



Integrated Action Plan for Sustainable Tourism – Cáceres





Index

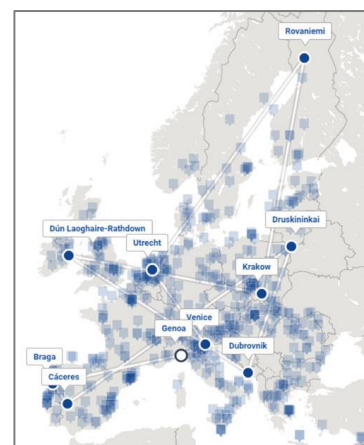
1. PRESENTATION OF THE CONTEXT & PROCESS.....	3
1.1 URBACT Tourism Friendly Cities	3
1.2 This IAP.....	3
1.3 Local context	4
1.4 Strategic vision	6
1.5 IAP development process.....	8
2. ACTION PLAN.....	12
2.1 Small Scale Actions (SSA)	12
2.2 Action - Cáceres Competitive, Accessible and Transformative Trade (CC-CAT)14	
2.2 Action - Annual Industry Conferences	15
2.2 Action - Tourist service recommendation surveys (NPS)	16
2.3 Framework for delivery	17
2.4 Risk Analysis	18

1. PRESENTATION OF THE CONTEXT & PROCESS

1.1 URBACT Tourism Friendly Cities

URBACT is a European Territorial Cooperation program to enable cities to work together and develop integrated solutions to common urban challenges by networking, learning from each other's experiences, extracting lessons and identifying good practices to improve urban policies.

Tourism Friendly Cities is a URBACT Action Planning Network that aims to explore how to make tourism sustainable in medium-sized cities, reducing the negative impact on neighborhoods and areas interested in different types of tourism and its related aspects through integrated and inclusive strategies while maintaining a balance between the needs of the local community, in terms of quality of life and available services, and the promotion of environmentally, socially and economically sustainable urban development.



The network is composed of nine European cities: Genoa (Italy), Braga (Portugal), Cáceres (Spain), Druskininkai (Lithuania), Dún Laoghaire (Ireland), Krakow (Poland), Rovaniemi (Finland), Venice (Italy) and Dubrovnik (Croatia).



Each city in the URBACT network must develop an Integrated Action Plan (IAP). The IAP is intended to focus on a single policy challenge that confronts your city to develop short- and long-term actions to address that challenge. The IAP is developed through a participatory process with a dynamic group of local stakeholders, resulting in a strategic tool that can be easily implemented with the support of the entire community.

1.2 This IAP

The purpose of this plan is to organize, prioritize, promote, and ensure that the tourism sector of the city of Cáceres is key to the economic development of the city, and that it allows to structure a full commitment of all public and private agents. This is expected to achieve spectacular results with the tourism resources of the city and the environment to offer unique, valuable and vital experiences in a global, demanding and demanding market, based on the digitization, quality and sustainability of all its actions.

The city of Cáceres shares a series of values that will help to achieve the objectives set out above:

- **Co-responsibility and cooperation.** All committed to the future of the sector and in continuous and permanent cooperation between companies and public administrations and among them.
- **Economic, environmental and social sustainability of the city and its companies.** Innovation in the ways of working and in the offer to the market will be constant and groundbreaking.
- We work to make things **easy**, in a transparent and concrete way, we must focus our work on clear and concrete projects. **Digitalization** is a key aid to achieve the transformation of tourism activity.
- **Competitive destination** in terms of experiences, customer satisfaction and repeat trips **specialized** in a unique offer, integrated with its environment and surprising.

The present decade is set as a deadline to build and rebuild with more solid foundations, from the difficulty, but also from the conviction of the enormous future that Cáceres has in the world tourism panorama.

This plan includes a brief description of the local context of the city, the work process to develop the IAP, the presentation of the SSA and the strategic actions.

1.3 Local context

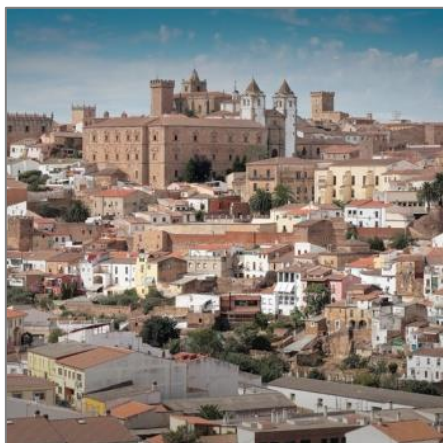
The tourism sector is currently conceived as an economic activity and a reflection of social relations in the world and can be affected. Tourism represents 10% of global GDP and in 2017 tourism generated €137.02 billion in Spain, which represents 11.7% of the country's total GDP.

Tourism supply is the set of goods and services, resources and infrastructures available in a destination for use or consumption by tourists. Under this understating, the city of Cáceres and its tourism sector can exploit all the potential that both Cáceres and its people and companies have in the development of this relevant economic activity.

Cáceres is the capital of the province of Cáceres, in the autonomous community of Extremadura, located in central western Spain. It has a population of approximately 96,720 inhabitants and a population density of just over 55 inhabitants per square kilometre.



Cáceres was declared a World Heritage City by UNESCO in 1986 for its mix of Roman, Moorish, Northern Gothic and Italian Renaissance architecture. Thirty towers from the Islamic period are still standing in Cáceres, of which the Torre del Bujaco is probably the most famous. Unlike other Spanish tourist hotspots, the city is not affected by mass tourism, probably in part due to its suboptimal connectivity with key transportation hubs such as Madrid.



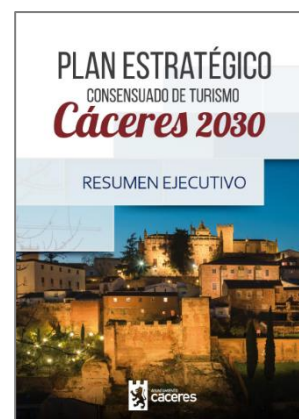
In terms of infrastructure, the number of hotel establishments open in the city of Cáceres ranges from 26 (2008) to 33 (2019), with an average of 28 in 2020. However, the trend is increasing. In these hotel establishments, in the period 2015 - 2020, there has been the best figure in both absolute and relative values in 2011, with 369 jobs and an average per establishment of 11.9 jobs.

Between 2018 and 2019, reference years as they were prior to the pandemic, the ratio of overnight stays per traveller increased but without exceeding the barrier of 2 nights of accommodation per traveller in the whole period. Analysing the monthly data from January 2018 to November 2020, we can appreciate the seasonality of demand, highly concentrated in the month of August and Easter. Regarding the distribution of the data according to the origin of the traveller, the greatest weight continues to be carried by national tourists.

In view of the above, the main challenges or strategic objectives can be defined as the following:

- To increase overnight stays.
- Improve long-haul connections
- Attracting foreign tourism
- To deseasonalize demand
- Improving the profitability of the value chained

Spain Tourism Plan 2020, Spain Sustainable Tourism Strategy 2030 and the Tourism Plan of Extremadura 2020 are strategic instruments that were taken into consideration as reference documents within the **Consensus Strategic Plan for Tourism Cáceres 2030** to define the context facing Cáceres in the sector. In the competitive diagnosis a SWOT Analysis is defined that includes the set of elements to be worked on. In the preparation of the Strategic Tourism Plan of the Cáceres 2030 Consensus, a diagnostic analysis was carried out in which it became clear that the weaknesses and threats facing the city of Cáceres are summarized in its high dependence on national tourism, that there is a deficit in transportation, especially long distance, and that the attractions of the city are not well publicized and visible. On the other hand, the strengths and opportunities offered by the



city were also raised, such as, among others, its central location in the regional geography, its excellent gastronomy, the preservation of its heritage and a strong potential for creating sustainable tourism.

The principle weaknesses identified in the Plan, result of participatory processes, for the commercialization of tourism were:

- Digital gap, which excludes many small and medium-sized companies
- New platforms, adapting to e-commerce
- To compete with sun and beach tourism
- Professionalism of the sector's workers
- Business fabric structure and coordination between actors
- Development of innovation in tourism
- Dependence on foreign tourism

In addition, the city has a strong potential to improve cycling and pedestrian mobility, as well as the Ribera del Marco area to enhance it as a green lung for a type of environmentally friendly tourism. Ribera del Marco is a river course of just 7 kilometres in the city of Cáceres where wells, mills, bridges, pontoons, waterwheels, irrigation ditches, fountains and orchards concur; heritage located in a place of high geological interest and inhabited by a great diversity of species of fauna and flora linked to urban environments.

1.4 Strategic vision

Cáceres leads a profitable, powerful and surprising tourism, based on its uniqueness, full of history, culture, nature, safety, gastronomy and emotions; in every season and month of the year, with customers who return and are the protagonists of new experiences. Therefore, the objective is to empower the qualities and strengths of Cáceres to overcome the identified challenges.

The focus areas of this Action Plan were developed in collaboration with the ULG members and in response to the local context.

The focus areas identified are:

1. **Cultural Heritage and Actions:** Cultural heritage tourism management is the application of specific knowledge for the adaptation of cultural heritage assets into tourism resources. The starting point is, because of the assets we are talking about, their conservation and the preservation of the spirit they represent. Tourism and culture is a practice that highlights the cultural aspects offered by a specific tourist destination. Cultural actions are motivated by knowing, understanding and enjoying the set of distinctive features and elements, spiritual and material, intellectual and affective, that characterize a society or social group of a specific destination.
Our objective here is Tourism products of Cáceres prepared and oriented to the needs of the region.



2. **Innovation / Intelligence:** Innovation in tourism is the final result of innovative activity, incorporated in the form of a product (goods or service) or in the marketing process, which has gone through a new or improved technological process and introduced in the tourism industry. Training should always be considered as a cross-cutting element in innovation processes. Our objective here is digitalization for destination marketing and offeror training and quality improvement.
3. **Sustainability:** According to the SDGs and the World Tourism Organization, sustainable tourism development that takes full account of current and future economic, social and environmental impacts to meet the needs of visitors, the industry, the environment and host communities. Our objective here is the Collaborative and Proactive Management.
4. **People at the centre:** refers to placing the tourist at the centre of tourism planning and strategy to make the city accessible, safe and friendly for all. Our objective here is to improve the city, society and economy



This strategic vision of the plan will be implemented through the proposed actions and they are correlated as follow:

ACTIONS	STRATEGIC OBJECTIVES
1. SSA - STREET MARKET ON AGROECOLOGY AND ARTISAN MADE IN CÁCERES	SO.1, SO.2
2. CÁCERES COMPETITIVE, ACCESSIBLE AND TRANSFORMATIVE TRADE (CC-CAT)	SO.2, SO.4
3. ANNUAL INDUSTRY CONFERENCES	SO.2, SO.3
4. TOURIST SERVICE RECOMMENDATION SURVEYS (NPS)	SO.1, SO.3

The action plan sets out co-created and co-defined actions in response to the needs identified locally. The IAP is defined by ULG's experience and awareness from sustainable tourism, and will work together and co-implement these actions in the coming years.

1.5 IAP development process

URBACT Local Groups (ULGs) are an important element of the URBACT program. Each URBACT partner must create a local group that brings together key local stakeholders to co-produce city strategies and action plans. In this case, the ULG is formed by:

Name	Position
Jorge Villar Guijarro	Councilman of Tourism
Rebeca Domínguez Cindoncha	Head of Innovation Section
Amparo Fernández Gundín	Head of Tourism Section
José Luis Medel Bermejo	Head of AldeaLab
Javier Sellers	Consortium Director Cáceres Histórica
Elena Domínguez Crespo	Scholarship holder Europe Direct Cáceres
Raquel Búrdalo Giménez	Tourism Director of the Cáceres Provincial Council
José Luis Coca Pérez	Dean Faculty of Tourism
Héctor Jiménez	Researcher Faculty of Tourism
Ana Hernández	Circular Economy Master Coordinator
Victoria Bazaga	President of FEXTUR (Extremadura Federation of Rural Tourism)
Guillermo Antón Quiza	Director of Hotel Barceló
José Menguiano Corbacho	Director of Parador Cáceres
Juan Torres Martínez	Director of Hotel Don Manuel
Juan Manuel Herrero Sánchez	Association of Architects of Extremadura

Name	Position
Juan Manuel Honrado	President of the Ciudad Monumental Neighborhood Association
María Jesús Fernández Salado	President of APTUEX (Extremadura Tourist Apartments Association)
Fernando Medina	APTUEX

In order to carry out the work plan, the ULG has developed a series of meetings in which the progress of the actions agreed in previous meetings will be checked and new actions will be presented through brainstorming that will result in conclusions.



For the development of the Integrated Action Plan (IAP), some key ideas for the joint work have been taken into account:

- **Integration** of social, economic and scientific aspects from a sustainability perspective.
- **Co-production and co-design** as ULG members contribute to its design
- **Co-implementation** by all ULG members according to the agreed plan.
- **Commitment and involvement** of all ULG members in its objectives.
- **Joint action and learning** by sharing "win-win" experiences and lessons learned
- **Participation** through a quadruple helix approach involving public and private agents, NGOs, Universities and innovation and knowledge areas.

The composition of the IAP is made up of two parts, the first part describes the local context of Cáceres, and the second part defines the pilot project and the actions to be worked on to meet these objectives.

Based on these ideas, key objectives and actions to be carried out by the IAP have been proposed:

- **Eco-design and capacity to influence the market/digitization**, defining and analyzing new products/services that can be offered by local tourism and service companies, as a way to improve their competitiveness and develop new value chains.
- **Sustainable economic growth**, identifying and developing new value chains.
- **Promotion of education and culture**, developing and sharing a set of recommendations addressed to those cities interested in replicating these interventions/programs in their own local policies.
- **Capacity building**, detecting new practices and methodologies to foster citizen participation.

The COVID19 pandemic in March 2020 caused major adjustments to the original WorkPlan of the Tourism Friendly Cities (TFC) program, both in the development of work with the European coordinators and participating cities through the transnational meetings, as well as in the local work with the Local Group to complete the relevant milestones of the IAP to adapt to the new reality and its needs.

During the development of the program, a series of milestones are taken into account:

1. Reports
 - a. Draft Pilot Project Presentation
 - b. Presentation of IAP Drafts
 - c. Presentation and Revision of the IAP
 - d. Presentation Final Version of the PAL
2. Program Coordination
 - a. Webinars
 - b. Transnational meetings
 - c. URBACT Festival
3. Project Management
 - a. ULG meetings
 - b. Peer Review
 - c. SSA

	November				December				January				February				March				April				May				June			
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Integrated Action Plan																																
Integrated Action Plan final draft																																
ULG meetings																																
ULG meetings																																
Peer Review project																																
Review of IAP draft																																
Decision with transnationalities																																
IAP final body conclusions peer review																																
SSA																																
SSA off SSA																																
Transnational SSA evaluation																																
Month	November				December				January				February				March				April				May				June			
Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
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Pilot projects (SSA) are the "tests" that allow cities to prototype local solutions by de-risking future actions and involving local stakeholders in "doing" and "thinking" together to address urban challenges. In this case, the pilot project being implemented is an Agroecological Market to showcase local organic products and craftsmanship.



At the transnational level, a series of webinars and transnational face-to-face meetings were held in those cities where feasible. The TFC program will end with the URBACT festival, which consist on a transnational meeting with all the members of the program in Paris.

In the different meetings that have been held with members of the ULG of Cáceres, the different challenges and solutions for tourism in Cáceres have been analyzed from their points of view.

As challenges, the following have been raised:

- Increase overnight stays
- Improve long-haul connections
- Attract foreign tourism
- Deseasonalize demand
- Improve profitability of the value chain

Taking into account the challenges and areas of interest, actions are proposed to achieve the following objectives:

- Cáceres Competitive, Accessible and Transformative Trade (CC-CAT)
- Annual industry conferences
- Tourist service recommendation surveys (NPS)

In addition, a series of potential risks have been detected that may hinder the achievement of the challenges or objectives that have been established, and these are mainly three: an excessively hot climate, especially in summer, the scarce publicity being given to the city of Cáceres and the limitation in transportation.

2. ACTION PLAN

The actions proposed in this section include in their scope the elements of sustainability, transversally, innovation and participation.

2.1 Small Scale Actions (SSA)

The SSA is an agroecology and food crafts market in Cáceres. Its main objectives are:

- To publicize food products, cosmetics and crafts of the environment of Cáceres.
- To bring organic food closer to the citizens.
- Disseminate the principles of healthy eating with social and environmental commitment and promote sustainable tourism.

A 4-month pilot project led by COOPERATIVA ACTYVA and coordinated by the City Council and the area of Innovation and Commerce.

SSA IDEA	Street Market on Agroecology and Artisan made in Cáceres
MAIN OBJECTIVE	<ul style="list-style-type: none"> • To publicize food products, cosmetics and crafts of the environment of Cáceres. • To bring organic food closer to the citizens. • Disseminate the principles of healthy eating with social and environmental commitment and promote sustainable tourism.
BACKGROUND & INSPIRATION	Cáceres para Comérselo (CCxC)
LEAD ORGANISATION	COOPERATIVE ACTYVA
KEY PARTNERS	City Council of Cáceres, Innovation and Commerce Area
MONITORING INDICATORS	Number of visitors: Number of residents and tourists / Number of sales
RESOURCES & BUDGET	4.400€ URBACT
DURATION	4 months
RISKS & MITIGATION MEASURES	<ol style="list-style-type: none"> 1. Weather, since it is outdoors, alternative dates can be sought for the realization of the event. 2. Market production costs: assembly and disassembly may be a risk, alternatives could be sought, such as an annual administrative concession. 3. De-seasonalization of local fruit and vegetable production, it can be complemented with other local products.
RESULTS & KEY LEARNING	<ul style="list-style-type: none"> - Generate a local community of responsible production and consumption. - Generate a new tourist attraction

SSA IDEA	Street Market on Agroecology and Artisan made in Cáceres
<p>IMPACT ON THE IAP</p>	<ul style="list-style-type: none"> • Generate a new area of tourist attraction, the objectives of this action are aligned with the municipal policy of ecological transition and generation of fair opportunities for citizens. • Strengthen ties between the community of local producers, processors, restaurateurs, prescribers, representatives of associations, neighbors and visitors to Cáceres. • Position Cáceres as a friendly city with responsible consumption, very close to the ecological transition model in which we are immersed and promoting healthy tourism and disseminate the principles of healthy eating with social and environmental commitment and promote sustainable tourism.



2.2 Action - Cáceres Competitive, Accessible and Transformative Trade (CC-CAT)

Cáceres Competitive, Accessible and Transformative Trade (CC-CAT)	
MAIN OBJECTIVE	To provide accessibility, ecological transition and digital transformation to the commercial sector of Cáceres, specifically to the commercial areas of the city, in order to improve their competitiveness and sustainability, integrating them into a single zone to all the areas of the downtown area, and aggregating the potential of the rest of the areas, improving their ecological and digital competencies.
VISION	To have local businesses that have the capacity to be resilient and have decarbonisation policies, waste reduction, circular economy and zero waste. To this end, we seek to use solutions aimed at increasing sustainability, adaptation to climate change and efficiency.
LEAD ORGANISATION	Cáceres City Council
KEY PARTNERS	Producers, traders and customers of the Ronda del Carmen Market
MONITORING INDICATORS	Kgs. of separated waste collected in the Market
ESTIMATE OF COSTS	1.480.000,00 €
RESOURCING	PRTR-España (Spanish Register of Emissions and Pollutant Sources) Next Gen EU Funds
TIMESCALE	01/01/2022-31/12/2022
STATUS	Started
RISKS & MITIGATION MEASURES	Short timelines for project development and justification of funds; can be mitigated by defining a team with specific responsibilities for each member and using a scorecard for execution
INSPIRATION	Circular economy in Burgos' Food Markets

	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
1	Adaptation of strategic warehouses in the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 350.000,00 €
2	Incorporation of an electric recharging point in the vicinity of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 100.000,00 €
3	Waste separation solutions for subsequent recycling at the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 75.000,00 €

	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
4	Improvement of the access and distribution of the Ronda del Carmen Market, to optimize energy efficiency.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 45.000,00 €
5	Change of the air conditioning system of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 585.000,00 €
6	Installation of photovoltaic panels on the roof of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 175.000,00 €
7	Improvement of the cold rooms of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 135.000,00 €
8	Implementation of a collaborative platform, based on the existing "Cáceres para Comérselo", which connects, aggregates and empowers the largest number of commercial SMEs and local producers, to improve their marketing and distribution channels, as well as to raise their level of interaction.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 15.000,00 €

2.2 Action - Annual Industry Conferences

Annual Industry Conferences	
MAIN OBJECTIVE	To inform and develop conferences of the sector to exchange knowledge of the supply and quality of the service in Cáceres.
VISION	Modernize tourism management and marketing models, based on the necessary technical knowledge and support for their development.
LEAD ORGANISATION	Cáceres City Council

Annual Industry Conferences	
KEY PARTNERS	HORECA channel, traders, agencies and customers associations
MONITORING INDICATORS	Number of people attending, number of conferences or meetings
ESTIMATE OF COSTS	20.000,00 € / annual
RESOURCING	It could be from Next Gen EU Funds or other program from Long-term EU budget 2021-2027
TIMESCALE	2022-2030
STATUS	Not started
RISKS MITIGATION MEASURES	& Short timelines for project development and justification of funds; can be mitigated by defining a team with specific responsibilities for each member and using a scorecard for execution
INSPIRATION	Proposal obtained through citizen participation, and International Conference on Sustainable Tourism Management.

2.2 Action - Tourist service recommendation surveys (NPS)

Tourist service recommendation surveys (NPS)	
MAIN OBJECTIVE	Implement innovation in tourism processes to improve the destination of Cáceres, taking into account the citizen in two aspects, one as the main source of information and the other as a customer.
VISION	To have stable structures that, in a shared manner, contribute to finding solutions to the needs of the sector and provide valuable proposals for its future development
LEAD ORGANISATION	Local tourism professional association and Cáceres City Council
KEY PARTNERS	Travel agencies, hotels, rural tourism hotels
MONITORING INDICATORS	Net Promoter Score, number of stakeholder participating
ESTIMATE OF COSTS	25.000 €
RESOURCING	It could be from Next Gen EU Funds or other program from Long-term EU budget 2021-2027
TIMESCALE	2022-2030
STATUS	Not Started
RISKS MITIGATION MEASURES	& Short timelines for project development and justification of funds; can be mitigated by defining a team with specific responsibilities for each member and using a scorecard for execution
INSPIRATION	Proposal obtained through industry stakeholder participation

2.3 Framework for delivery

The tourism department in Cáceres depends on the Mayor's office and has an important relevance in the structure of the municipality. Therefore, the Tourism Department is directly responsible for the application of the Tourism Strategic Plan Cáceres 2030 and the Innovation department will coordinate with Tourism the implementation of IAP.

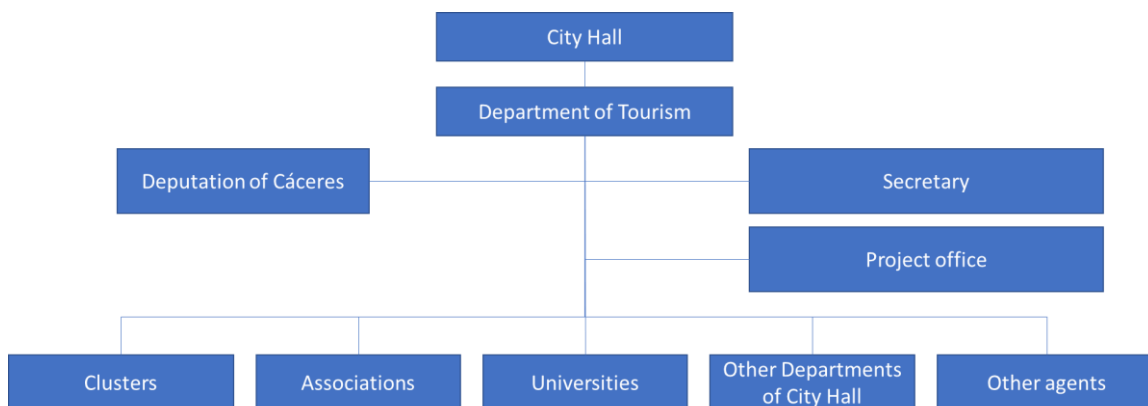
Some actions planned are transversal, implemented by other organisms, therefore it is necessary to have an integrated approach.

IAP had the contribution of several local stakeholders from the Urbact Local Group (ULG) such as private sector and public institutions like main partners, and associations and academic representatives like mains collaborators. Those stakeholders were involved in the co-creation of the IAP so it is intended to keep alive the ULG even when the TFC Program ends.

In general, what is proposed is that for management and organization regarding implementation of actions, it will be coordinated with its own project manager for attributing administrative tasks and responsibilities, ULG for technical consults and expanding development.

Regarding planning terms, the goals will be defined and monitored by ULGs leader in various phases, and for the evaluation terms, the indicators will be defined according to the Tourism Strategic Plan Cáceres 2030.

To illustrate the idea described above, it is drawn an organization chart that includes all the stakeholders that participated in the development of TFC program, as project office in this case is the Innovation Department of the City Council.



This organization chart shows the team that will help to implement the actions aligning it to the strategy and business objectives. That is what is called governance.

The main functions of the governance body involve the following tasks:

- Coordination of the Plan with other strategies, plans or actions, already defined or to be defined.

- Coordination with the municipal areas, of their projects and actions with the Plan and in the same way that the actions of the areas take the Plan into account when drafting their initiatives.
- Definition of a control panel that allows monitoring and evaluation of the performance of the plan, preparing reports and providing information for decision-making.
- Updating of the Plan.

2.4 Risk Analysis

According to the scope of actions defined in this IAP, the identified risks for the implementation process are the following ones:

RISKS	TYPE	CATEGORIZATION
Risk of loss of competitiveness in this type of city due to its lower critical mass.	OPERATIONAL	LOW
Demographic unsustainability due to exodus of young people.	BEHAVIORAL	MEDIUM
Economic-commercial decline of the traditional urban center.	FINANCIAL	MEDIUM
Little development of long-distance connections, rail connections and areas.	OPERATIONAL	HIGH
Continuity of the seasonality of tourism.	BEHAVIORAL	HIGH
Decrease in consumption as a consequence of economic and / or health crises.	FINANCIAL	MEDIUM
High number of passing visitors.	BEHAVIORAL	HIGH
Lack of creation of new, more qualified and competitive types of employment.	STAFFING	MEDIUM
Stagnation in investments.	FINANCIAL	MEDIUM
Polarization of the city between a showcase helmet, culturally dense, but sparsely populated.	OPERATIONAL	LOW
Great dependence on foreign tourism.	BEHAVIORAL	MEDIUM
Urban and bureaucratic limitations.	LEGAL	HIGH

These risks identified could be mitigated if there is a promotion into new actions such as:

- Promote tourism using the possibilities offered by the Internet and new technologies.
- Take advantage of the potential of ICT to improve services, transport, construction and governance in line with the concept of "Smart City".
- Greater development of tourism, enhancing its natural and historical-landscape heritage.
- To form a favorable ecosystem for the consolidation and improvement of the competitiveness of companies.
- Possibilities of innovation in the operation of the management of existing public administrations, associations and companies.
- Strong potential to improve cycling and pedestrian mobility



- Transport optimization
- Great potential in energy saving in buildings and public services and businesses and homes.
- Large number of tourist resources in the city that can increase the visiting time.
- Public-private ecosystem that constitutes the tourist offer. Proper management has great potential for development.

