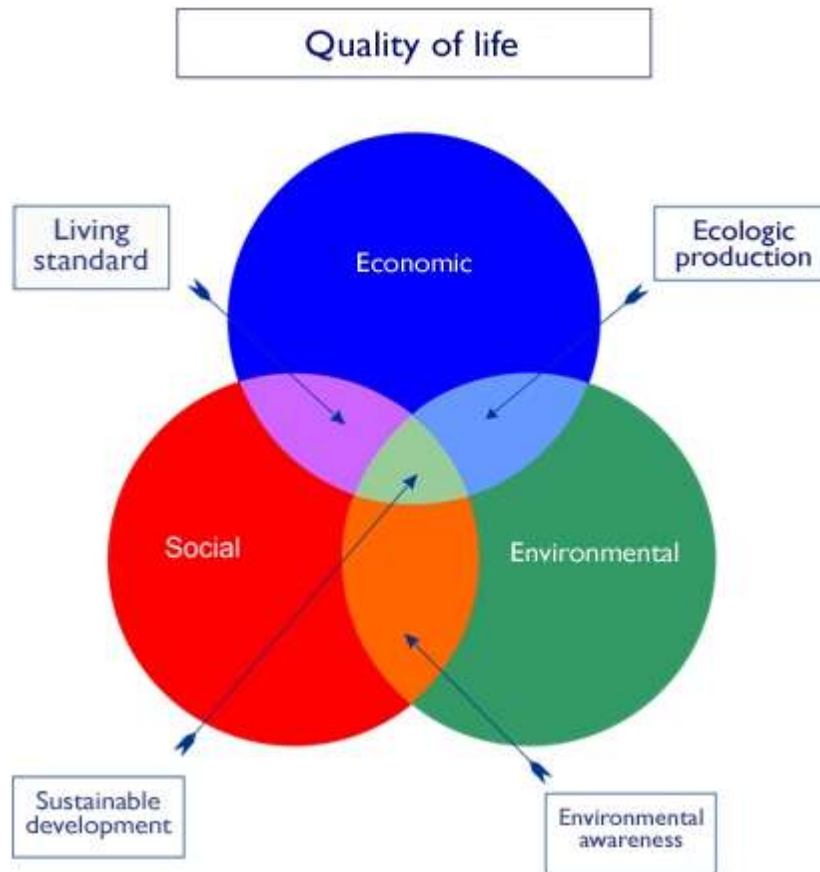
Environmental sustainability: understood as the compatibility between the activity in question and the preservation of biodiversity and ecosystems so that the impact of the development process does not irreversibly destroy the carrying capacity of the ecosystem.

Social sustainability: based on the upholding of social cohesion and its ability to work towards common goals.

Economic sustainability: understood as an economic growth with relation to the aforementioned elements; a new type of economic growth that promotes social equity and establishes a non-destructive relationship with nature based on efficiency criteria.

In short, the achievement of a sustainable development will be the result of a new type of economic growth that promotes social equity and establishes a non-destructive relationship with nature.





In the case of Marbella, it is all about finding the balance between economic progress and the preservation of natural resources, between modernism and tradition, between cosmopolitanism and cultural identity, between quality tourism and the social cohesion of its citizens. These are the **challenges that the strategic plan** must address in Marbella through the strategies and actions of the sustainability lines of work.

From its first inhabitants to tourists and residents these days, Marbella has always been a place whose geographic and climatic features have led to the arrival of people. Its **exceptional nature and landscape** has been a basic resource for generating wealth. In fact, it is one of our greatest strengths as a tourist destination. Therefore, and even more so in the case of our city, it is necessary to properly protect and promote it. An industry like tourism, and more so given the superior quality level that Marbella permanently aims for, should make sustainability its hallmark and its main strategy if it wants the city to continue generating wealth today and in the future, preserving the natural and cultural heritage that defines it while maintaining the social cohesion and well-being of its population, ultimately offering the highest possible level of quality of life.

In terms of competitiveness, sustainability is increasingly establishing itself as a global trend, becoming a “must” in urban strategies. A **friendly and sustainable city** is able to attract more people and companies who wish to settle in or visit it, as is the case of a tourist city such as ours. Marbella can position itself as a benchmark for green cities in Europe due to the protection of its natural resources, its commitment to renewable energy and sustainable mobility and, above all, by turning it into one of the most habitable and sustainable cities in Europe for citizens and visitors alike.

On the other hand, sustainability must be present across the board in the rest of the strategic priorities that will define the city model until 2022, imbuing any initiative developed within it.

Thus, this line of work brings together all **actions** aimed at building an inclusive Marbella that focuses on the quality of life of its citizens and visitors by improving the condition of public spaces, refitting the city and modernising its infrastructures, regenerating and revitalising its neighborhoods and residential areas and achieving a rational, humane and sustainable urban development. This premise is essential for any further strategies.

This line of work also proposes actions to protect and enhance the city’s natural and cultural resources, preserving and developing its own identity.

STRATEGIES

- E.1.1 Sustainable mobility
- E.1.2 Energy efficiency and saving
- E.1.3 Natural areas, public spaces and urban landscape
- E.1.4 Urban regeneration and transformation: improvement of infrastructure, comprehensive town planning, polycentrism and urban cohesion networks
- E.1.5 Urban metabolism
- E.1.6 Multi-level governance

Marbella – City of Sustainability

STRATEGY 1.1.: SUSTAINABLE MOBILITY

The **sustainable mobility strategy** has been widely supported during the participation process as one of the most demanded priorities for the city. Creating a more friendly, sustainable and vertebrate city as a guiding principle that **advocates non-motorised uses** in the modal use hierarchy.

Sustainable mobility means ensuring that our transport systems meet our economic, social and environmental needs while minimizing their negative impact.

It is aimed towards improving public transport and the pedestrian conditions of urban space and the commitment to non-motorised means of transport, achieving a balance between the urban roles of employment, residence, tourism, leisure and trade.



They play a key role in this public policy strategy to promote the **criterion of proximity**, favouring a compact city development in terms of its structure as a support for the different urban uses, and diverse and complex in terms of developing the roles and uses generated within it. Part of this goal is also to create several centralities within the city where the principle of proximity of the residence-employment-leisure roles is present.

A C T I O N S

A.1.1.1 Implement a Local Programme for Sustainable Mobility.

A.1.1.2 Programme for the improvement and promotion of local public transport and a Metropolitan Transport Consortium based in Marbella.

A.1.1.3 Programme for the progressive implementation of platforms reserved for public and non-motorised transport, promoting its use.

A.1.1.4 Progressive pedestrianisation programme.

A.1.1.5 Promote traffic pacification and reduction within the city through active and passive policies.

A.1.1.6 Measures for the location and construction of public parkings to deter the access to the consolidated city, with connection to public transport and non-motorised modes.

A.1.1.7 Develop pedestrian passages in all areas of the city and regain street space for pedestrian use in order to balance the current distribution.

A.1.1.8 Promote cycling not only as a leisure activity but as a common form of transport within the city.

A.1.1.9 Create bicycle lanes in new sectors and interconnect them with the existing network, which must be comprehensive throughout the municipality and complemented with bicycle-parking areas and a local bicycle-hiring system.

A.1.1.10 Plan an urbanism of proximity.

A C T I O N S

A.1.1.11 Proposals for the improvement of the A-7 through service roads to decongest this route and connect residential areas.

A.1.1.12 Measures for the renewal of the fleet of municipal vehicles and their replacement with non-polluting vehicles.

A.1.1.13 Measures for the implementation of areas with a maximum speed limit of 30 km/h inside the consolidated city.

A.1.1.14 Measures for decreasing the flow of private motorised traffic in high-density sections, especially during holiday periods (access to beaches, marinas and leisure areas).

A.1.1.15 Pursuing the approval of the necessary access from the AP-7 motorway to the "Costa del Sol" hospital.

A.1.1.16 Improve the connections with nearby areas, mainly with Malaga airport and the Valle del Guadalhorce region through the Ojen and Ronda roads and promote maritime communication.

A.1.1.17 Promote the construction of the railway corridor.

A.1.1.18 Carry out a municipal programme for Universal Accessibility.

A.1.1.19 Awareness-raising campaign for sustainable mobility and the proper use of the different means of transport.





The energy efficiency and saving strategy is intended to promote the rational use of energy, with the double aim of contributing to the mitigation of climate change and reducing dependence on fossil fuels.

A C T I O N S

A.1.2.1 Municipal energy programme for the development of alternative energies.

A.1.2.2 Local energy consumption reduction programme (public lighting and public buildings and facilities).

A.1.2.3 Establish public information mechanisms in order to promote energy saving and efficiency.

A.1.2.4 Planning and building design measures adapted to the local climate and renewable resources in order to minimize energy expenditure.

A.1.2.5. Measures to promote energetic refurbishment of existing buildings.

A.1.2.6. Promote the use of cogeneration and trigeneration power plants.



We are aware of the unique environment and the exceptional wildlife that surrounds us, as it is one of the main strengths of Marbella as a destination. This is why one of the main strategies in the line of work of sustainability is to be a **green city** that clearly supports the preservation of the environment, respects and values its natural resources, landscape and cultural heritage, fights against climate change and other ecological challenges, and promotes the use of renewable energies. This is a strategy that constitutes a favourable resource for the economic activity and, if properly managed and protected, it can contribute to consolidate the image of a sustainable city of excellence in tourism.

A C T I O N S

A.1.3.1 Highlight and promote the natural and landscape values with which the municipality counts by creating a Municipal Network of Natural Areas and a Catalogue of Natural Heritage.

A.1.3.2 Value the richness of the local flora and fauna, didactically identifying its trees or unique species.

A.1.3.3 Reforest and recover riverbeds, dunes, forests..., and other areas of public domain.

A.1.3.4 Develop a network of roads and paths through natural areas, connecting them with the system of open-air public areas, additionally improving the transition

A C T I O N S

spaces between urban and natural areas.

A.1.3.5 Increase the ground surface capable of sustaining vegetation and reduce the barrier effect of residential areas and infrastructures.

A.1.3.6 Carry out a suitable planning of open-air public areas (including their acquisition, design, execution and management), conforming a true unifying system for the city, proposing the execution of River Parks as a priority, particularly those of the rivers Guadaiza, Guadalpín, Realejo, Sequillo and of Artola.

A.1.3.7 Study and execution of other suburban parks.

A.1.3.8 Utilisation of Puerto Rico Alto to create a green space for teambuilding activities or retreats: farm school projects, areas that promote green and adventure tourism, and an interpretation centre of the wildlife of Marbella.

A.1.3.9 Measures that encourage the preservation of protected land, through public-private cooperation mechanisms.

A.1.3.10 Promotion of an ecotourism model for our territory.

A.1.3.11 Cataloguing of landscape units which need to be preserved and developed.

A.1.3.12 Consciousness raising programs, particularly for schools.







Marbella – City of Sustainability

STRATEGY 1.4.: URBAN REGENERATION AND TRANSFORMATION: IMPROVEMENT OF INFRASTRUCTURE, COMPREHENSIVE TOWN PLANNING, POLYCENTRISM AND URBAN COHESION NETWORKS.

One of the most frequently repeated requests at participation roundtables is the need to carry out a **process of urban regeneration and transformation**. All these strategies are based upon the regeneration of the city from a comprehensive perspective, which counts with the participation of its residents. The revitalisation of neighbourhoods and residential areas is the key element to connect with the people that live in the city, providing the urban setting with the best quality of life conditions. It is a strategy to improve the urban and territorial habitability, devoid of theoretical models that do not take into account the identity of our town; a strategy that seeks a town planning that can connect with the people, their needs and their daily life by promoting public areas that serve as spaces for coexistence and socialisation in order to build the sense of community and proximity.

It is indispensable to adopt new models that address the new economic, social and environmental contexts which we confront. In Marbella it is necessary to develop a second generation of town planning that is able to generate - in an intelligent and innovative manner - the maximum added value from one of its main resources: its territory. A planning that is committed to the model of the “reasonably compact garden-city” that has always characterised Marbella by strengthening its centres of population through the **regeneration and revitalisation of consolidated urban spaces**, that supports polycentrism and the creation of infrastructures related to the new economy, making the most of opportunity areas of central importance in the city; a new town planning whose main objectives are the efficiency of the urban area and its habitability.

A C T I O N S

A.1.4.1 Drafting of the Infrastructure Master Plan.

A.1.4.2 Drafting of the Plan for the Revitalisation of Neighbourhoods and Residential Areas.

A.1.4.3 Comprehensive planning of the conservation and maintenance of public services and road networks. Definition of agents, economic planning and scheduling.

A.1.4.4 Undertake a separate collection sewage system for the entire city.

A.1.4.5 Set up a global network of recycled water for irrigation.

A.1.4.6 Set up a discharge network to prevent floods in case of torrential rains.

A.1.4.7 Contribute to the development of a modernised telecommunications network.

A.1.4.8 Project for the collection and the appropriate treatment of grey and black waters before discharging them to the sea.

A.1.4.9 Programme of rainwater collection and measures to improve the permeability of the ground, especially in public areas.

A.1.4.10 Undertake measures to adapt the Master Plans in accordance with our new reality, readjusting its programme or even undertaking its total Revision.

A.1.4.11 Strengthen the urban management of the Master Plan, to efficiently

A C T I O N S

develop plan execution.

A.1.4.12 Include the practices of the *Libro Blanco de la Sostenibilidad en el Planeamiento Urbanístico* in the town planning.

A.1.4.13 Give priority to the urban regeneration instead of new developments. Undertake urban regeneration and revitalisation policies in neighbourhoods, residential areas and population centres that need it.

A.1.4.14 Efficiently reequip the city with the introduction of duties developing a Comprehensive Duty Planning, which includes the location, design and appropriate management of each duty, in terms of habitability and efficiency.

A.1.4.15 Recover the public areas as spaces for coexistence and socialisation, adapted to the needs of its inhabitants.

A.1.4.16 Promote bioclimatic architecture, which tends towards energy self-sufficiency, and the sustainable restoration of our buildings in terms of environmental efficiency.

A.1.4.17 Incorporate the right to housing as one of the main objectives of the urban development, undertaking projects that seek to relieve the need for housing.

A.1.4.18 Harmonise the garden-city model that characterises Marbella with a more compact territorial model – the “reasonably compact garden-city – which minimises the mobility needs of its inhabitants, favouring proximity.

A C T I O N S

A.1.4.19 Increase the diversity and variety of the urban uses and functions, encouraging polycentrism.

A.1.4.20 Give priority to the development of areas that contain productive uses, especially ICT activities and those which broaden knowledge.

A.1.4.21 Develop biodiversity in the urban environment.

A.1.4.22 Establish public participation and diffusion mechanisms of the decisions in town planning.

A.1.4.23 Establish a municipal statistical and informative strategy that helps making quick and correct decisions, in terms of town planning, through the collection and processing of multiple data of the city, strengthening the Territorial Information System of Marbella with human means and equipment that help information gathering and the improvement of the information given to residents and visitors.

A.1.4.24 Create an Observatory of the Local Urban Sustainability and carry out a diagnosis of the city in the implementation of the sustainability indicators developed by the Ministry of Public Works.





Urban metabolism is the exchange of matter, energy and information established between the urban settlements (the city) and its natural environment or geographic context.

A C T I O N S

A.1.5.1 Apply the principle of the 3 *R*'s – reduce, reuse and recycle – in the management of the town in general and the management of new developments in particular.

A.1.5.2 Reduce energy dependency of public areas and buildings.

A.1.5.3 Carry out an analysis of the ecological footprint of the city.

A.1.5.4 Encourage the use of local resources.

A.1.5.5 Encourage recycling.

A.1.5.6 Efficiently manage water consumption.

A.1.5.7 Educational and awareness-raising campaigns.

A.1.5.8 Integrate the concept of economic and environmental efficiency in the organisation of the city, town planning, architecture, mobility and access services and urban management.



This concept of governance takes a holistic and comprehensive approach to face the challenges of this field and includes a long-term strategic planning, the implication of the community and the collective mobilisation in its long-term objectives and the cooperation and collaboration between towns.

A C T I O N S

1.6.1 Collaborate and cooperate with other towns.

1.6.2 Develop the neighbourhood.

1.6.3 Encourage associationism and collective mobilisation.

1.6.4 Engage the community and key agents in the taking of decisions. Creation of the Local Advisory Council for Sustainability, Territorial Council and any other Council that is a key point to the city.

1.6.5 Broaden values, systemic approaches and participative democracy.

1.6.6 Develop democratic regeneration processes and greater transparency, as per the law of transparency of Andalusia and Transparency International.





2.2 MARBELLA – CITY OF EXCELLENCE

A city of excellence that aspires to be competitive without losing its own cultural identity

Marbella aims to be a city that offers its inhabitants the highest levels of quality of life – a common objective in all the strategies proposed – and that its visitors and tourists can enjoy that excellence too. Therefore, the aim is to make Marbella an excellent city and that such excellence is translated into a greater well-being of its inhabitants and in high quality services available to its visitors.

In Marbella, **tourism** is a **key sector** that has generated - and still generates - much wealth and employment, being the main economic motor of the city that is a driving force for all other productive sectors. From January to April 2014, Marbella has been the fifth holiday destination in tourism employment in Spain, with 7,413 posts (hotel industry, travel agencies, transportation, leisure, culture and retail sector – UNWTO definition) according to the bellwether of Profitability and Employment of Holiday Destinations in Spain.

The tourism sector carries out its activity in a globalised economic environment, extremely volatile and of great uncertainty, in which new tendencies and challenges can be discerned. It is vital to promote a destination of tourism excellence, based on sustainability and that continues to advance while consolidating our traditional quality offer; an offer that has always given great results while encouraging a diversified, seasonally adjusted and multi-motivational demand.

As we can read in **law 13/2011 of the 23rd December regarding Tourism in Andalusia** in its explanatory statement:

*The economic and social environment and the current touristic reality, characterised by a high competition, new technologies and social networks applied to productive activities, globalisation and, above all, the presence of a clientele that is more autonomous when planning its travels and more interested in the search of rewarding experiences, motivate a change that lays the foundations for a **new model of tourism development**. A new culture based on **sustainability, responsibility, innovation and quality** becomes necessary.*

This planned search to become a destination of excellence for tourism must also be enjoyed by its inhabitants.

STRATEGIES

- E.2.1 Consolidate and modernise the tourism production model.
- E.2.2 Diversify the tourism offer and attract new emergent markets.
- E.2.3 Break with seasonality.
- E.2.4 Promote sport.
- E.2.5 Create the Healthy City.

The potential that our tourist destination has reached does not imply that we should cease to develop this model which has provided such good results. On the contrary, we should continue to improve it in order for it to persevere as one of the main pillars of our economy. We must carry out actions that improve the promotion of the destination and the proper image of the city, promote great events that develop the leisure offer, modernise us without making us lose our identity, and strengthen a highly professionalised sector.

A C T I O N S

A.2.1.1 Improve the consciousness of the destination and its products through the development of communication and marketing strategies, SEO and social networks.

A.2.1.2 Carry out measuring and evaluation actions of our tourist demand and a SWOT analysis of our current tourism products and how they can be improved.

A.2.1.3. Improve the image of Marbella as a destination and its tourism products through specific advertising campaigns, online reputation of the tourism trademark and the implementation of the smart city concept in order to improve the communication and information offered to tourists.

A.2.1.4 Organise large gastronomic, cultural and sports events.

A C T I O N S

A.2.1.5 Create new tourism infrastructures and promote the modernisation of the existing ones, adopting new guidelines in their sustainability and management.

A.2.1.6 Promote the consolidation and stabilisation of the beaches, and encourage their use out of summer season.

A.2.1.7 Support our cultural identity, as a differentiating element of our quality tourism offer: restore and value of our local heritage, Town Museum, consolidate the image of Mediterranean town in coexistence with the image of garden-city which characterises us, regenerate the Old Town, stimulate actions that encourage preservation of the autochthonous culture, the utilisation of local products or the creation of new local products or trademarks.

A.2.1.8 Development of training plans directed towards the professionalization of the sector and its continuous formation.

- Adjust the offer of training programmes to the real and future demands of the sector.
- Develop information campaigns among citizens and students to sustain and encourage awareness and empathy towards the tourism sector that translates into a better reception of tourists.
- Create monographic specific and intensive courses directed to unskilled workers to guarantee a minimum service quality.
- Seek agreements with the University of Malaga or the UNED – the Spanish Distant Teaching University – to bring to the city a university or master’s degree in tourism.

A.2.1.9 Support of the MSMEs of the tourism sector.

A.2.1.10 Increase the satisfaction of tourists during their visit.

A.2.1.11 Loyalty programmes for tourists.

A C T I O N S

A.2.1.12 Implement a Tourism Observatory.

A.2.1.13 Develop actions that turn Marbella into an intelligent tourist destination.



PALACIO
DE
CONGRESOS



Diversifying the traditional tourism offer and breaking with seasonality in the demand are both strategies to **increase the competitiveness of Marbella as a tourist destination**. Complementing the range of unique tourism products and experiences associated to our city – such as culture, heritage, gastronomy, nature, the sea, sport, health and well-being among others – **contributes to enhance the image and the appeal of our city as a multi-motivational destination**. Ultimately, it consists in innovating and adapting to new tendencies, improving tourist areas and the quality perceived by its visitors and residents.

A C T I O N S

A.2.2.1 Encourage an alternative and innovative tourism, promoting annual awards to the creation of new tourism products, carry out a comparative analysis of similar tourist destinations in order to adopt good practices...

A.2.2.2 Promote gastronomic tourism, valuing our resources and appropriately dispersing our main values (Michelin starred restaurants, local products...).

A.2.2.3 Development of Cultural Tourism and Cultural Industry.

A.2.2.4 Promote less popular tourism resources such as nature tourism, taking advantage of our natural heritage; marine tourism and beach- or sea-related activities; health and physical well-being tourism, promoting the existent offer and complementing it with new infrastructures; and language tourism, which is growing in relevance.

A.2.2.5 Foster conditions that favour Marbella as the place of choice to work and run international businesses.



Fighting against seasonality in a tourist destination means fighting against tourist flows concentrated around certain holiday periods. Marbella also suffers the setback of this instability in tourist demand, to which it must respond by adopting new measures that attract visitors all year round.

A C T I O N S

- A.2.3.1 Planned development of events all year round: sports, cultural and gastronomic events...
- A.2.3.2 Promote less developed products that break with seasonality, such as health and physical well-being, cultural and nature tourism, as well as exhibitions and conventions.
- A.2.3.3 Support the development of cultural areas and strengthen our ethnographic values.
- A.2.3.4 Make the best of the natural resource that beaches are, offering activities all year round.
- A.2.3.5. Foster conditions that favour Marbella as the place of choice to set up national and international business headquarters



This strategy pursues to promote sport amongst the citizens, in order to improve their physical well-being, their health and even social inclusion. Moreover, it also seeks to make sport a source of economic and tourist development, thanks to its power to attract visitors.

A C T I O N S

A.2.4.1 Improve the quality of local sport facilities.

A.2.4.2 Promote sports and physical activities.

A.2.4.3 Hold high-level sports events and competitions.

A.2.4.4 Support the development of the economic and business fabric connected to sport.

A.2.4.5 Favour the establishment of RDI Centres related to sport.

A.2.4.6 Broaden and improve a formal and continuous training offer in sports.



This strategy is partially related to the previous one, but also with disease prevention and health education, as it takes into account all the factors implied in creating a healthy city: health, physical, environmental, biologic, social, cultural, economic and, in general, any factor that contributes to the well-being of the town.

Once again, this strategy is projected on the citizens in a first instance, but it also has an effect on the local tourism offer and on the proper diversification of the production model.

A C T I O N S

A.2.5.1 Improvement of social well-being and health equipment, adapting it to the needs of the population in terms of both quantity and quality.

A.2.5.2 Programmes for the promotion of healthy lifestyle habits and disease prevention, as healthy elements on their own.

A.2.5.3 Inclusion of Marbella in the Spanish Network of Healthy Cities.

A.2.5.4 Programmes for the reduction of air, light and water pollution (zero wastes, zero pollution).

A.2.5.5 Develop the tourism offer in the health and well-being sector, which is already established but still has a long way to go.

A C T I O N S

A.2.5.6 Programme for the adaptation of the tourist oriented healthcare services.

A.2.5.7 Programme for the promotion of international healthcare services in our town, taking advantage of the benefits of its geostrategic location and its positive relation with this matter.





MARBELLA – CITY OF KNOWLEDGE



2.3 MARBELLA – CITY OF KNOWLEDGE

A city that supports knowledge and innovation as the foundation from which to start evolving towards a more creative and sustainable type of economy, creating a truly competitive society that is capable of generating an intelligent, sustainable and integrating growth

Education, culture, innovation and knowledge represent a crosscutting priority for the town, capable of shaping itself around dynamic factors of an intelligent and integrating growth. Unconditional support of these aspects ensures more competitiveness in cities because it produces a well formed and specialised human capital that can propel the city towards a more positive and stable scenario. However, this must be complemented with measures that ensure that this knowledge stays in the city.

Creating a strategy directed towards the creation of knowledge, intellectual development, innovation and new technologies, and the education and training of the population implies supporting one of the most important assets of this town, its inhabitants; a truly productive investment for the future. Moreover, in this type of city, generating talented, inventive, creative and enterprising people is a solution to **creating sustainable wealth and social prosperity**.

Modern cities innovate by generating programmes and projects of physical, social and technological character, such as infrastructures, equipment, etc., seeking to increase the quality of life of its citizens and by making the city more attractive to inversions and economic activities in general. Thanks to this appeal, cities assemble large-scale productive activities, generating synergic effects and increasing returns. This is emphasised in *Project Europe 2030*, drafted by the Reflection Group on the Future of the UE and taken to the European Council.

The Project highlights the challenges and opportunities for the 2020-2030 period, establishing the importance of a **highly competitive and sustainable social market economy** if social cohesion is to be preserved and climate change prevented.

STRATEGIES

E.3.1 **Educative City**

E.3.2 **City of Culture**

E.3.3 **City of Knowledge**

E.3.4 **Creative Economy**

E.3.5 **Innovative City**

The concept of an educative city drives us to reinvent the city as a place for constant learning, coexistence and dialogue.

As established in the document *Participación Educativa* by the National Board of School Governors, in the educative city, education – in its broader sense – is a crosscutting priority for the city project. Family and school still play a very important role, even though new agents that help in the transmission of values and behaviours and that had not been recognised until today are appearing. Education and training no longer concern only children and the young. Everybody should be able to grow and be capable of facing the challenges and possibilities of our current societies.

The progress towards more educational cities, that is, more equal, supportive, pacific, inclusive and participatory cities is doubtlessly an investment for and with future towards which we must advance. This progress must be fostered jointly by the local governments and the civil society. The involvement and support of supralocal administrations are important aids for this endeavour.

A C T I O N S

A.3.1.1 Improvement of educational areas, adapting them to the needs of the population, in terms of quantity and quality.

A.3.1.2 Teach the representative values of the concept of an educative city (coexistence, diversity, involvement, environment, sustainability, civility, equality...).

A.3.1.3 Attract public and private academic institutions, especially universities. Development

A C T I O N S

of under-graduate and post-graduate University Programmes in cooperation with Official Universities.

A.3.1.4 Favour the contact between the academic and work worlds.

A.3.1.5 Stimulate researches on the methodology and organisation of non-formal education.

A.3.1.6 Strengthen the transmission capacity of the ICTs oriented to education of the citizenship and promote innovation and technological education.

A.3.1.7 Comprehensive Training Plan of public employees.



Culture is not only a dynamic and transforming factor of the city, but it is also becoming a more prominent offer in urban destinations (heritage, scenic arts, literature, exhibitions, architecture...) to which several intangible elements - such as lifestyle, beliefs, gastronomy, folklore, design, among others - have been added, but are nonetheless equally important to **urban culture tourism**.

A C C I O N E S

A.3.2.1 Creation and development of a Local Advisory Council for Culture.

A.3.2.2 New treatment and value of the physical and intangible heritage of the city.

A.3.2.3 Strengthen the value of cultural equipment with appealing architecture, development of high quality cultural programmes, improvement of the management of cultural centres.

A.3.2.4. Design a comprehensive advertising system of all cultural activities that reaches the inhabitants and visitors of the city.

A.3.2.5 Creation of a Town Museum to value its history, heritage, traditions, lifestyles, etc.

A C C I O N E S

A.3.2.6 Develop temporary and permanent exhibitions of international impact. Reach agreements with international Museums.

A.3.2.7 Foster the association of local artists and the creation of meeting points for them.



An innovative city that generates talent and is technologically advanced.

Marbella has always been a pioneering and innovative city and its history bears the proof: the first civil blast furnaces in Spain, the most modern private smallholding in our country, the largest marina in Europe, which has an architecture based on Andalusian villages that has been imitated many times. We have to support the local talent and attract the foreign in order to continue being an innovative city.

This strategy gathers all the initiatives that seek to **promote a creative economy based on the creation of talent**, both by favouring an appealing environment to attract it from other cities, and by identifying and promoting local talent and preventing its drain to other places. New emerging industries that are based on innovation, knowledge and technology, which aim to foster productive diversification of a non-diversified economic model with great dependency on tourism.

A strategy that supports emerging sectors such as sport, renewable energies, bioscience, etc. Improving the city's capacity to accommodate economic activities, corporate headquarters and academic infrastructures but, above all, talented and innovative people. In any case, we should not forget that RDI activity provides new entrepreneurial projects that generate employment and economic activity of high added value to the city.

A C T I O N S

A.3.3.1 Set up RDI centres in cooperation with universities and companies, such as the *Instituto Cervantes* and the *Instituto de Investigación de la Lengua Castellana*.

A.3.3.2 Foster the conditions that favour Marbella as the place of choice to work and to run international businesses and start businesses in emerging sectors.

A.3.3.3 Establish a Plan for local talent development.

A.3.3.3 Foster the necessary conditions to prevent the *brain drain* and facilitate its arrival.

A.3.3.4 Encourage the creation of technology valleys, associated to joint Company-University programmes.

A.3.3.5 Foster RDI activities in businesses.

A.3.3.6 Foster biomedical research based on the application of new technologies and with the cooperation of University and Hospital research, defining town planning of grounds destined to these activities and their immediate development.

A.3.3.7 Foster the conditions that favour the appearance of entrepreneurial clusters specialised in emerging sectors.

A.3.3.8 Strengthen city-university relationships and their active involvement.

A.3.3.9 Promote multilingualism by seeking cooperation for the setup of language centres such as the *Instituto Cervantes*, the *Goethe-Institut*, the *British Council*, the *Instituto Italiano di Cultura*, or the *Institut Française d'Espagne* among others.

A.3.3.10 Promotion of spaces that foster innovation (garden centres, business centres, technological institutes, art factories, specific co-working spaces, etc.).

A C T I O N S

A.3.3.11 Achieve a cosmopolitan Old Town, which not only has commercial and restoration spaces, but also with a technological one.





As *Stephen Covey* said, "if you always did what you've always done, you'll always get what you've always got".

Creative economy or creative industry is the sector of the economy that involves the creation of ideas and knowledge. This includes sectors such as computing, engineering, education, healthcare or culture and entertainment. In the USA, creative economy employs 40 million people and pays nearly half the salaries of that country (as of 2007).

According to *Richard Graves* (2000) creative economy has several characteristics that differentiate it: its products are distinguished by their unique qualities and not always by their functionality and price; it possesses great uncertainty regarding which products will work or will appeal to the customer; the fast progress of knowledge and society make the time factor crucial; creative workers strongly value the motive and meaning of their effort, beyond economic or social return; creative economy requires a multidisciplinary approach to work.

In order for a creative economy to have workers available, it requires an efficient academic system and a context of cultural diversity.

The singularities of Marbella and the environment that surrounds it make it the ideal place to stimulate the mental phenomenon of perception, which is basic for creativity. In Marbella one can make films, write, design... one can create and innovate.



A C T I O N S

A.3.4.1 Support information and communication technology-related industries.

A.3.4.2 Support film-making, audiovisual industries in general and advertisement, aiming to attract companies of those fields to our city with the double objective of promoting Marbella and San Pedro (through advertisements and film-making) and of creating a business fabric linked to this sector.

A.3.4.3 Support design and fashion as new industries and as differentiating elements of tourist appeal.

A.3.4.4 Development of equipment for training in the fields of performing arts, design and cultural industries schools.

A.3.4.5 Promote culinary culture and gastronomy as part of the creative economy.

A.3.4.6 Foster the conditions that favour the creation of entrepreneurial clusters specialised in emerging sectors.

A.3.4.7 Encourage associationism among entrepreneurs a people linked to the creative economy.

A.3.4.8 Creation of spaces to foster the exchange of experience.



The strategy of a city in the field of innovation and the new technologies is, at the very least, ample in its contents and developments. However, we should demystify the concept that one originally has about these matters to be able to say that innovation does not necessarily imply a radical change. It rather consists on the implementation of small changes that indicate daily improvements in the city and that not always imply heavy investments. It is more of an attitude, a way of thinking that ensures the presence of innovation in daily life, in the growth of the city, in the management of resources and in public services, taking advantage of the new technologies available.

New technologies are the driving force of small necessary changes that can foster the appropriate conditions that favour the establishment of new economic activities.

At the moment, Marbella has a Digital Agenda which, following national and European agendas, specifies certain actions in the field, although pending on the definition of its financing and priority.

On the other hand, the extensive effort made in the city to increase the quality and efficiency of its public services has caused the Town Hall to undertake a set of innovative measures that are already bearing fruit, such as: the creation of a Land Information System, the implementation of more than 150 eGovernment procedures, the installation of several information centres around the city, the implementation of electric vehicle recharge, the inclusion in the Spanish Network of Smart Cities, etc.

It is necessary to keep moving forward in this line of work, aiming to create the appropriate conditions for the productive fabric of the city to continue to innovate and to generate a new activity around the emerging sectors that are capable of being the driving for change. To that end, we suggest actions related to different key areas in the city, such as, e Government, Economy, Infrastructures and Technological Systems (energy, water cycle, mobility and environment).

A C T I O N S
A.3.5.1 Deployment of networks and services that guarantee digital connectivity.
A.3.5.2 Spread eGovernment processes to all the other municipal areas (smart-spots, eProcurement, OSS...)
A.3.5.3 Optimization of ICT systems and processes in the entire Town Hall.
A.3.5.4 Fostering transparency through Open Data processes in order to grant access to public information online.
A.3.5.5 Development of the digital economy for growth, competitiveness and internationalisation of local businesses (supporting the open shopping centre through e-commerce, developing mobile means of payment, “Marbella” trademark products sold online...).
A.3.5.6 Implement actions in the tourism field adding to and strengthening the usage of electronic means of promotion, commercialisation and fidelity programmes for our tourism.
A.3.5.7 Create the brand “Marbella, Intelligent Destination”.
A.3.5.8 Presence of Marbella in international and national innovative projects and promotion of the projects carried out.

A C T I O N S

A.3.5.9 Cooperation between tourism agents and entrepreneurs for online commercialisation and booking procedures through the municipal website.

A.3.5.10 Ample and interactive information supply via Apps and Land Information System.

A.3.5.11 Facilitate the inclusion of new technologies in the entrepreneurial and industrial sectors, through dissemination programmes, entrepreneur and business training and incentives (fiscal, making implementation easier...).

A.3.5.12 Carry out an energy audit with the aim of introducing new technologies to improve its management (energy efficiency of the street lighting and public buildings, energy efficiency programmes for resident's associations and for existing and future spaces where economic activities are developed, cooperation with individual consumers to achieve their own efficiency...).

A.3.5.13 Establish technological systems that manage the water cycle (implementation of a computerised, remote controlled or domotic irrigation system for public parks and gardens, control of waste water discharged in rivers, streams and the sea, cooperation with the citizenship to know their current water consumption and measures for a more efficient use...).

A.3.5.14 Efficient management of technological systems, city traffic and urban transportation (giving information at each stop about the arrival of the buses and their occupancy, among other data...).

A.3.5.15 Monitoring systems to carry out lighting and pollution measurements and weather forecasts, to manage rubbish removal in a more efficient manner, etc.







At a national level:

- Spanish Military Police, José Manuel Subires Ríos.
- Spanish National Police, Miguel Vaquero.
- Federal Union of Police, Susana Corrales Lumbreras.
- SICE S.A., Antonio Jesús Cuevas.
- ONO, Antonio Gallardo Escobar.
- CIBERNOS.
- ORANGE, Alfredo Boccasa, Raúl Maldonado and Javier Fernández.
- Telefónica-MOVISTAR, Leopoldo Sánchez Rodríguez.
- AbértisTelecóm, José Casanova Rodríguez.
- ETC Ibérica, Fernando Lombos.
- MAGTEL Comunicaciones, Juan Antonio Espino.

At a regional level:

- Administration for Economy, Innovation, Science and Employment, Andalusian Regional Government, José Antonio Jiménez.
- Administration for Public Works and Housing. Andalusian Regional Government, Isabel Granados León and Cesar Vega.
- CTSA-Portillo, José Antonio Romero Ruiz.
- Costa del Sol Hospital, Emilio Montenegro Acera.
- Andalusian Korfball Association, Albert Helfensteijn.

- Andalusian Federation of Property Developers and Residential Tourism, Ricardo Arranz.
- Project Manager Association of Andalusia, Manuel Márquez Cantalapiedra, Ignacio Alva, Mario Ansorena Cao.
- Andalusian Golf Federation.
- Tourism and Territorial Promotion. Malaga Provincial Council, Jacobo Florido Gómez.
- AEHCOS, Jorge J. Castellí Royo.
- Andalucía LAB, José Luis Córdoba Leiva.
- Tourism Administration of the Andalusian Regional Government, Manuel Vico.
- Andalusian Regional Government, Public Administration Coordination Service, Antonio Cabello.
- NUMENTI, Francisco Carmona.
- Andalusian Association of ICT Entrepreneurs, ETICOM.
- Wellness Telecom, Fernando Lombos.

At a provincial level:

- Urbaconsult, José P. Alba y Pablo Alba Ripiol.
- College of Civil Engineers, David Álvarez Castillo.
- College of Architects, Susana Gómez de Lara.
- Delegation for Special Assistance Centres, Malaga Provincial Council, Emiliana Jiménez Cueto.
- SEO Málaga, Juan Caracuel Jiménez.
- Territorial Delegation for Economy, Innovation, Science and Employment in Malaga, Marta Rueda Barrera and Sara García.
- Delegation for the Environment. Malaga Provincial Council, Germán Gemar Castillo.
- Delegation for Public Works and Municipal Assistance. Malaga Provincial Council, Ignacio Mena Molina.
- University of Malaga, Pedro Montiel Gómez.

- Provincial Association of Constructors and Promoters of Malaga, Francisco Romero Pérez and Violeta Aragón.
- CONFEDAMP (Andalusian Confederation of PTAs), Ana María Cruzado.
- Municipal ICT Centre. Malaga Local Government, David Bueno and Mario Cortes Carballo.
- Vice-presidency of New Technologies. Malaga Provincial Council, Francisco Javier Oblaré.

At a local level:

- Marbella Delegation to the Legal Bar, María Auxiliadora Garrido Franquelo and Alfonso Muñoz Ruiz.
- Despertar sin Violencia Association, M^a Del Carmen Sánchez.
- Franjus Security, Juan Manuel Silva and David Morilla Moreno.
- Prosegur, Martín Faessen Mendiola.
- Federation of the Residents' Associations of Marbella-San Pedro de Alcántara.
- Federation of the Residents' Associations of Barrios de Marbella.
- Marbella Local Police, Rafael Mora Cañizares.
- UPLB-A Union (Local Police), José Luis Morillo.
- UPLB-A Delegate (Fire Department), José Luis Rubio Gallego.
- Fire Department, Medardo Tudela Goñi.
- Civil Protection, Jesús Eguía Martín.
- Marbella Bycivic Association, Juan Cristóbal Ortiz.
- Auto Tourism Union of Marbella-San Pedro de Alcántara, Taxisol Victoriano Vázquez.
- Municipal Delegations.
- Concordia Anti Sida Association, HRH Princess Mary Louise of Prussia, Teresa Martín and Miguel Macías.

- Quirón Hospital, Tomás Urda Varcárcel and Monika Abbracciavento.
- Multiple Sclerosis Association of Marbella-San Pedro de Alcántara "Nuevo Amanecer", Dulce Córdoba Del Rey.
- Cudeca Association, Asunta Ezeiza.
- Horizonte Association.
- Arama Recovered Alcoholics Association Marbella.
- Arana Association, Sanpedreña Association, Gacar Marbella Association to aid the infirm, Luis Domingo López.
- HC Hospital, Emilio Montenegro Acera.
- Marbella Voluntaria Association, Ana and María Ortega Cruz.
- Marbella Care, Roberto Medina and Omar Najid.
- Mujeres en las Veredas Association, Dolores Navarro Carrillo and Pilar Cantos Liebara.
- Produnes Association, Susanne Stamm Joho and Fernando Piquer Villarroel
- Marbella Activa Association, Maica Machuca, David Bailón Ramírez and Arturo Reque Mata.
- Durisilva Association, Manolo Macías and Francisco J. Pérez Ontiyuelo.
- Nueva Andalucía State Secondary School, África Pelоче Ferrera.
- Guadalpín State Secondary School, José Luis Rodríguez Sánchez.
- Francisco Echamendi Private School, María Victoria Mundina.
- Female University Association of Marbella (AMUM), M^a del Mar Moro Nieto.
- FAMPMA Mainake, Pilar Molina Calero.
- Los Olivos State Primary School, Noelia González Gallego.
- The British School of Marbella, Michael Elms.
- Spanish Barman Association (ABE) Málaga-Costa del Sol, Francisco Morales Portillo.
- Pivesport, Luis Domingo López.
- Marbella Baila Sports Club, Palmira Pleguezuelos Velasco.
- Magna Marbella Golf, Silvia Vit Sánchez.
- Puerta Del Dragón Association, Eldeweiss Munerol and José Cabero.
- Arcos Blancos Ornithological Association, Luis Piñero Mesa.

- Aloha Golf Club, Rafael García Buitrago.
- Real Club de Golf Guadalmina, Ignacio Del Cuvillo.
- Santa Clara Golf, Ignacio Apolinario Zarate.
- Gilmar, Ricardo Balvil.
- Asenjo Arquitectura y Urbanismo, Ángel Asenjo Díaz.
- Nevado Realty, Ginés García.
- AMMA Consulting, Eduardo Jarén Caballos.
- CAI Consultores, Luis Cepedano.
- Grupo Corporación, Manuel Sánchez Vélez.
- Palanco Arquitectura, Ernesto Palanco.
- Pérez de Vargas Lawyers, Ignacio Pérez de Vargas Rueda.
- NVOGA Marbella Realty, José Carlos León.
- KrystinaSzekely.
- Fernando Gómez Huete. Architect.
- PSOE Marbella, Isabel Pérez.
- Tourism Initiatives Centre (CIT Marbella), Juan José González Ramírez, Begoña Castillo and María Teresa Gonzalo.
- Indigo Travel & Event, Sharton Claësson.
- Río Real Golf Hotel, Luis Navarro.
- Bulgari, María Beatrice Picconi.
- Marbella Club Hotel, Conde Rudi.
- Vinci Selección Estrella del Mar Hotel, Jorge J. Castellí Royo.
- Quality Implementation Consulting (CIC, S.L), José Carlos and Susana Gabarrón Luque
- Sintonía San Pedro S.L., Tomás Alcántara
- KIBO Estudios, Patricia García and Manuel Linares.
- High Quality Housing Companies Association.

- Studio Idea, Charo Moreno.
- Olivenet, Raul Coporaletti.
- TOP Digital Consulting, Alejandro Marfil and Manuel Sordo.
- Contorno S.A, Jacobo de Back Ortega, Antonio Arriza and Sergio Martínez Hornos.
- Residents' Associations. Marbella and San Pedro Alcántara, Manuel Sánchez Requena.
- Residents' Associations Federation, Barrios de Marbella, Pilar Pedrazuela Cantos.
- Taxi Marbella Mercedes, Carlos Alberto Ruiz Alonso.
- Les Roches, Carlos Díez de la Lastra.
- AEPIMAR, Juan Francisco Jiménez Benítez.
- APYMEM, Enrique Guerrero Ruiz.
- PUERTO BANUS ENTREPRENEURS ASSOCIATION (AEPB), Giuseppe Russolavarone.
- CAJAMAR, Francisco José Calvo Navarro.
- HC HOSPITAL, Blanca de Castro.
- Dorotea Alonso.
- Centre for Musical Divulcation of the Mediterranean, María Testa.
- José María Sánchez Alfonso, Lawyer.
- Miguel Ocaña. Citizen.
- Joaquín Vázquez. Citizen.
- Francisco Villa Crespo. Citizen.
- Mark Clifford. Citizen.
- Adolfo Martos Gross. Lawyer.
- Carmen Portero Cuellar. Citizen.
- Mike Drury. Citizen.
- Daniel R. Gómez. Architect.
- Diego Eyzaguirre. Citizen.

Experts:

- José Luis Cañabate. Expert in Mobility.
- Ángel Asenjo Díaz. Architect.
- Rafael Salinas. Lawyer.
- Ángel Luis Gonzalo. Telecommunications Engineer.
- Mario Ansorena Cao. Project Manager.
- Javier Gullón. Architect.
- Luis Cepedano. Civil Engineer.
- José P. Alba García. Civil Engineer.
- Víctor Vásquez Perpén. Taxi driver.
- Emilio Montenegro Acera. Doctor of Medicine.
- Jesús Duarte Duarte. Environment expert.
- José Luis Rodríguez Sánchez. Teacher.
- Ana María Cruzado. Technical Assistant CONFEDAMPA.
- Pedro Montiel Gómez. Expert in Sports.
- Ricardo Arranz. Promoter.
- Luís Navarro Álvarez. Expert in Golf.
- Jorge J. de Castellí Royo. Hotel director.
- José Luís Córdoba Leiva. Expert in Tourism.
- Pedro Córdoba. Telecommunications Engineer.