

The Urban Development Network

# Sevilla



**PILOT PEER-REVIEW WORKSHOP  
INTEGRATED SUSTAINABLE URBAN  
DEVELOPMENT STRATEGIES**

*Sevilla 28 - 29 January 2016*

# STRATEGY OF SEVILLE

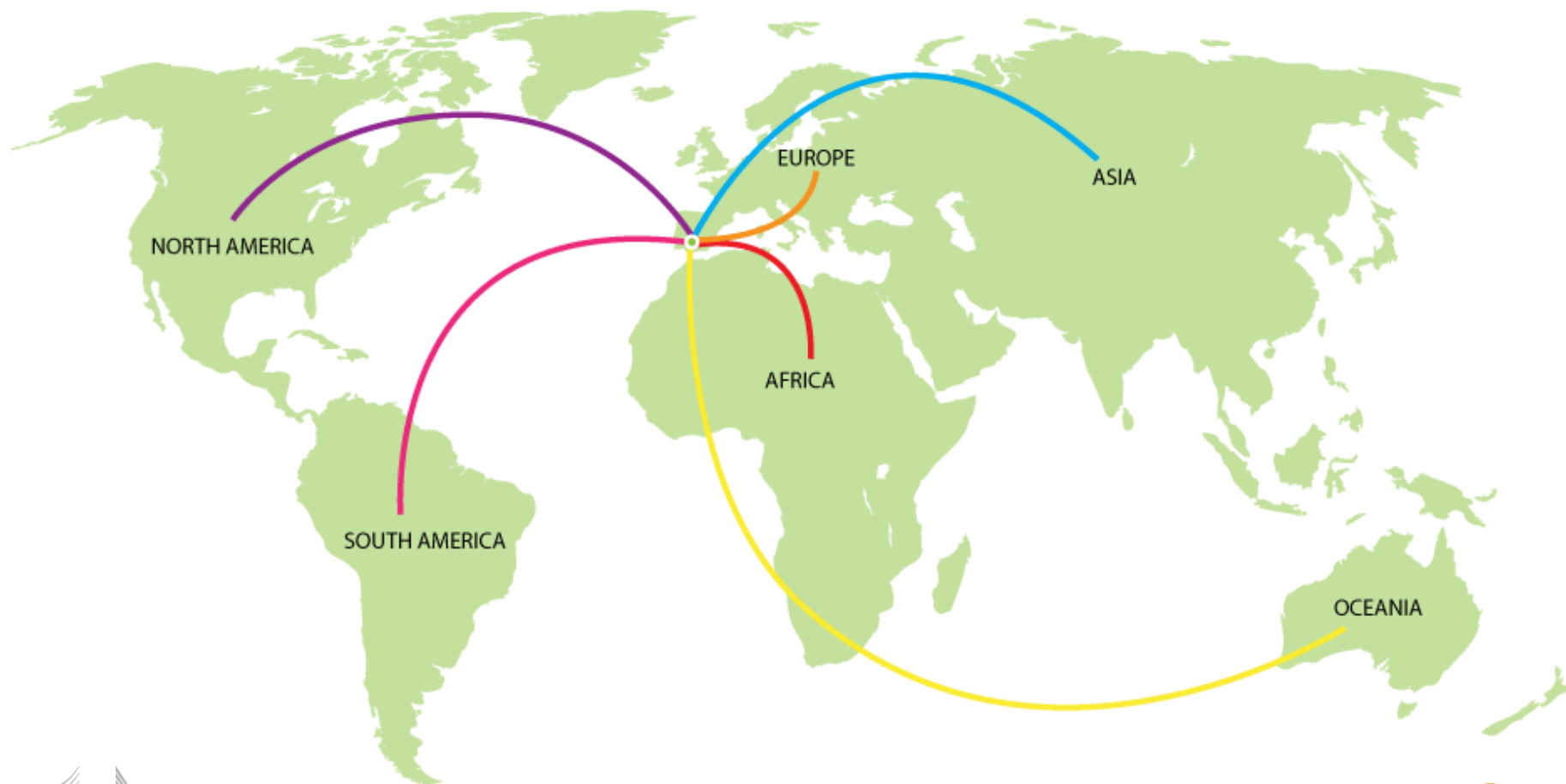
## SOCIOECONOMIC INNOVATION IN THE NORTHERN SIDE OF SEVILLE

*ISUD Strategy for the Northern side of Seville (Norte)*



# STRATEGY OF SEVILLE

SEVILLE, STRATEGIC CONNECTION HUB BETWEEN THE MEDITERRANEAN,  
AMERICA AND EUROPE

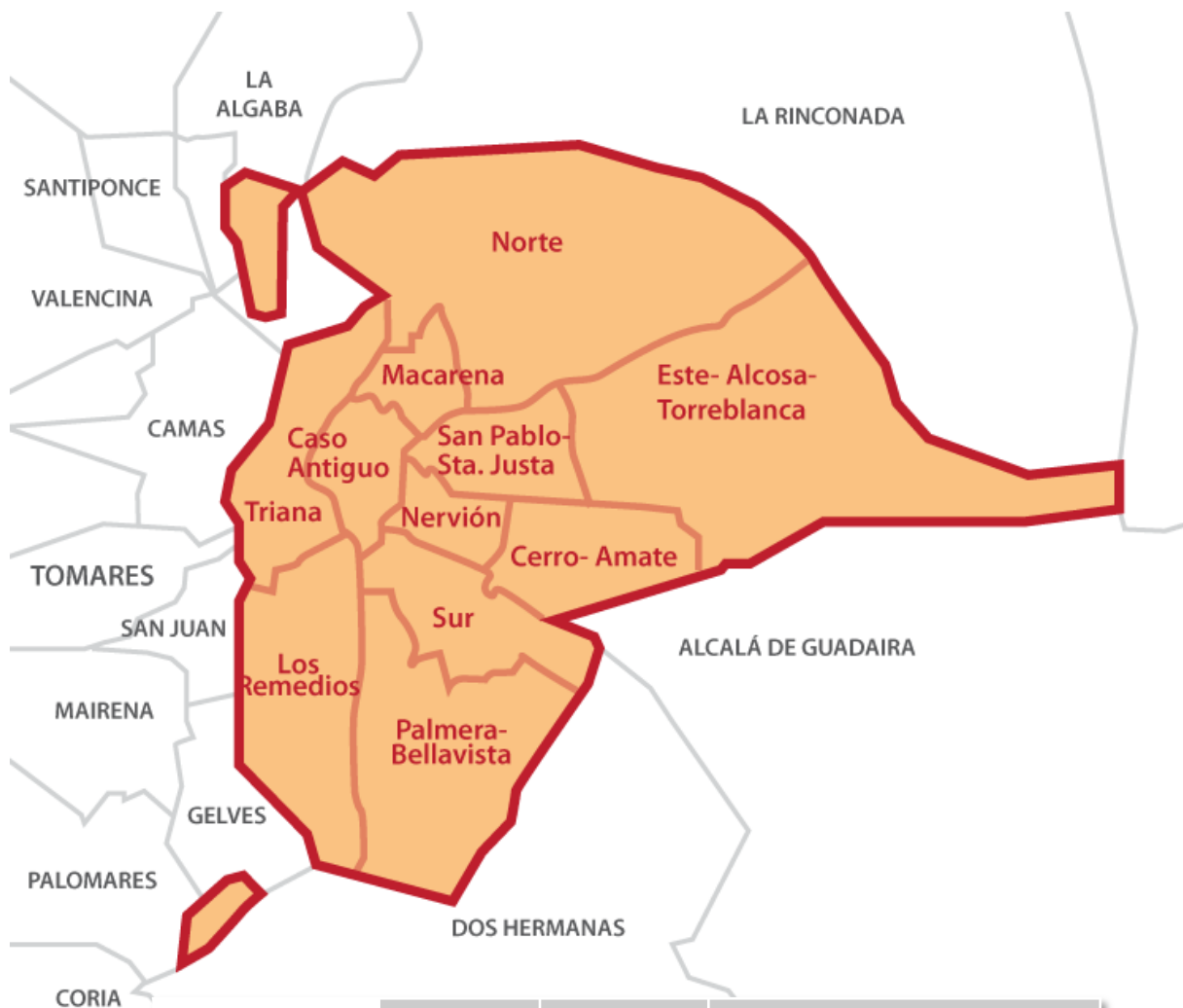


# STRATEGY OF SEVILLE

SEVILLE, STRATEGIC CONNECTION HUB BETWEEN THE MEDITERRANEAN, AMERICA AND EUROPE

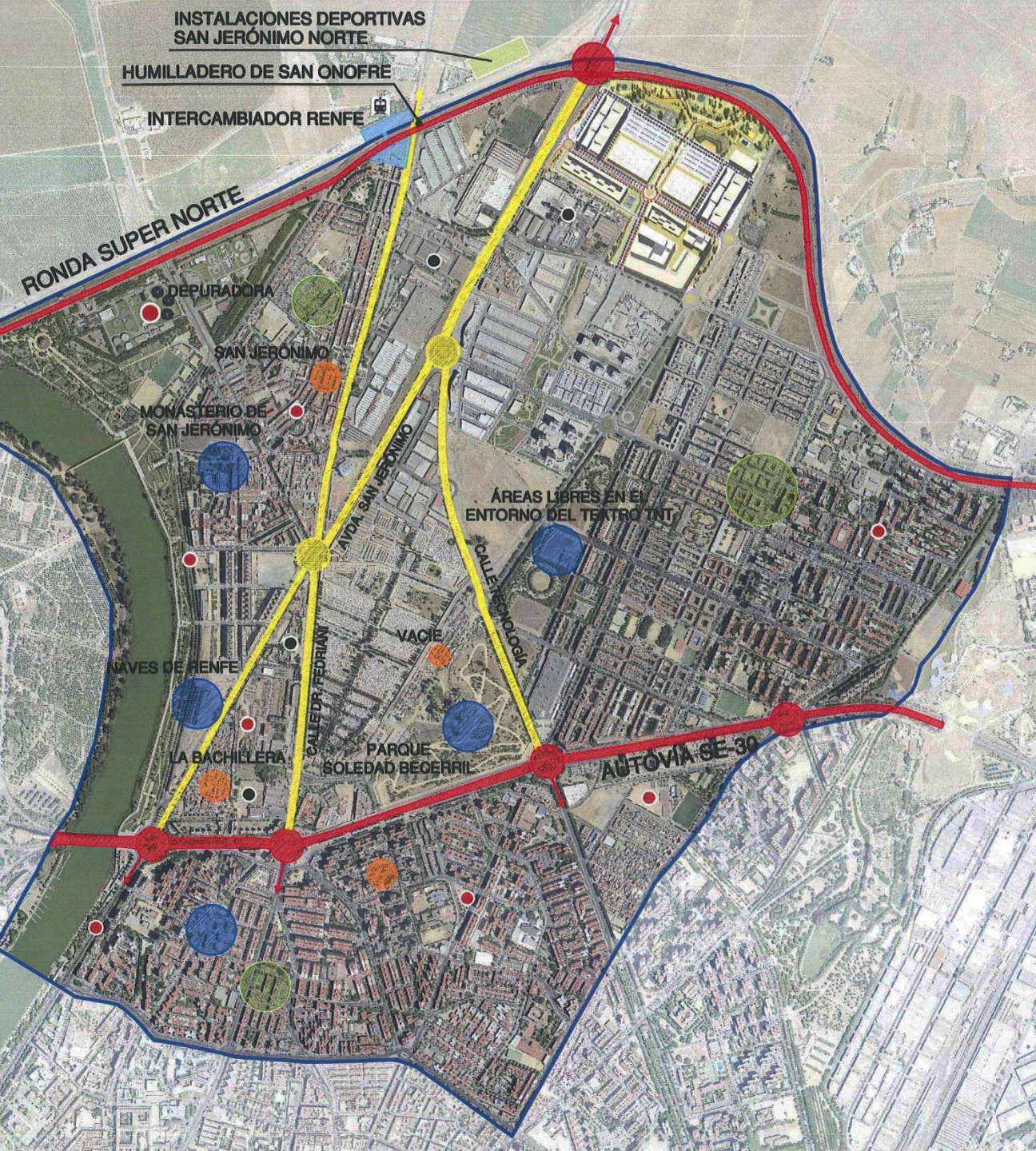


# STRATEGY OF SEVILLE



	ISUD Area	Seville	Seville Metropolitan Area
Inhabitants	87915	696.676	1,5
km2	17,2	142,44	490





### AISLAMIENTO FÍSICO; MALAS CONEXIONES

Con el exterior

1. Autovía Se-30 Ronda Urbana Norte.
2. Ronda Supermorte.

Dentro del ámbito

3. Avenida de San Jerónimo
4. Calle Doctor Fedriani
5. Calle Tecnología
6. Problemas de Accesibilidad Peatonal
7. Asilamiento debido al deficiente Alumbrado Público

### SEGREGACIÓN SOCIAL

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10. El Vacie
11. Polígono Norte

### ESPACIOS URBANOS DEGRADADOS Y PATRIMONIO EN DETERIORO

12. Naves de RENFE
13. Monasterio de San Jerónimo
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16. Venta de los Gatos

### ZONAS INDUSTRIALES DEGRADADAS

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### MALA CALIDAD MEDIOMBIENTAL. INFRAESTRUCTURAS PÚBLICAS OBSOLETAS Y ESPACIOS DEGRADADOS

21. Subestación eléctrica
22. Contaminación acústica de las principales vías de Tráfico
23. Contaminación por malos olores (Depuradora) EDAR
24. Mala Eficiencia energética del alumbrado público
25. Deficiencias en el Saneamiento
26. Urbanización y accesibilidad deficientes
27. Infravivienda

### POBLACIÓN CON FALTA DE OPORTUNIDADES DE EMPLEO



# YOUR EXPECTATIONS FROM THE PEER-REVIEW WORKSHOP

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## Benefits for Seville

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- Learning about other experiences
- Receive help and expertise from peer participants
- Expert advice
- Stable cooperation relationship with the participants for the development of urban initiatives

## Benefits for others

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- Integrated approach for Seville
- Participation
- Experiences:
  - Urban San Luis-Alameda
  - Urban Polígono Sur Quarter
    - Externalization
    - Law and normative
    - Mistakes
    - Good practices and success stories

## THREE QUESTIONS YOU WOULD LIKE PEERS TO DISCUSS

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**1. How to effectively interlink objectives, actions and indicators in order to ensure the on-going implementation of the strategy?.**

The ISUD strategy design is currently undergoing the follow-up and compliance definition process in order to attain the goal of on-going assessment. We would be very interested in hearing your experiences in this area.

**2. How to involve and work with the marginalised population of the area? (El Vacie),** that is already experiencing social exclusion. How could the scheduled actions be put into practice.

**3. How can we ensure continuity to social participation and stakeholders engagement?.** Aware that social participation and stakeholders are paramount for the good development of the ISUD strategy, we would like to know your opinion about successful approaches to perform them and the application of social innovation methods if necessary.



# CONTEXT

## POPULATION

	ISUD Area	Seville	Seville Metropolitan Area
Inhabitants	<b>87915</b>	<b>696.676</b>	<b>1,5</b>
km2	<b>17,2</b>	<b>142,44</b>	<b>490</b>

## ECONOMY AND PRODUCTIVE ACTIVITY

	Nº of companies		Variation
	2007	2014	%
ANDALUCIA	587.590	550.956	<b>-6,23%</b>
PROVINCIA: SEVILLA	130.439	125.470	<b>-3,81%</b>
SEVILLA (MUNICIPIO)	58.686	55.746	<b>-5,01%</b>
ZONA DUSI (41008,41009 Y 41015)	8.384	8.297	<b>-1,04%</b>

## EMPLOYMENT

	Nº Empleados		Tasa variación
	2007	2014	%
ANDALUCIA	2.367.089	1.844.753	-22,07%
PROVINCIA: SEVILLA	590.530	466.909	-20,93%
SEVILLA (MUNICIPIO)	315.034	245.269	-22,15%
ZONA DUSI (41008,41009 Y 41015)	29.334	33.235	13,30%

# CONTEXT

## FACTS AND FIGURES

### % Business Sector Activity

	ZONA DUSI	Sevilla Municipio
Industry and Energy	4,17	4,41
Services	89,90	89,29
Construction	5,93	6,30
TOTAL	100,00	100,00

### GDP PER CÁPITA/YEAR 2011 (Base 2010)

	2011	2012
GDP PER CÁPITA NATIONAL	23.005	22.562
GDP PER CÁPITA ANDALUCIA	17.406	16.893
GDP PER CÁPITA METROPOLITANE	18.812	18.501

Fuente: Instituto Nacional de Estadística

# CONTEXT

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- ❑ National Article 7 strategy funded mechanism
- ❑ Art. 7 of ERDF in Spain has been developed through a multi-purpose Urban Axis under the Operational Program for Sustainable Growth (POCS) 2014-2020 devoted entirely to finance action lines for Sustainable and Integrated Urban Development, taking into account the different needs of the local areas in the country.
- ❑ The Urban Axis (ERDF) has 1,012,754,015.00 Euros for the whole period.
- ❑ It will target municipalities and inter-municipal associations which constitute a functional urban area, with a population of over 20,000 inhabitants.
- ❑ Total budget will be allocated through National open competitions among eligible municipalities and inter-municipal associations.
- ❑ The first call was on the 17 of December 2015. The deadline for submission of applications expired on the 13 of January 2016
- ❑ There is no other European funds financing system dedicated exclusively and specifically to sustainable urban development.

# NATIONAL CONTEXT

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- The **Managing Authority** is the Ministry of Finance and Public Administration Directorate General of Community Funds.
- This body has conducted a participatory process prior to the implementation of the Urban Axis Urban Development.
- They have also organized several explanatory sessions for the preparation of proposals. The division of functions within the Ministry is well defined:
  - The General Management Branch ERDF is the Managing Authority, where there is a post for each axis of POCS
  - The General Department of Territorial Cooperation and Urban Development, is the intermediate body, together with the General Department of Local Cooperation, Directorate General Skills Coordination with the Autonomous Regions and Local Authorities, which organically is located in a different state Secretariat.
- The **first milestone** in January 2016 was open to all ISUD strategies.
- Once approved by the Ministry, the process for selecting projects will start. The City will have some degree of delegation, as it may prioritize among projects, always in agreement with the Ministry.



# INTEGRATED APPROACH

## INSTITUTIONAL BACKGROUND

### Horizontal Partnership

- The strategy is designed and it will be implemented in collaboration between the City Council areas and Departments that are involved in the objectives.
- It has been developed in close contact with key agencies within the city as the Association of entrepreneurs, private companies, Universities, study and research bodies, development agencies, civil society organizations, associations of consumers.  
The political groups represented in the council have been consulted.
- In this way a large consensus has been achieved which ensures that the continuity and the efficiency of the strategy in a long-term perspective.
- The ISUDS is aligned with all European/National/Regional/Local Planning, as Operational Programs, RIS3, II Seville Strategic Plan, 2011-2020 and Seville Strategic Plan 2010 and General Urban Management Plan,
- *\*See ISUDS Norte document: Seville Smartcity etc. Urban Management General Plan. Seville Sustainable Energy Action Plan, Seville City Hall Communications and Information Systems and Modernization Plan, Risk Situation Teenagers and Children Attention and Prevention Plan, 2012-2015. Health Municipal Plan (2012 - 2015). Complete Action Plan to promote the eradication of trafficking, prostitution and other ways of sexual exploitation (2010 - 2015). Seville City Equal Opportunities and Families Municipal Plan (2013 - 2015).*

# INTEGRATED APPROACH

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## INSTITUTIONAL BACKGROUND

### Vertical Partnership / State Level

- The financing of actions included in the Socio-Economic strategy Action Plan for the Northern side of Seville contemplate several sources.
- Many of the projects will be executed cooperating with other central government bodies: IDAE in energy matters, CDTI in innovation matters and other thematic axis of the POCS.
- The cooperation of the Regional Government is foreseen under the same conditions.
- Our strategy considers integrated solutions to the proposed problems in order to achieve the set objectives. These solutions include social, economic, environmental, demographic solutions...
- The thematic axis of our strategy are also labeled in the Ministry assistance calls:
  - **Low Carbon Economy**
  - **ITCs**
  - **Efficient use of resources**
  - **Social innovation and employment.**

# EXPERIENCED IN ISUDS

## 1. Urban San Luis- Alameda de Hércules.

Selected UN-HABITAT as BEST practice 2000,

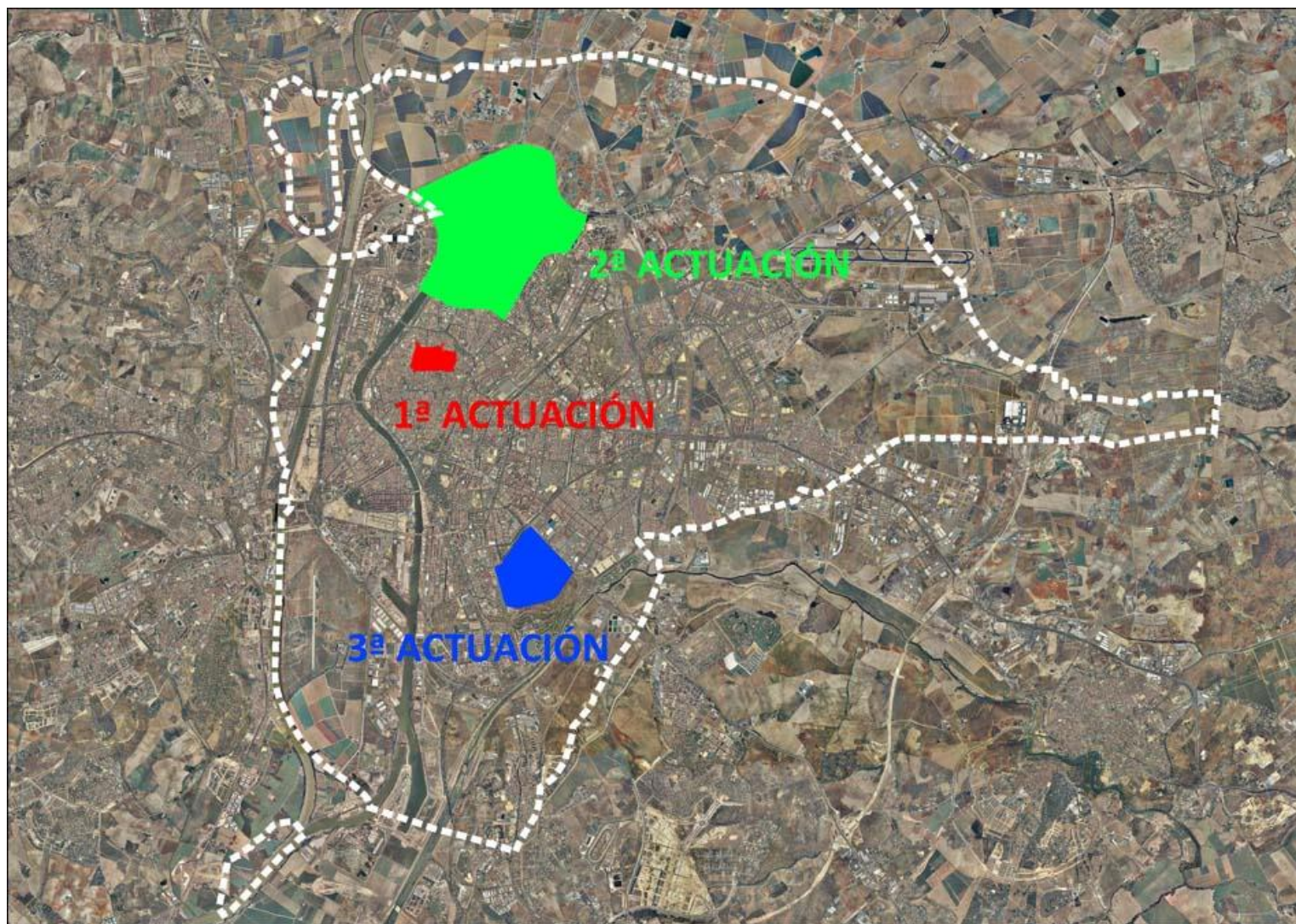
## 2. Urban Initiative for the Polígono Sur Quarter

- Improving living conditions: public spaces, cultural infrastructure and services.
- Economic promotion and labor insertion
- Participation of residents, both in the initial design and the execution of the works ,
- .Actions in a significant number of families at risk of exclusion and unemployment
- Strengthening neighborly relations

Status of your work on the ISUD strategy

- Evidence Based Studies, check.
- ISUD document, check.
- Action Plan, check.
- Application form presented on January 13. Waiting for answer from Managing Authority.
- Specific results definition, ongoing ex-prior and ex-post indicators.

# EXPERIENCED IN ISUDS





# EXPERIENCED IN ISUDS

## OTHER EXPERIENCES RELEVANT FOR THE STRATEGY

**1995/2015:** Long experience in European Funds management. MANAGEMENT OF 107.5 MILLION EUROS

**2015/2025:** INTEGRATED, SUSTAINABLE AND SMART DEVELOPMENT

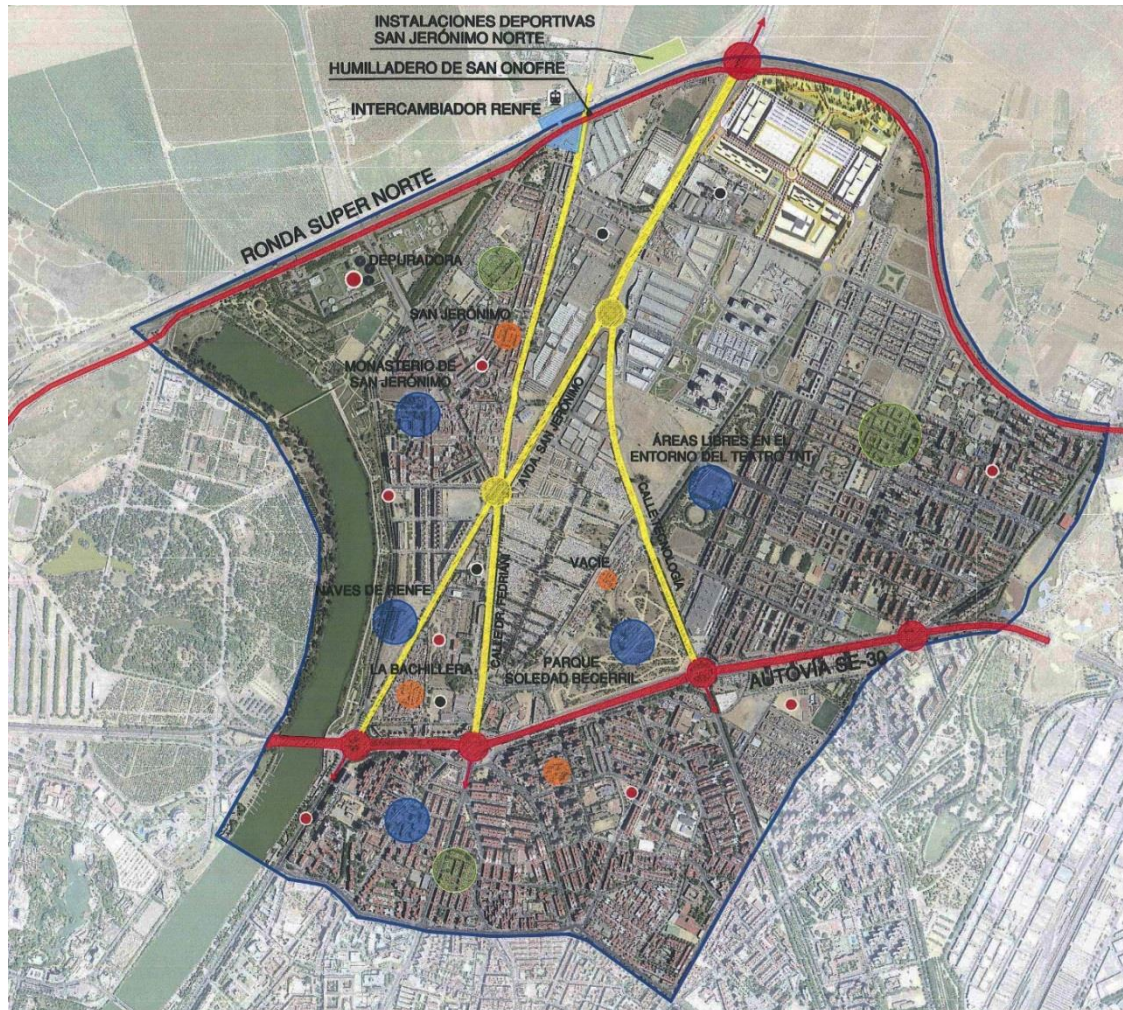
## PROJECTS FINANCED BY EUROPEAN FUNDS 1995/2015

CONCEPT	IMPORTE TOTAL
WASTE	42.806.539
TERRAINS/GREEN AREAS REGENERATION	39.854.867
SANITATION	20.758.237
URBAN SAN LUIS/ ALAMEDA	14.286.000
URBAN POLIGONO SUR	12.555.139
RESTORATION OF URBAN AREAS. URBAN. URBAN INITIATIVE	11.813.321
BICYCLE PATH	1.803.036
ENERGY	1.520.561
COOPERATION AND EXCHANGES (urbact / INTERREG)	4.847.146,7

**TOTAL 107.438.307**

# ISUDS AREA

All problems are based on analytical evidence. Independent consultants have done an analytical study of indicators, figures and physical/socio/economics situations to describe the problems and the solutions proposed.



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## POBLACIÓN CON FALTA DE OPORTUNIDADES DE EMPLEO

# BUILDING THE EVIDENCE BASE FOR THE STRATEGY

## STRENGTHS AND MAIN COMPETITIVE ADVANTAGES

### **Strong and main competitive advantages**

- Tourism: job creating sector
- Climatology
- Free Trade Zone
- Metropolitan Area Cities
- Competitive ICT and R&D&i SMEs
- Added value institutions
- Living lab.
- International Research Centers
- Biodiversity

### **Opportunities**

- ICT Living lab for SME
- Internal maritime harbor with important logistic situation
- Food industry with extensive export capability
- Talent produced by the University with an important number of patent records and high level international agreements.
- Cultural and artistic capabilities
- Renewable energy production capabilities
- Empty areas as potential future development areas

# BUILDING THE EVIDENCE BASE FOR THE STRATEGY

## WEAKNESSES AND MAIN CURRENT CHALLENGES

### **WEAKNESSES**

- Unemployment..
- Environmental pressure. High energy consumption
- Decaying areas. Exclusion
- Badly designed suburban areas. Intensive use of private vehicles
- Social polarization
- Low citizen awareness about public services

### **THREATS**

- Internal imbalance economic, social and cultural
- Danger in relation to future economic development: missing infrastructure
- Unemployment: generation of poverty pockets and marginality
- Energy dependency
- Talent flight, lack of industry specific specialization
- Disperse urban expansion



# BUILDING THE EVIDENCE BASE FOR THE STRATEGY

## AREA MAIN PROBLEMS

- The area is isolated and disconnected both internally and from the rest of the city.
- There is a great number of Zonas con Necesidades de Transformación Social (ZNTS, Areas Requiring a Social Transformation) to the North of the city. Working along regional authorities.
- Degraded urban spaces near emblematic buildings and limited number of urban areas devoted to social gatherings and leisure.
- There is room to improve the air quality.
- Obsolete public infrastructures: streetlight, etc.
- Lack of employment opportunities and presence of vulnerable groups with particular difficulties for finding a job.

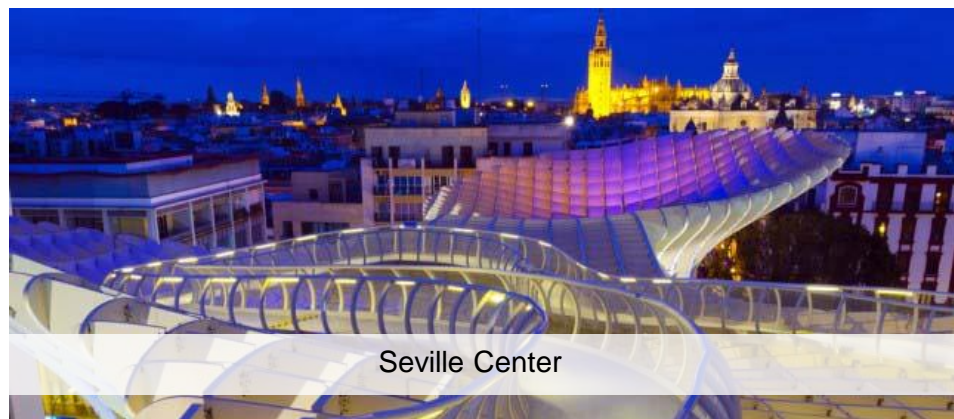
# VISION AND OBJECTIVES

## Vision:

Promote the transformation of the area, in physical, environmental, economic, social and cultural terms, by creating job opportunities and improving the urban environment and the housing spaces

## Mission:

- Improving the quality of life
- Eliminating poverty pockets
- Improving connectivity
- Internal social integration and inter communication
- Economy and employment encouragement
- Efficient use of resources: water, energy, waste



# VISION AND OBJECTIVES

## MAIN OBJECTIVES

1. Upgrading public services following a smart, innovative and participative model.
2. Reducing the CO2 emissions and the cost of the services.
3. Regeneration of central degraded spaces in the area that act as physical barriers.
4. Creating opportunities for the residents, in order to fight social exclusion
5. Supporting quality employment and the business network

**Each main objective is divided into several operational targets.**

**Each Operational target has a number of expected results, and states the main action beneficiaries.**

**Each expected result has a number of ex-ante and ex-post indicators .**

# ACTION PLAN

## IMPLEMENTATION PLAN

**THE STRATEGY HAS A GLOBAL IMPLEMENTATION PLAN FOR THE ENTIRE AREA,**

### ISUD FINANCIAL SOURCE

Priorities Financed by the ISUDS ERDF Funds first call. This is included in the document given to the National Managing Authority.

### OTHERS FINANCIAL SOURCES

Priorities with other sources:

- Municipal budget, Regional/National, ERDF EFS
- Other UE programs: Urban Integrated Actions, Interreg, Urbact, H2020
- Private cooperation

We will concentrate a big part of the investment done in the city in that Area, in order to achieve the biggest result.

Seville will carry out the Strategy using all means at our disposal.

### HOW WE HAVE CHOSEN THE PRIORITIES:

We have taken into account the results of the evidence based analysis and the public participation process, based on the Strategic Plan, subsequent reviews and updating assessments

This is the Work Plan set by the local government with citizen participation.



# ACTION PLAN

## SECTORS EXPECTED TO BENEFIT

- People living in that Area.
- Economic sector: job creation, SMEs creation
- Environment: better quality of air, green spaces, transport.

Priority links with specific objectives.

Seville results	Results of the ISUDS for the Northern Area			
	R1: MODERN PUBLIC SERVICES	R2: MORE EFFICIENT CITY MODEL	R3: CONNECTED NEIGHBORHOODS AND REGENERATED SPACES	R4: ERRADICATED MARGINAL AREAS AND COHESIVE NEIGHBORS
A renewed economic base		X	XX	X
A modern society	X	XX		XX
Gathering and comfort spaces			XX	
A proactive Town Council	XX	X	X	X

# PARTICIPATION

## SPECIFIC PARTICIPATION MECHANISM STABLISHED FOR ISUD



**Stakeholders meetings:** More than 50 stakeholder have been consulted during the participation process: Neighbourgh associations, consumers associations, trade and companies associations, building owners association, universities, technical experts, NGOs, political groups. (See EDUSI Norte document for more information)

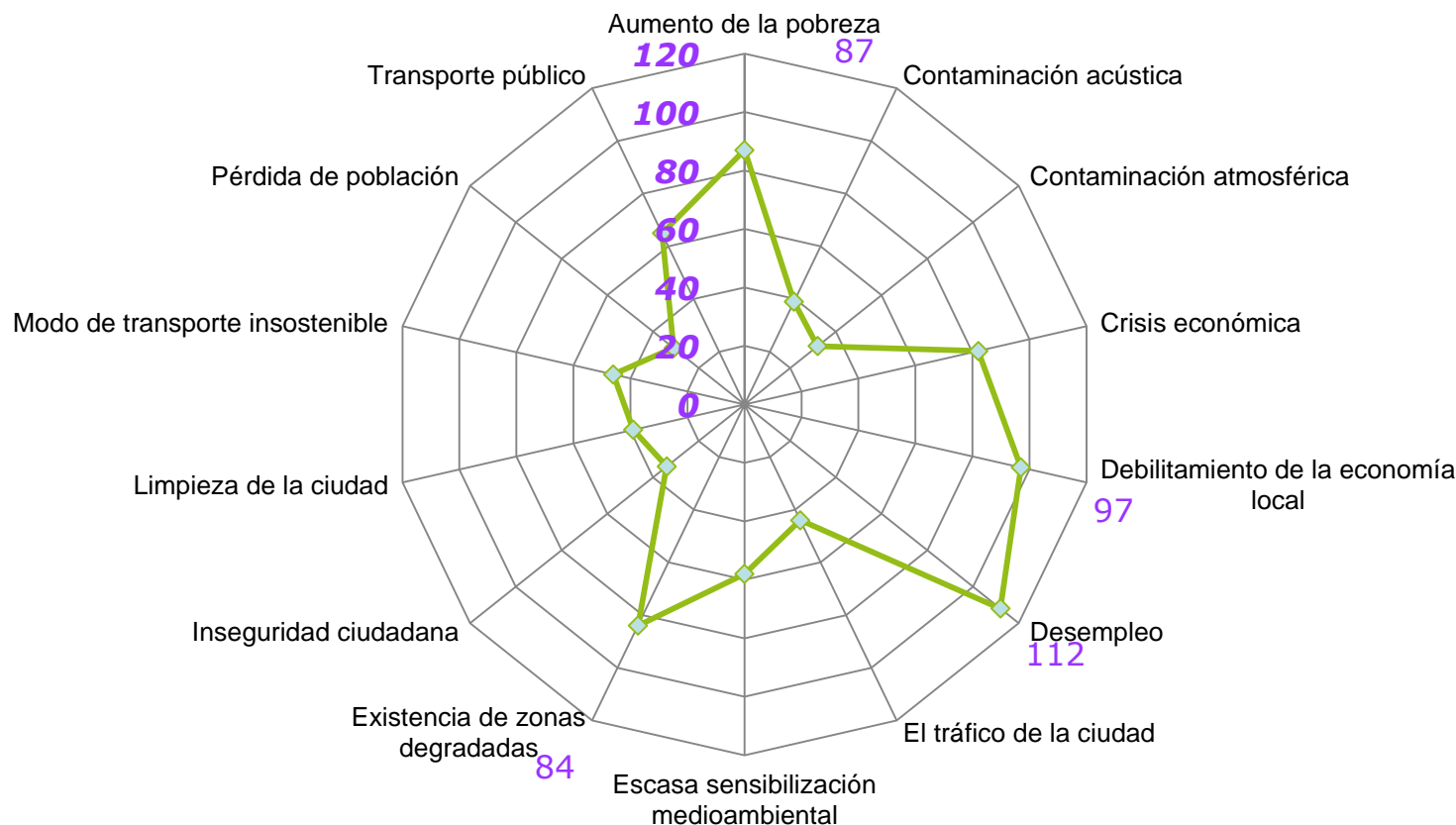
**On line consultation:** the draft document has been published in the web. Citizens could answer a questionnaire

**Paper questionnaire:** citizens could find the same questionnaire in the City Hall buildings placed in the Area.

Suggestions received have been taken into account for the final version of ISUD.

# PARTICIPATION

## PARTICIPATION PROCESS RESULTS



### Main problems

- Unemployment
- Poverty
- Degraded Areas
- Economy weakness

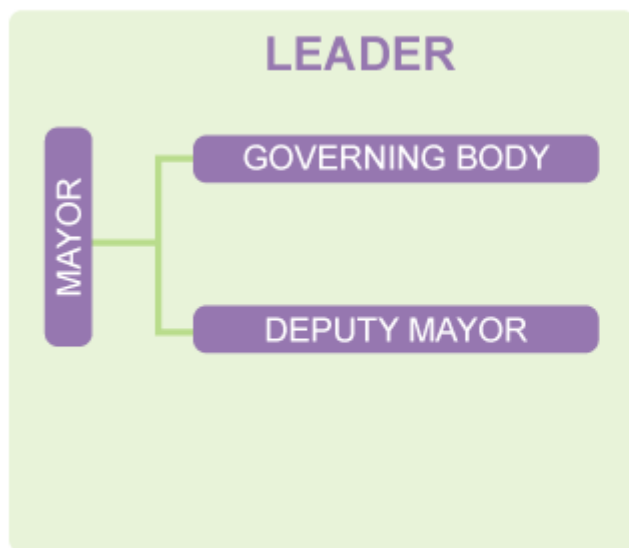
### Challenges

- Creating a strong/innovative economy
- City balance: social and economic process
- Fighting poverty and exclusion
- Sustainability in the use of resources

### Main needs

- Fighting poverty
- Improvement quality of life
- Eradicate Zones of Exclusion

# GOVERNANCE AND STAKEHOLDER ENGAGEMENT

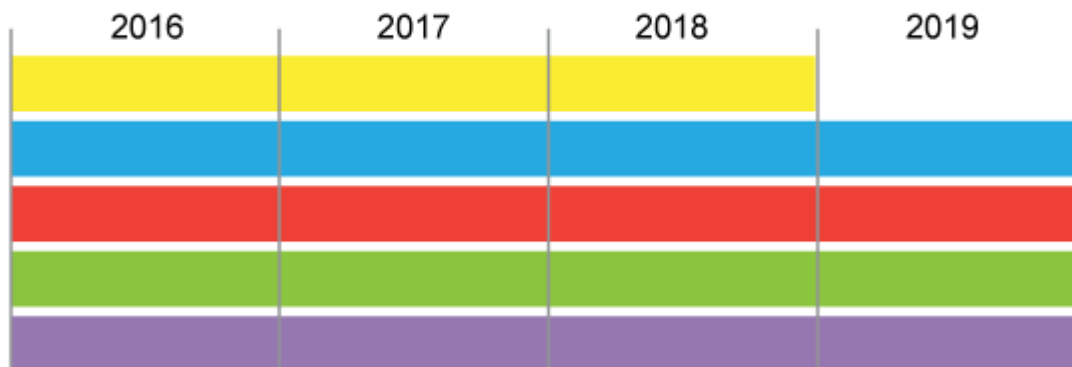


# TIMEFRAME AND MONITORING

## BUDGET

TO/POCS	EUROS
OT2	2.000.000
OT4	4.737.000
OT6	5.450.500
OT9	6.562.500
<b>TOTAL</b>	<b>18.750.000</b>
<b>ERDF</b>	<b>15.000.000</b>
<b>Local Budget</b>	<b>3.750.000</b>

## TIMEFRAME





# TIMEFRAME AND MONITORING

## SEVILLA METROPOLITANA EN TÉRMINOS DE LAS PRIORIDADES RIS3

Estimación año 2014		Total Sevilla Metropolitana 2014				% Total Andalucía 2014			
Prioridad		Nº empresas	Empleo	Facturación (Miles €)	Exportación (Miles €)	Nº empresas	Empleo	Fact. (Miles €)	Export. (Miles €)
P1	Movilidad y logística	4.577	19.078	1.980.653,97	372.797,20	18,65%	17,75%	17,15%	15,95%
P2	Industria avanzada para el transporte	464	4.723	798.796	336.582	19,85%	18,90%	18,71%	18,32%
P3	Recursos endógenos de base territorial	275	5.580	1.336.811	719.563	13,62%	14,56%	17,14%	19,82%
P4	Turismo, cultura y ocio	10.397	48.244	3.900.755	29.872	16,62%	15,91%	16,06%	23,84%
P5	Salud y bienestar	4.553	48.190	3.487.465	88.540	22,66%	22,50%	22,98%	41,72%
P6	Agroindustria y alimentación saludable	789	7.210	1.607.154	700.512	11,01%	10,97%	10,79%	10,91%
P7a	Energías renovables, eficiencia energética	687	2.600	1.622.877	126.751	24,81%	23,60%	24,84%	23,28%
P7b	Construcción (sostenible)	6.256	29.303	4.060.800	118.956	15,11%	14,97%	14,96%	11,94%
P8	TICs y economía digital	928	7.249	1.391.336	62.838	24,60%	23,59%	21,01%	25,02%
<b>TOTAL Prioridades</b>		<b>28.926</b>	<b>172.177</b>	<b>20.186.648,74</b>	<b>2.556.410,42</b>	<b>17,36%</b>	<b>17,37%</b>	<b>17,07%</b>	<b>15,63%</b>
<b>TOTAL economía</b>		<b>89.421</b>	<b>446.112</b>	<b>41.858.235,98</b>	<b>4.518.423,57</b>	<b>18,67%</b>	<b>18,75%</b>	<b>18,07%</b>	<b>14,66%</b>

# TIMEFRAME AND MONITORING

## **ISUDS is an alive document.**

- The current version finished on 13 jan 2016
- Committee working in ex-ante and ex-post indicators, define the results, monitoring.

Depends on the final decision of the Managing Authority: competitive call.

# QUESTION FOR ROUND TABLE 1

## Question 1.

Follow-up and compliance systems for the on-going assessment objective.

**How to effectively interlink objectives, actions and indicators in order to ensure the on-going implementation of the strategy?**

The ISUD Strategy design has been made, and it is currently in the definition stage, complying with the on-going assessment objectives. We would be very interested in knowing your experience in this area.

### **Why:**

We are currently defining the expected results, indicators and follow-up process. It is helpful to know the experience of others. We need to know how to set up an effective still realistic monitoring system

### **What has been done:**

Giving an overview of the results and general indicators

**What worked:** Interval coordination into the city Council

### **What did not work:**

We are in working process



## QUESTION FOR ROUND TABLE 2

### Question 2.

**How to involve and work with the marginalized population of the area? (El Vacie). How could we carry out the scheduled actions**

**Why:**

The eradication of that marginalization and poverty area is a must for the area development, and the wellbeing of the residents and the city as a whole.

We need all the experiences that may assist in performing this task as efficiently as possible

**What has been done:**

Previous works have been done together with the regional government and some families have already been reintegrated.

**What worked:** Education, training and already performed social reintegration actions.

**What did not work:**

It is necessary to intensify the actions and include social innovation procedures and innovative housing



## QUESTION FOR ROUND TABLE 3

### Question 3.

Social and stakeholders participation.

**How can we ensure continuity to social participation and stakeholders engagement?**

Being aware that an appropriate social and stakeholders participation is paramount to achieve the ISUDS development, we would like to know your opinion about successful approaches when implementing them and applying the social innovation methods, if necessary.

#### **Why:**

There are neighborhoods with a high level of involvement in the area. We want to increase and intensify participation. We want to apply methods that were successful in other cities in that area with high level of participation in order to transfer these experiences to other areas in the city with less participation. We need to improve and guarantee the on-going participation.

#### **What has been done:**

Neighborhood groups, local participation assemblies participative budgeting, innovative participation tools.

#### **What worked:**

Neighborhood groups, local participation assemblies, participative budgeting.

#### **What did not work:**

We need to improve the scope and use of the innovative participation tools.

