



# INTEGRATED ACTION PLAN

MUNICIPALITY OF ONDA (SPAIN)

URBACT



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**Onda**

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## 1. FEW WORDS FROM OUR POLITICAL LEADERSHIP...



As Mayor of Onda, I am proud to present this Integrated Action Plan, which reflects both our city's history and its aspirations for the future. For generations, Onda has been shaped by its ceramic industry and its rich cultural heritage. Today, we stand at a turning point: transforming an obsolete industrial area into the Green Lung of Onda, a vibrant and inclusive space that will connect neighbourhoods, improve environmental quality, and become a symbol of sustainable regeneration.

This plan is not only about urban design; it is about people. It is about giving residents cleaner air, safer mobility, opportunities for recreation, and spaces to meet and create together. It is also about ensuring that our children grow up in a healthier, greener city,

proud of their heritage and confident in the future.

The Green Lung is deeply aligned with European priorities on sustainability, climate action, and social inclusion. Thanks to the support of the URBACT programme and the valuable exchange with our partner cities, Onda has been able to shape a roadmap that is ambitious yet realistic, rooted in citizen participation and long-term vision.

We know that challenges lie ahead, but our commitment is firm. With the collaboration of stakeholders, residents, and European partners, Onda will turn this vision into reality. In the coming years, when people think of Onda, I want them to remember a city that dared to reclaim its industrial past to build a greener, more resilient, and more inspiring future.

**CARMINA BALLESTER**

**Mayor of Onda**

## 1. GREENPLACE. LET'S DO IT TOGETHER!

GreenPlace is an URBACT network consisting of ten partners who aim at developing a set of activities for "recycling" unused urban areas, using social participation tools. The project takes into account not only the regional specificities and conditions of each of the partners but also introduces greenery as a key factor in limiting climate change in urban areas. It is running from July 2023 to December 2025.

It is led by the City of Wroclaw (Poland) and is composed of 8 project partners:

- Boulogne-sur-mer Développement Côte d'Opale - France
- Bucharest Metropolitan Area Intercommunity Development Association - Romania
- Limerick - Ireland
- Löbau - Germany
- Nitra - Slovakia
- Onda - Spain
- Quarto d'Altino - Italy
- Vila Nova de Poiares - Portugal



Figure 1: GreenPlace Partnership

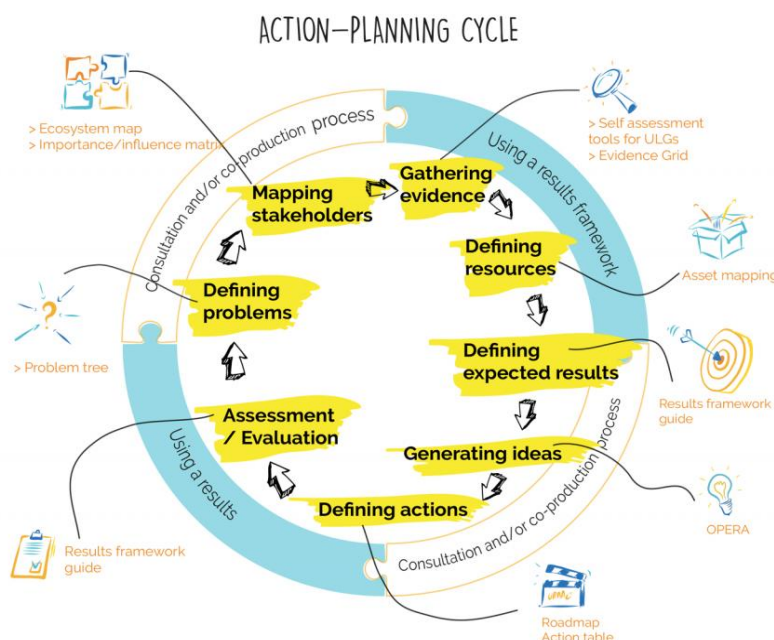
## 2. WHY AN INTEGRATED ACTION PLAN?

An URBACT Integrated Action Plan (IAP) is a key element of the URBACT methodology. It is a city-level output that defines actions to be implemented within the city in order to respond to a specific urban policy challenge - reflecting the lessons learned from local stakeholders, transnational partners and the testing of actions at local level.

IAPs thus provide both a focal point and end goal of the action planning journey that cities undertake within their URBACT Action Planning Network (APN). IAPs help to ensure that both local-level discussions (within the URBACT Local Group) and transnational exchange (between the network partners) have a practical focus on planning a coherent set of actions to address the local policy challenge in each participating city, embedding an integrated and participative approach.

IAPs are future oriented – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP not only sets out what the city intends to do on its specific topic, but also has a strong implementation focus, for example through the identification of specific funding opportunities, governance structures and timelines for how the actions will be implemented and monitored.

The IAP links with the overall [URBACT Action Planning Cycle](#).



### 3. CONTEXT, NEEDS AND VISION

The conjunctural and structural conditions that define the environment mean that cities are forced to look ahead, facing the needs of everyday life, but with the challenge of preparing for a future that is competitive, innovative, sustainable and at the same time inspiring for its citizens.

The constant and accelerated changes in reality are pushing cities to become a source of solutions to the problems and challenges arising from globalisation, economic crises, social movements, macroeconomic and demographic problems, governance deficits or the development of information technologies. information and communication.

In this context, the municipality of Onda, known for its rich ceramic and industrial tradition, is proposing the revitalisation and transformation of an old ceramic industrial area, most of which is disused, into a large green recreational area for the residents.

This ambitious project, called the Green Lung of Onda, aims to transform the landscape of Onda, improve the quality of life of its inhabitants and promote more sustainable urban development.

The creation of this large green area is also directly in line with European and international policies on sustainability and urban development, to which the municipality is strongly committed, especially in recent years.

#### 3.1. Context

Onda is a municipality with more than 25,000 inhabitants located in the Region of Valencia, in the east of Spain. It benefits from a strategic geographical position due to its excellent road connections and its proximity to key transport infrastructures, including a port, an airport, and a railway network.

The local economy is strongly driven by the ceramic industry, with Onda forming part of the so-called “ceramic triangle” alongside the neighbouring municipalities of L'Alcora and Vila-real. In addition to its industrial strength, agriculture, particularly citrus fruit production, also plays a significant role in the area's economic activity.

This strong industrial profile is reflected in the urban structure: the land designated as “industrial” is twice the size of the residential area, underscoring the importance of manufacturing and logistics in the local development mode.

The relocation of the industry sector due to the growth of the activity meant that the first industries located in the residential urban environment generated a degraded landscape at the interface of the historic centre.



Figure 2: Panoramic view of the city of Onda

In terms of landscape resources, the location of Onda in the transition zone between the inland mountains and the Mediterranean coast gives it unique characteristics. Its relief is made up of a group of mountains, highlighting the Sierra de Espadán Natural Park, the most important natural area of the region. The territory counts on the presence of many wooded areas. In addition to the Mediterranean mixed forest (holm oak, cork oak), there are large areas of pine forest too. Regarding fauna, the municipality is characterised by an abundance of birds, along with some mammals, such as wild boar or squirrels and reptiles. Onda also has a rich historical heritage, including the Castle of the Three Hundred Towers, the Church of the Assumption, and the Old Town.



Figure 3: Onda Castle – “The Castle of 300 Towers”

Demographically, Onda is characterised by a diverse population, which includes young people, adults, and a growing elderly population. In addition, the municipality has become increasingly culturally diverse in recent years due to the arrival of immigrants looking for work opportunities.

Regarding social aspects, the city faces significant challenges resulting from economic transition and deindustrialisation, which have had an impact on poverty and inequality. The municipality seeks to develop social policies and services for all. It also has some experience of participation and co-creation, notably through the process of the Urban Agenda Onda 2030.

### 3.2. Relevant existing strategies

Onda has adopted a range of strategic plans across different thematic areas. The following are particularly relevant to the development and implementation of this Integrated Action Plan, as they provide the framework for urban regeneration, cultural promotion, and sustainable development:

- ▶ **Urban Agenda Onda 2030.** The strategic plan of the city to promote sustainable development through the 17 Sustainable Development Goals (SDGs). Its four axes (Economy and Prosperity, People, Sustainable City, and Innovation and Governance) are all reflected in the Green Lung project, which fosters green jobs and sustainable tourism, enhances citizens' wellbeing, regenerates a degraded industrial area, and applies participatory and innovative governance. 
- ▶ **Sustainable Energy and Climate Action Plan (SECAP).** Plan developed with the aim of contributing to the fight against climate change through measures aimed at reducing CO2 and greenhouse gas emissions. The Green Lung contributes to these objectives by providing new green infrastructure, improving energy efficiency, and strengthening the city's climate resilience.
- ▶ **Onda Sustainable Urban Development Strategy (EDUSI).** Funded by the ERDF (European Regional Development Funds), this strategy is formed by a set of actions designed to address economic, environmental, climate, demographic and social challenges from an integrated perspective. Among its key actions was the rehabilitation of the former industrial building La Campaneta, located close to the area now targeted by the Green Lung project. The Green Lung represents a natural continuation of this process, expanding regeneration into a wider green and cultural hub for the city.
- ▶ **General Urban Development Plan (in Spanish, P.G.O.U.).** A general planning instrument that is defined in the Spanish legislation on urban planning. It provides the regulatory framework for land use and zoning in Onda, enabling the transformation of obsolete industrial areas into new community-oriented spaces.

### 3.3. Local challenge

Onda is currently embarking on an ambitious urban transformation: to regenerate a degraded former industrial zone into a large urban park: the city's future Green Lung. This space, located between the Monteblanco and Tossalet neighbourhoods, once formed the heart of Onda's thriving ceramic industry and today holds significant cultural, spatial, and environmental value.

The production of ceramics in Onda reached its peak between the 19th and early 20th centuries. By the beginning of the 20th century, the town was home to 49 tile factories. Originally located on the outskirts, these industrial sites have since been incorporated into the urban landscape as the city has expanded.

With the gradual decline of the ceramic industry, much of the area located behind the castle has fallen into neglect. Several buildings are now in ruins or no longer in use, while others remain partially occupied but are in poor condition. A number of older structures still have asbestos-cement roofing, posing health risks and contributing to soil contamination.

Today, the area contains 16 Moorish kilns, 1 tunnel kiln, 1 chamber kiln, 1 inverted flame kiln, 1 enamel kiln, several enamel storage facilities, and 6 tall industrial chimneys. Among the former factories, La Campana, now renovated, stands out alongside La Fabriqueta and El Bólido, which remain key heritage assets in need of recovery and integration into the urban landscape.



Figure 4: Area of the future Green Lung in Onda

In recent years, some buildings have been constructed in the area under temporary permits, making opportunistic use of available land but with the obligation to be dismantled upon municipal request. Additionally, a hazardous traffic spot exists on one of the main roads crossing this area, frequently resulting in serious accidents and even fatalities.

The overall degradation of the area hampers connectivity between peripheral neighbourhoods and separates them from essential services such as leisure, sports, education, and healthcare facilities. This spatial disconnection contributes to the emergence of disadvantaged groups compared to the rest of the city.

In response, the municipality has launched a comprehensive revitalisation strategy with the objective of transforming the area into a multifunctional green space that strengthens urban connectivity, preserves industrial heritage, and fosters environmental and social well-being.



Figure 5: The entire site



Figure 7: Buildings to be removed



Figure 6: Black spot on the road

### 3.4. GreenPlace in the working practices of the city

The project enjoyed strong political commitment, notably from the Mayor of Onda, who actively followed its development and ensured its alignment with the city's broader sustainability agenda. She also participated in key activities, such as the URBACT Local Group (ULG) meetings. This high-level support reinforced the strategic importance of the initiative within the municipality's long-term vision for sustainable urban regeneration.

The project was formally led by the European Projects and Funding Department, ensuring alignment with European agendas and funding opportunities. Claudia Muzzati, Head of the department, served as the overall project coordinator, responsible for strategic direction, interdepartmental coordination, and international collaboration. Implementation on the ground was supported by the Urban Planning Department, ensuring technical feasibility and integration into the city's regulatory and spatial planning frameworks. The project also benefits from the direct involvement of Antonio Lecha, a senior

technician in the Urban Planning and Climate Action Department, who acted both as ULG Coordinator and member of the core project team, ensuring coherence between participatory processes and technical implementation.

## 3.5. Problem identification with and by local stakeholders

### 3.5.1. GreenPlace Urbact Local Group (ULG)

Citizen participation was essential to the success of projects like GreenPlace, particularly when they aimed to transform urban environments and improve quality of life. A crucial aspect of this participation was ensuring the plurality of voices and the inclusion of perspectives from across society.

To this end, two working groups were established:

- An **internal group**, composed of elected officials and municipal technicians from various departments of the City Council.
- An **external group**, bringing together diverse actors from civil society, which constitutes the URBACT Local Group (ULG).

The ULG was created specifically for the GreenPlace project and was entirely new in this context. It was coordinated by the ULG Coordinator, who was also part of the project's core team, ensuring consistency between participatory input and strategic development.

ULG meetings were held regularly on a monthly basis, with targeted stakeholders invited depending on the topics under discussion. Additional engagement sessions were organised in connection with transnational partner meetings to broaden visibility and encourage wider involvement.

To select and structure stakeholder participation, the project relied on URBACT methodological tools, including the Stakeholder Ecosystem Map, the Influence/Importance Matrix, and the Stakeholder Analysis Table. These tools helped ensure that all relevant voices, from institutions, organisations, and community members, were properly identified and engaged throughout the planning process.



Figure 7: Stakeholder ecosystem map



Figure 8: Stakeholder influence matrix

Figure 9: Stakeholder analysis table

The ULG was composed of the following members:

- University Jaume I (UJI)
- College of architects
- APECC Association of construction businessmen
- Gain EGM Management and modernisation company of industries
- Chamber of Commerce
- Cooperativa d’Onda
- NGO Quisqueya
- Onda Centre Comercial
- Primary Schools
- Secondary Schools
- FACSA (Company for the management of public water installations)
- SIMETRIA Group
- FCC Medio Ambiente (Company for the management of cleaning of the municipality)
- RECIPLASA (Company for the waste treatment)
- Museum of ceramics
- Regional Government “Generalitat Valenciana”
- ITC (Institute of Ceramic Technology)

### 3.5.2. ULG Methodology

The process of forming the project team followed a structured, participatory methodology.

From the outset, an internal working group was established, composed of municipal staff and political representatives involved in the GreenPlace project.

This group engaged in a brainstorming process aimed at refining the project’s objectives in response to the initial challenges identified. The ideas and reflections gathered were subsequently synthesised into a mind map, which served as a visual tool to organise the discussion outcomes.

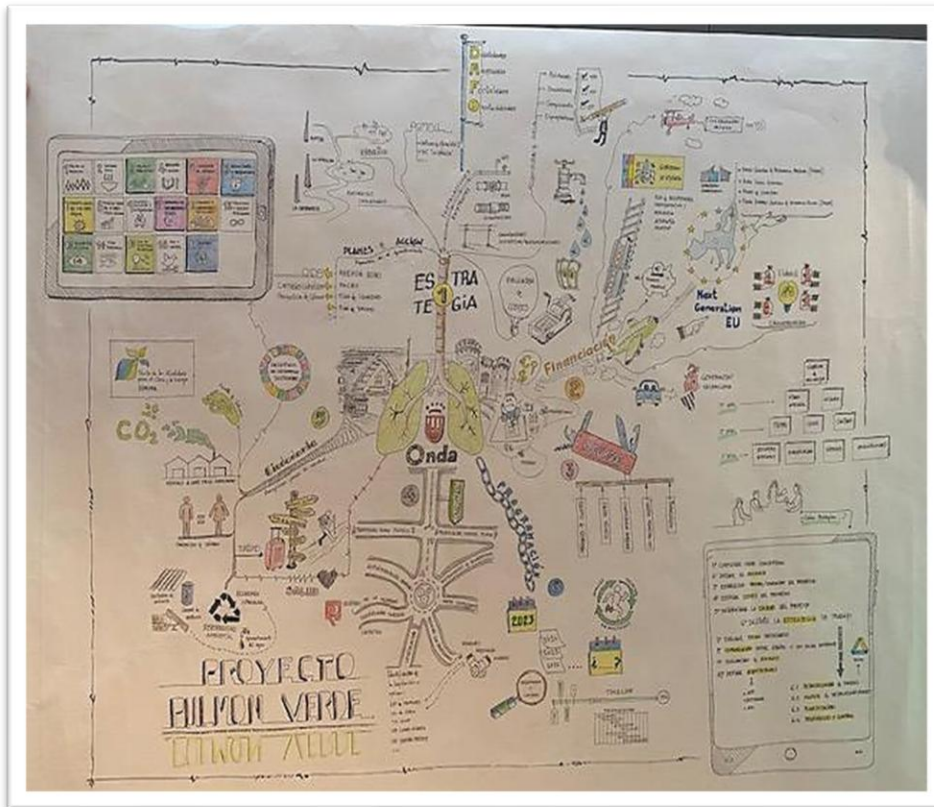


Figure 8: Green Lung Project Mind Map

The mind map enabled the team to group the key issues into thematic chapters, providing a clear structure for the development of the Integrated Action Plan and laying the foundation for collaboration with external stakeholders through the URBACT Local Group.

And one of the main points is the work team. The human resources used have been classified into two levels. One internal, more technical and managerial, and a second (ULG) that is more plural and represents all areas of society, more at an informative level.



Figure 9: Meetings with the ULG

The tools used were those provided by the Urbact methodology. A risk analysis and mitigation plan were added to these tools. Once the team of ULG members had been established, some general meetings were held, and others were more sectoral

### 3.5.3. Co-identification of local priorities

Through the monthly meetings of the internal working group comprising both technical staff and political representatives, local priorities have been thoroughly analysed and progressively defined.

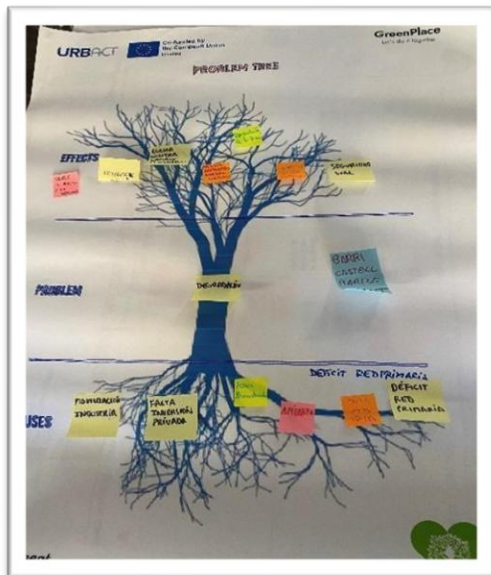
A key tool in this process has been the SWOT analysis, which has provided valuable insights into the municipality's current needs, potential strategies to address them, and the local strengths that can support the implementation of planned actions. The SWOT analysis table is attached as a reference:

<h2 style="text-align: center;">Strengths</h2> <ul style="list-style-type: none"> <li>• Human team (technical, political, administrative)</li> <li>• Political and social will</li> <li>• Conviction of the need to act</li> <li>• Neighbourhood awareness</li> <li>• Social support</li> <li>• Overall plan for regenerating the area</li> <li>• Be part of a European network</li> <li>• Excellent area location</li> <li>• Width of the area</li> <li>• Requirement by law</li> </ul>	<h2 style="text-align: center;">Weaknesses</h2> <ul style="list-style-type: none"> <li>• Asbestos management</li> <li>• Current crisis in the ceramics sector</li> <li>• Interadministrative bureaucracy</li> <li>• Dependence on other administrations</li> <li>• Maturity of the project</li> <li>• Economic crisis</li> <li>• Soil swelling</li> </ul>
<h2 style="text-align: center;">Opportunities</h2> <ul style="list-style-type: none"> <li>• Funding</li> <li>• Serving as a model for future urban projects</li> <li>• Revaluation of the area</li> <li>• Social cohesion</li> <li>• Creation of new green and recreational areas</li> <li>• Environmental awareness</li> <li>• Healthy Life</li> <li>• Touristic promotion</li> <li>• Improving local economy</li> </ul>	<h2 style="text-align: center;">Threats</h2> <ul style="list-style-type: none"> <li>• Citizen opposition/owners</li> <li>• Difficulty in getting the message across to citizens</li> <li>• Lack of trust in the project</li> <li>• High economic costs + lack of funding</li> <li>• Financial sustainability</li> <li>• Length of process</li> <li>• Managing complexity</li> <li>• Dismantling of operating</li> </ul>



Meeting of technical and political members

On a broader level, through meetings with the ULG, work was carried out with the ‘Problem Tree’ tool to verify and confirm the previous work carried out with the SWOT analysis. It was very useful to create a common vision of our project.



Problem tree developed with the ULG

### 3.5.4. Co-created vision for GreenPlace

We used the Newspaper of Tomorrow activity as a participatory tool to engage members of our URBACT Local Group (ULG) in imagining and co-designing the long-term future of the Green Lung. In this exercise, participants stepped into the future and created fictional front pages of a newspaper dated 20 years from now, featuring headlines, articles, and images that described the successful transformation of the area.

The ideas generated during this activity have contributed to shaping a shared vision: The Green Lung is an innovative and forward-looking project that aims to create a large, inclusive green area for residents to enjoy, while reclaiming and integrating Onda's rich industrial and cultural heritage.

The project also aims to reconnect peripheral neighbourhoods with the city centre, enhance environmental quality through decarbonisation and renaturalisation, and offer spaces for recreation, cultural expression, and community life. The Green Lung is thus envisioned as a living symbol of Onda's sustainable and inclusive urban future, a place where nature, heritage and people come together in a renewed urban fabric.



### 3.5.5. Main integration challenges

To identify the most critical integration challenges for the Green Lung project in Onda, the local team carried out a prioritisation exercise using an integration matrix. This tool helps position different policy dimensions according to two axes: their Potential Positive Impact on the project, and the Level of Difficulty in integrating them into the local action plan.

Through this structured exercise, 16 potential challenges were assessed and mapped. From that analysis, six key dimensions were selected as the most relevant and impactful for the Green Lung project. These will form the backbone of the integration strategy within the IAP:

- 1. Spatial Integration.** Connecting the green lung with surrounding neighbourhoods, infrastructures and natural corridors is essential for achieving a coherent and accessible urban fabric. Though technically demanding, it is a high-impact priority.
- 2. Stakeholder Involvement (Planning and Implementation).** Meaningful participation of local stakeholders, both during the planning and the implementation phases, is critical to ensure social ownership, inclusion and long-term sustainability of the space.
- 3. Sustainable Urban Development.** While the project is primarily focused on environmental regeneration, it also aims to promote social inclusion and local economic opportunities, ensuring a green space that is both ecological and socially relevant.
- 4. Climate (Cross-cutting).** The Green Lung must serve as a climate adaptation infrastructure: reducing urban heat, increasing biodiversity and absorbing stormwater. These elements are central to the design logic of the space.
- 5. Funding Strategy.** Mobilising diverse financial resources, from EU funds to regional programmes and private actors, is key to implement the project. This implies a proactive approach to funding alignment and project readiness.
- 6. Coherence with Existing Strategies.** Ensuring strategic alignment with Onda's existing plans and frameworks (including the Urban Agenda Onda 2030 and the municipal Sustainable Energy and Climate Action Plan) enhances institutional support and policy synergy, and simplifies implementation processes.

### 3.6. Testing actions

Within the GreenPlace project, Onda implemented testing actions to pilot participatory and innovative approaches for the future Green Lung. These activities focused on inclusion, creativity, and awareness-raising, engaging both young people and children from disadvantaged communities. The testing actions provided valuable insights into how artistic expression and collaborative innovation can foster community ownership of urban regeneration. Detailed descriptions of each action are presented in the tables below.

1. CIRCULAR ARCHITECTURE MARATHON	
<p>The testing action consisted of a sustainability hackathon aimed at involving young people in the development of the Green Lung project and promoting awareness of environmental and sustainability issues. Through this participatory event, students were able to share their ideas, proposals, and solutions to future challenges, while gaining a deeper understanding of urban sustainability. The activity fostered cooperation, active engagement, and a positive attitude towards the project, while also offering participants an enjoyable and educational experience.</p>	
OBJECTIVES	
<ul style="list-style-type: none"> <li>• Promoted positive attitudes and long-term engagement, especially among young people, in the development of the “Green Lung” project.</li> <li>• Collected a repository of proposals and ideas incorporating sustainability and circularity principles.</li> <li>• Raised awareness of environmental, architectural, and urban sustainability concepts among participants.</li> <li>• Strengthened collaboration and mutual understanding among key stakeholders.</li> <li>• Encouraged the identification of challenges and the co-creation of integrated, cross-cutting solutions.</li> </ul>	
DURATION	

<p>The testing action was held across two days, starting on Friday afternoon and continuing throughout Saturday.</p>
<p><b>LOCATION</b></p>
<p>The event took place in Onda, specifically at La Campaneta, a former ceramic factory currently being repurposed as a cultural and community space.</p>
<p><b>METHODOLOGY</b></p>
<p>The action combined presentations, participatory workshops, and team challenges. On the first day, participants were introduced to the study area and the principles of circular architecture and sustainability. Workshops supported the creation of diverse teams in terms of age and skills. On the second day, following a site visit and short training sessions, each team selected one of three challenges to address: (1) renaturalisation of the built environment, (2) heritage conservation of industrial architecture, or (3) strategies for urban decarbonisation. Participants developed their proposals collaboratively and presented them digitally to a jury, which evaluated the outcomes based on sustainability and circularity criteria.</p>
<p><b>STAKEHOLDERS INVOLVED</b></p>
<p>The action was coordinated by the Circular Architecture Chair of the Universitat Jaume I (UJI), an active member of the ULG. Its members led the workshops and participated in expert sessions. Municipal technicians also contributed to the organisation, along with professors, students, thematic experts, and local companies from the ULG, all of whom collaborated to generate and present innovative ideas.</p>
<p><b>RESOURCES USED</b></p>
<p>The activity was funded through URBACT programme resources, with additional support from the Circular Architecture Chair of the UJI, local companies, and the municipality of Onda. These contributions covered organisational expenses, expert participation, workshop materials, and logistical needs.</p>
<p><b>MAIN RESULTS</b></p>
<ul style="list-style-type: none"> <li>• A repository of ideas and proposals for the Green Lung project.</li> <li>• Innovative solutions from young participants on renaturalisation, heritage conservation, and decarbonisation.</li> <li>• Strengthened cooperation between stakeholders and multidisciplinary engagement.</li> <li>• Increased awareness of sustainability and circularity among young people.</li> </ul>

- Recommendations for including sustainability criteria in project planning and tendering stages.

#### IMPACT ON THE IAP

- Provided concrete, innovative proposals that enriched the content and strategic direction of the IAP.
- Strengthened the participatory dimension of the IAP by demonstrating the value of youth involvement and stakeholder collaboration.
- Offered tested approaches to embed sustainability and circularity principles into urban planning processes.
- Reinforced the IAP's commitment to inclusive and community-led development of the Green Lung area

## 2. CHILDREN'S MURAL PROJECT

The testing action involved children from disadvantaged backgrounds in the creation of a collective mural representing their vision of the "Green Lung" of Onda. The goal was to foster creativity, collaboration, and a sense of ownership and belonging among participants, while encouraging community engagement and inclusive urban development through artistic expression.



#### OBJECTIVES

- To engage the citizens of Onda, particularly children from disadvantaged backgrounds, in the development of the Green Lung project.
- Collected a repository of proposals and ideas incorporating sustainability and circularity principles.
- Raised awareness of environmental, architectural, and urban sustainability concepts among participants.
- Strengthened collaboration and mutual understanding among key stakeholders.
- Encouraged the identification of challenges and the co-creation of integrated, cross-cutting solutions.

<b>DURATION</b>
The testing action took place over several afternoons.
<b>LOCATION</b>
The activity took place in Onda, specifically at the community centre of the NGO Quisqueya, where the children painted the mural on one of the entrance walls.
<b>METHODOLOGY</b>
The process began with the children individually drawing their ideas for the future Green Lung of Onda through creative sketches. Afterwards, they worked collaboratively to select the key elements they wanted to include in the final mural. This collective exercise allowed each child to contribute their personal vision while jointly shaping a shared representation of the space, encouraging teamwork, creativity, and a sense of ownership.
<b>STAKEHOLDERS INVOLVED</b>
The project involved children from disadvantaged backgrounds who participate in the programmes run by the NGO Quisqueya. The staff of Quisqueya played a key role in facilitating the activity, providing guidance and support throughout the process, and helping the children bring their ideas to life through the mural.
<b>RESOURCES USED</b>
The resources for the project were primarily provided by the NGO Quisqueya. These included art supplies such as sketch paper, pencils, markers, and paints, as well as the preparation of the community centre's wall as the mural canvas. Staff and volunteers from the organisation also contributed their time and expertise, offering continuous support and guidance throughout the activity.
<b>MAIN RESULTS</b>
<ul style="list-style-type: none"> <li>• A large, collaborative mural representing the children's vision of the Green Lung of Onda.</li> <li>• Strengthened connection between the children and their local environment.</li> <li>• Empowerment of participants through creative expression and teamwork.</li> <li>• Increased visibility of the Green Lung project within the community.</li> <li>• A lasting symbol of inclusion, creativity, and civic participation displayed at the NGO's centre.</li> </ul>
<b>IMPACT ON THE IAP</b>

- Provided valuable insights into how children from disadvantaged backgrounds envision urban green spaces, offering inspiration for inclusive and child-friendly design elements in the Green Lung project.
- Reinforced the participatory approach of the IAP by highlighting the importance of engaging underrepresented groups in co-creation processes.
- Demonstrated the relevance of artistic and community-based methods for building a sense of ownership and social cohesion around urban regeneration initiatives.

## 4. OVERALL LOGIC AND INTEGRATED APPROACH

The vision of Onda's Integrated Action Plan is to transform a former ceramic industrial area into a new green lung for the city. This transformation will combine ecological restoration, the valorisation of industrial heritage, sustainable mobility, and the creation of inclusive spaces for community life and tourism.

As part of its urban design, the Municipality plans to acquire privately owned lands within the area to ensure full implementation capacity and to explore concrete solutions to unlock the site's potential. A central feature of the area is a church and adjacent social centre, which will be preserved and may become the symbolic and functional heart of the new green space. The site also includes several heritage elements, notably the six iconic chimneys, which are intended to become visual landmarks of the future park. Other architectural remnants, such as stones from existing enclosures, could be creatively reused in the redevelopment, for example in constructing boundary walls or public features.

Some green pockets already exist within the site and will be preserved, enhanced, and connected through the future design. A new mobility plan will also be developed, integrating new roads, pedestrian walkways, and cycling lanes to improve accessibility and connectivity. While a few residential houses located on the edges of the area will remain, the broader transformation will revolve around creating a coherent, accessible, and sustainable green space.

Building on this vision and intervention logic, the following thematic areas and strategic objectives have been defined, aligned with specific actions required for the successful implementation of the project.

## 4.1. Our logic of intervention

The IAP of Onda is structured as follows:

- 1 Overall vision
- 5 Areas of intervention
- 5 Strategic objectives
- 15 Specific Objectives

### OVERALL VISION

**The Green Lung:** an innovative project that aims to create a large green area for residents to enjoy, while recovering and integrating the city's industrial and cultural heritage, and linking the various suburban neighbourhoods to the city centre.

### AREAS OF INTERVENTION



#### HERITAGE

**Strategic Objective:**  
Restoration and conservation of cultural and architectural heritage

**Specific objective 1:**  
Identify and protect valuable architectural and cultural assets

**Specific objective 2:**  
Promote community and academic participation in heritage recovery

**Specific objective 3:**  
Integrate elements of the industrial past into the design of the green lung



#### HEALTH AND ENVIRONMENT

**Strategic Objective:**  
Improvement of public health and environmental quality

**Specific objective 4:**  
Create a large green space

**Specific objective 5:**  
Restore the area to re-establish ecological balance and promote biodiversity

**Specific objective 6:**  
Remove hazardous substances from buildings

**Specific objective 7:**  
Promote circular economy



#### SOCIAL INCLUSION AND SECURITY

**Strategic Objective:**  
Ensure access and enjoyment of the new green lung for the whole community. Ensure the safety of the area after the transformation

**Specific objective 8:**  
Create meeting points for neighbours. This promotes social cohesion and a sense of community

**Specific objective 9:**  
Facilitate accessibility and equity in the use of the Green Lung for all social groups

**Specific objective 10:**  
Ensure the safety and maintenance of the Green Lung



#### TOURISM

**Strategic Objective:**  
Promote the municipality as a sustainable destination, using the new green lung as a key attraction for visitors and tourists

**Specific objective 11:**  
Use the new Green Lung to raise the profile of the municipality as an example of urban regeneration and environmental sustainability

**Specific objective 12:**  
Promote local and regional tourism through events and activities in the Green Lung

**Specific objective 13:**  
Use the Green Lung as a platform to showcase the history and cultural identity of the municipality



#### EDUCATION

**Strategic Objective:**  
Promotion of environmental education

**Specific objective 14:**  
Use the Green Lung as an educational resource for all ages

**Specific objective 15:**  
Raise awareness of the importance of urban ecosystems and their conservation

## 4.2. Our areas of intervention

To develop our project, a total of five key areas of intervention have been defined. As has been previously mentioned, each of these has been assigned a specific strategic objective, along with a set of associated actions. These areas have been carefully selected to cover all aspects and approaches of the project and to ensure a holistic and coherent intervention:



**HERITAGE.** The new Green Lung will not only facilitate the transformation of an obsolete industrial space but will also serve as a means of preserving and revaluing the historical heritage of the municipality. The restoration and conservation of old kilns and chimneys from ceramic factories will establish a link between the past and present, integrating local history into a renovated environment. These architectural elements are not only witnesses to the historical identity of the municipality, they also serve as a cultural and educational attraction, allowing future generations to understand the legacy of the area while enjoying a natural space.



**HEALTH AND ENVIRONMENT.** The creation of the Green Lung will comprehensively address the need to enhance public health and environmental quality within the municipality. The elimination of polluting factories and the recuperation of the area to transform it into a natural space will result in a reduction of air pollution and the promotion of a healthier environment. The establishment of this green space will allow residents to enjoy outdoor activities, access sports areas and experience the physical and mental benefits of contact with nature. Furthermore, the circular design of infrastructure and renaturalisation will contribute to the sustainability and resilience of the local ecosystem.



**SOCIAL INCLUSION AND SECURITY.** The Green Lung Project has been developed with the intention of creating an accessible and inclusive space in which all inhabitants of the municipality can feel welcome and actively participate. The creation of meeting points and the organisation of cultural and artistic events will facilitate the fostering of social cohesion and the strengthening of neighbourhood relations. The design of the park prioritises accessibility and safety to ensure that people of all ages and conditions can fully enjoy this space, thereby consolidating the Green Lung as a place of equitable coexistence for the community.



**TOURISM.** The Green Lung is envisaged as a tourist attraction that will establish the municipality as a destination committed to the environment, demonstrating how historical heritage and sustainable development can coexist in a unique space.



**EDUCATION.** The Green Lung will become a dynamic educational space, offering nature classrooms and outdoor learning programmes. Educational routes and practical activities will be designed for students and visitors, with the objective of promoting environmental awareness and the importance of sustainability. Therefore, the Green Lung will be not only a recreational space, but also an invaluable educational resource for the community.

### 4.3. Summary Actions Tables

The planned actions included in this IAP are presented in the summary tables below. Each strategic objective is supported by a set of specific objectives, which are in turn implemented through concrete actions. This structured approach ensures that every action directly contributes to its corresponding specific objective, which aligns with the broader strategic goals of the plan. Collectively, these elements work together to deliver on the overarching vision of the Integrated Action Plan.

#### STRATEGIC OBJECTIVE 1: RESTORATION AND CONSERVATION OF CULTURAL AND ARCHITECTURAL HERITAGE

Specific Objective 1: Identify and protect valuable architectural and cultural assets				
Action	Output target	Action Lead	Partners	Timeframe
<b>Action 1:</b> Restoration and conservation of traditional kilns and chimneys	<ul style="list-style-type: none"> <li>- Restored kilns and chimneys</li> <li>-Documentation of the restoration process</li> </ul>	Onda City Council (specially the Onda Tile Museum)	<ul style="list-style-type: none"> <li>- Companies specialised in the restoration of cultural heritage</li> <li>-Academic institutions and experts</li> </ul>	Short-term objective
<b>Action 2:</b> Carrying out historical studies and cataloguing of kilns, chimneys and structures of interest	-Studies and lists of heritage elements of interest to the municipality	Onda City Council (specially the Onda Tile Museum)	<ul style="list-style-type: none"> <li>-Onda City Council (specially the Onda Tile Museum)</li> <li>-Academic institutions and experts</li> </ul>	Long-term objective

			-Cultural heritage organisations	
<b>Specific Objective 2: Promote community and academic involvement in heritage restoration</b>				
Action	Output targets	Action Lead	Partners	Timeframe
<b>Action 3:</b> Carry out participatory activities with students and professionals to gather information and suggestions on heritage conservation.	-New participatory activities carried out: Workshops, Marathon  -Reports with ideas and suggestions from the participants	Onda City Council	Academic institutions and experts	Medium-term
<b>Specific Objective 3: Integrate elements of the industrial past into the design of the Green Lung</b>				
Action	Output targets	Action Lead	Partners	Timeframe
<b>Action 4.</b> Incorporate in the Green Lung remnants of restored kilns or chimneys as landscape elements	-Restored kilns and chimneys integrated into the park design	-Onda City Council (specially the Onda Tile Museum)	- Companies specialised in the restoration of cultural heritage	Long-term objective
<b>Action 5.</b> Create signage and a space with historical information about the ceramic industry in the area in the lung.	-Information panels or interactive guides in the Green Lung area	-Onda City Council (specially the Onda Tile Museum)	-Companies specialised in the design and production of signage	Medium-term objective

**STRATEGIC OBJECTIVE 2:  
IMPROVEMENT OF PUBLIC HEALTH AND ENVIRONMENTAL QUALITY**

<b>Specific Objective 4: Create a large green space</b>				
<b>Action</b>	<b>Output target</b>	<b>Action Lead</b>	<b>Partners</b>	<b>Timeframe</b>
<b>Action 6.</b> Planting native trees and plants that help improve air quality	-New area planted with native trees  -Increase in vegetation cover in the municipality	-Onda City Council	- Local gardening companies  -Industrial companies	Long-term objective
<b>Action 7.</b> Design of garden areas with spaces for leisure, sport and recreation	- Creation of new garden areas - Installation of sports and leisure equipment	Onda City Council	-Academic institutions and experts  -Companies specialised in construction and urban planning	Long-term objective
<b>Specific Objective 5: Restore the area to re-establish ecological balance and promote biodiversity</b>				
<b>Action</b>	<b>Output targets</b>	<b>Action Lead</b>	<b>Partners</b>	<b>Timeframe</b>

<p><b>Action 8.</b> Restoring natural ecosystems by planting native flora and creating diverse habitats</p>	<ul style="list-style-type: none"> <li>-New area restored</li> <li>-Number of native species reintroduced</li> <li>-Increase in biodiversity</li> </ul>	<p>-Onda City Council</p>	<p>-Academic institutions and experts</p>	<p>Long-term objective</p>
<p><b>Action 9.</b> Improving water retention capacity through green infrastructure techniques</p>	<ul style="list-style-type: none"> <li>-Area of wetlands created or improved</li> <li>-Reduction in surface runoff and increase in water storage capacity</li> </ul>	<p>-Onda City Council</p>	<ul style="list-style-type: none"> <li>-Academic institutions and experts</li> <li>- FACSA (Water Supply company)</li> <li>-Environmental engineers or consultancies specialised in green infrastructure</li> </ul>	<p>Long-term objective</p>
<p><b>Action 10.</b> Create artificial nests for birds and refuges for pollinator insects</p>	<p>-Increase in bird and pollinator species</p>	<p>-Onda City Council</p>	<ul style="list-style-type: none"> <li>-Expertise association</li> <li>-Environmental Organisations</li> <li>-Local volunteer groups or Schools</li> </ul>	<p>Long-term objective</p>
<p><b>Action 11.</b> Create artificial lagoons and wetlands to</p>	<p>-Increase in observed fauna species</p>	<p>-Onda City Council</p>	<p>-Expertise association</p>	<p>Long-term objective</p>

promote local fauna			-Environmental Organisations  -Companies specialised in ecosystem restoration	
Action	Output targets	Action Lead	Partners	Timeframe
<b>Action 12.</b> Hire companies specialised in removing asbestos and other hazardous substances	-Certification of safe asbestos and other hazardous substances removal by authorised companies	-Onda City Council  -Private owners	- Companies specialised in hazardous waste management and asbestos removal	Short-term objective
<b>Action 13.</b> Carry out environmental controls before, during and after the demolition of the buildings	-Environmental assessment report to ensure the safety of the area before and after the intervention	-Onda City Council	- Regional Government	Medium-term objective
<b>Specific Objective 7: Promote circular economy</b>				
Action	Output targets	Action Lead	Partners	Timeframe
<b>Action 14.</b> Reuse materials from demolished factories to create street furniture or	-Street furniture and structures made from	-Onda City Council  -Private promoters	-Constructor associations  -Sustainable design	Medium-term objective

**STRATEGIC OBJECTIVE 3:  
ENSURE ACCESS AND ENJOYMENT OF THE GREEN LUNG FOR THE WHOLE  
COMMUNITY. ENSURE THE SAFETY OF THE AREA.**

new equipment within the Green Lung	recycled materials		companies specialised in the reuse of materials	
<b>Action 15.</b> Establish a composting programme to manage organic waste generated in the Green Lung	-New compost produced and reused in the maintenance of the Green Lung	-Onda City Council	-Reciplasa (waste management and ULG member)	Long-term objective
<b>Action 16.</b> Incorporate circular design criteria into the construction of buildings and structures in the Green Lung.	-Buildings with sustainable certifications  -Reduction of the impact of construction on the environment	-Onda City Council  -Private promoters	-Constructor and promoter associations  -Architecture and sustainable design studios specialised in circular building practices and environmental sustainability	Short- term objective

**Specific Objective 8: Create meeting points for neighbours. This promotes social cohesion and a sense of community.**

Action	Output target	Action Lead	Partners	Timeframe
<b>Action 17:</b> Designing spaces for socialising (picnic areas, squares and recreational zones)	<ul style="list-style-type: none"> <li>-New areas of coexistence created</li> <li>-Qualitative assessment of participant satisfaction</li> </ul>	-Onda City Council	<ul style="list-style-type: none"> <li>- Companies specialised in greenery</li> <li>-Industrial companies</li> <li>-Companies specialised in construction and urban planning</li> </ul>	Long-term objective
<b>Action 18:</b> Organisation of cultural and artistic events (exhibitions, concerts, open-air theatre, festivals)	<ul style="list-style-type: none"> <li>-New cultural, artistic and meeting events</li> <li>-Qualitative assessment of participant satisfaction</li> </ul>	Onda City Council		Long-term objective
<b>Action 19:</b> Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community workshops or volunteer programmes.	<ul style="list-style-type: none"> <li>-New activities run by the community</li> <li>-Qualitative assessment of participant satisfaction</li> </ul>	Onda City Council	Neighbourhood associations	Short-term objective

<b>Specific Objective 9: Facilitate accessibility and equity in the use of the Green Lung for all social groups</b>				
<b>Action</b>	<b>Output targets</b>	<b>Action Lead</b>	<b>Partners</b>	<b>Timeframe</b>
<b>Action 20.</b> Design Green Lung spaces to be accessible to people with reduced mobility, children and the elderly.	<ul style="list-style-type: none"> <li>-Facilities that comply with accessibility regulations</li> <li>-Positive comments from users about ease of access</li> </ul>	-Onda City Council	-Academic institutions and experts	Long-term objective
<b>Action 21.</b> Include specific areas for carrying out intergenerational activities	<ul style="list-style-type: none"> <li>-Activities that generate participation and enrich the community</li> <li>-Qualitative assessment of participant satisfaction</li> <li>-Improving communication between neighbourhoods</li> </ul>	-Onda City Council	Agriculture associations	Long-term objective
<b>Action 22.</b> Include specific areas for sports activities that promote physical activity and sport	<ul style="list-style-type: none"> <li>-Well-used and well-maintained sports facilities</li> <li>-Community feedback on the</li> </ul>	-Onda City Council	- Sport department of town hall	Long-term objective

	<p>usefulness of sports facilities</p> <p>-Improvement of the communication with the city centre and the existing sports facilities in the city, which has been more difficult up to now.</p>		- Sport associations	
<b>Action 23.</b> Create pet-friendly areas that promote responsible pet ownership and encourage interaction between owners and pets	<p>-Safe, well-designed areas that meet the needs of pet owners</p> <p>-Positive feedback on the use and enjoyment of these areas by the community</p>	-Onda City Council	- Pet association	Long-term objective
<b>Specific Objective 10: Ensure the safety and maintenance of the Green Lung</b>				
Action	Output targets	Action Lead	Partners	Timeframe
<b>Action 24.</b> Implement a security plan that includes surveillance, adequate lighting and signage	-Security measures implemented to ensure a secure environment	-Onda City Council	-Onda City Council  -Police department	Medium-term objective

	-User perception of security		-Civil Protection  -Security companies	
<b>Action 25.</b> Establish a regular maintenance protocol to ensure that the Green Lung remains in good condition and safe for use	-Frequency of maintenance performed  -Resulting safety incidents	-Onda City Council	-Onda City Council  -Police department  -Civil Protection	Long- term objective

**STRATEGIC OBJECTIVE 4:  
PROMOTE THE MUNICIPALITY AS A SUSTAINABLE DESTINATION, USING THE GREEN LUNG AS A KEY ATTRACTION FOR VISITORS AND TOURISTS**

**Specific Objective 11: Use the new Green Lung to raise the profile of the municipality as an example of urban regeneration and environmental sustainability**

Action	Output targets	Action Lead	Partners	Timeframe
<b>Action 26:</b> Create communication campaigns that promote the Green Lung as a model of sustainability and a unique space for eco-tourism.	-Presence of the municipality in regional and national media highlighting the park as a tourist attraction	-Onda City Council	-Onda City Council  - Communication department	Medium-term objective

Action 27: Organise guided tours and educational experiences related to the transformation of the industrial area into a green space.	-Guided tours and educational programs.  -Evaluation of visitor satisfaction with activities.	-Onda City Council	-Onda City Council  - Communication department  -Onda info Turist  -Local tourism agencies	Medium-term objective
<b>Specific Objective 12: Promote local and regional tourism through events and activities in the Green Lung</b>				
Action	Output targets	Action Lead	Partners	Timeframe
A28: Organise tourist events that highlight the natural and sustainable features of the Green Lung.	-New events that attract tourists.  -Media impact and coverage of events at local, regional and national level	-Onda City Council	-Onda City Council  - Communication department  -Onda info Turist  -Local tourism agencies	Long-term objective
Action 29. Work with tour operators and local businesses to include the Green Lung in	-Partnerships with tour operators who include the Park in their itineraries	-Onda City Council	-Onda City Council  - Communication department	Medium-term objective

their tourist packages	-To increase the number of tourists visiting the Park		-Onda info Turist	
<b>Specific Objective 13: Use the Green Lung as a platform to showcase the history and cultural identity of the municipality</b>				
Action	Output targets	Action Lead	Partners	Timeframe
A30. Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.	-Installation of information panels and cultural routes within the Green Lung	-Ceramic Museum	-Academic institutions and experts	Short-term objective
A31. Promote collaboration with local guides and experts in history and the environment to organise themed visits to the Green Lung	-Development of thematic tourist routes that combine local history with sustainability	-Ceramic Museum	-Academic institutions and experts - Communication department -Onda info Turist -Local tourism agencies	Long-term objective

**STRATEGIC OBJECTIVE 5:  
PROMOTION OF ENVIRONMENTAL EDUCATION**

<b>Specific Objective 14: Use the Green Lung as an educational resource for all ages</b>				
<b>Action</b>	<b>Output targets</b>	<b>Action Lead</b>	<b>Partners</b>	<b>Timeframe</b>
<p><b>Action 32.</b> Create nature classrooms within the Green Lung where students and visitors can learn about biodiversity, conservation and sustainability</p>	<p>-Outdoor learning spaces that encourage direct contact with nature</p> <p>-Educational programmes involving schools, universities and community groups</p>	-Onda City Council	-Educational Institutions	Medium-term objective
<p><b>Action 33.</b> Organise workshops and hands-on environmental education activities such as recycling, waste management, etc.</p>	<p>-Regular workshops that encourage active and practical learning.</p>	-Onda City Council	-Educational Institutions	Medium-term objective
<b>Specific Objective 15: Raise awareness of the importance of urban ecosystems and their conservation</b>				

Action	Output targets	Action Lead	Partners	Timeframe
<b>Action 34.</b> Develop an educational programme in collaboration with schools and universities, including guided tours, nature classroom activities and projects.	-Green Lung education programmes integrated into school curricula.	-Onda City Council	-Educational Institutions	Medium-term objective
<b>Action 35.</b> Create educational resources such as interpretive panels, guides and self-guided educational trails to learn about the park's plant and animal species.		-Onda City Council	-Educational Institutions	Medium-term objective

#### 4.4. Integration of your Action Plan

Type Of Integration	Expected impact	Extent of challenge	How addressed
<b>1. Economic + social + environmental</b>	High	Medium	A holistic approach guides the project, balancing green infrastructure with

Type Of Integration	Expected impact	Extent of challenge	How addressed
			community uses and local economic revitalisation.
<b>2. Stakeholder involvement in planning</b>	High	High	Local stakeholders, including NGOs, university, and citizen groups, have been actively involved from the early planning stages.
<b>3. Coherence with existing strategies</b>	High	Low	The IAP is aligned with local, regional, and national strategies, ensuring policy coherence.
<b>4. Cross-cutting theme: Climate</b>	High	Medium	Nature-based solutions and sustainable rehabilitation are central to the project design.
<b>5. Integration of all funding sources</b>	High	High	A combined funding model involving local, regional, and EU sources is being developed.
<b>6. Spatial integration</b>	High	Medium	The green space will be physically connected to nearby urban and natural areas to enhance accessibility.
<b>7. Territorial integration</b>	Medium	Medium	The intervention considers impacts on surrounding neighbourhoods and aims to reinforce urban cohesion.
<b>8. Stakeholder involvement in implementation</b>	Medium	High	The project aims to identify appropriate ways to maintain stakeholder involvement throughout implementation.
<b>9. Sectoral integration</b>	Medium	Medium	The project connects environmental, cultural, and urban planning sectors through cross-departmental collaboration.
<b>10. Hard and soft investments</b>	Medium	Medium	Physical regeneration is complemented by community-building and activation activities.

Type Of Integration	Expected impact	Extent of challenge	How addressed
<b>11. Integration over time</b>	Medium	Medium	The IAP includes phased actions and mechanisms for long-term impact monitoring.
<b>12. Multi-level governance</b>	Medium	Medium	Collaboration with higher-level institutions will be pursued through networks like URBACT.
<b>13. Cross-cutting theme: Gender</b>	Medium	Low	Inclusive space design promotes equal access for all genders.
<b>14. Cross-cutting theme: Disability</b>	Medium	Low	Universal accessibility principles will be applied in the spatial design.
<b>15. Cross-cutting theme: Digital</b>	Medium	Low	Digital tools will be considered in later stages to support engagement and monitoring.
<b>16. Cross-cutting theme: Procurement</b>	Medium	Medium	No specific innovation in procurement is currently planned.
<b>17. Cross-cutting theme: Data</b>	Medium	Medium	Data collection mechanisms will be developed to track progress and outcomes.

## 4.5. The URBACT Cross-Cutting themes in your Action Plan

Theme	Approach to ensure the action will be address this theme	What is missing?	How do you plan to address the missing elements?
<b>Environment</b>	Sustainable strategies will be implemented at all stages of the project, from the restoration of the factories to the design of the Green Lung. This includes planting native species, creating diverse habitats and using green infrastructure techniques to improve water retention and air quality.	Continuous monitoring and evaluation system for long-term environmental impact.	Establish an environmental monitoring programme to assess the impact of actions taken and adjust strategies as necessary.
<b>Gender</b>	All activities and spaces within the Green Lung will be made accessible by incorporating universal design into the infrastructure. There will be participatory workshops and activities involving women, people with disabilities and other vulnerable groups to ensure their voice.	Lack of specific data on how actions impact differently on different demographic groups.	Carry out gender and disability analysis in the planning and development phase of the project and collect disaggregated data during implementation to assess the impact on different groups.
<b>Digital</b>	Digital tools will be used to help manage the Project.	A clear plan for how digital technologies will	Develop a digitalisation plan that includes the integration of smart

	The use of sustainable technologies and smart solutions in the design of the Green Lung will be encouraged, such as digital environmental monitoring systems and resource management.	be used in the long term and how they will be integrated with existing infrastructures.	technologies in the management of the green lung.
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## 5. ACTION PLANNING DETAILS

Given the complexity and long-term nature of the Green Lung project, which involves structural urban transformations, a revision of the General Urban Plan, and the progressive consolidation of land ownership, the Municipality of Onda has adopted a phased implementation approach.

While the Integration Action Plan outlines a comprehensive set of actions to be carried out over time, the current focus is on those interventions that can be realistically initiated in the short term, based on existing municipal capacities, technical feasibility, and institutional readiness.

The selected actions respond to three key criteria:

- Immediate feasibility from a legal, administrative and, especially, technical perspective.
- Catalytic potential to initiate visible transformation and social engagement.
- Strategic relevance in laying the foundations for broader future developments.

Accordingly, the following actions have been prioritised for early implementation:

- **Action 1.** Restoration and conservation of traditional kilns and chimneys
- **Action 30.** Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.
- **Action 19.** Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community, workshops or volunteer programmes.
- **Action 16.** Incorporate circular design criteria into the construction of buildings and structures in the Green Lung
- **Action 12.** Hire companies specialised in removing asbestos and other hazardous substances

These initial actions are intended to set the project in motion, while more complex actions, particularly those requiring regulatory or land-related processes, will be progressively developed in the medium and long term.

The Municipality of Onda reaffirms its full and long-term commitment to the complete implementation of the Green Lung project. The phased strategy adopted responds not to a limitation of ambition, but to a practical roadmap that ensures the viability, coherence and sustainability of the overall transformation.

## 5.1. Overview of Priority Actions

A1. Restoration and conservation of traditional kilns and chimneys			
Summary of the action  The chimneys and ovens located within the Green Lung area form part of the historical and architectural heritage of the municipality and are included in the Heritage Catalogue. This action proposes their restoration and conservation, as well as their promotion as a tourist and educational resource for both the local population and external visitors.	Action owner	Municipality of Onda	
	Link to specific objective(s)	S.O.1. Identify and protect valuable architectural and cultural assets	
	Action readiness	Early concept under exploration	
	Timescale	Implementation will begin upon clarification of land ownership	
Finance and resources			Main stakeholders
Amount needed	Source	Status	

### A1. Restoration and conservation of traditional kilns and chimneys

Not yet been defined	Municipal budget and potential external heritage grants	Under exploration	<ul style="list-style-type: none"> <li>- Companies specialised in the restoration of cultural heritage</li> <li>-Academic institutions and experts</li> <li>-Onda Tile Museum</li> </ul>
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### Integration

Type of integration	
Sectorial integration	The action is included in the strategic plan of the municipality and is subject to the supervision of the regional government due to the cataloguing of protected heritage elements.
Horizontal	It is ensured through regular information sessions involving the different stakeholders represented in the URBACT Local Group and other relevant actors linked to the municipal strategic plan.
Vertical integration	It is ensured through the involvement of the regional government, which is responsible for granting the necessary authorisations due to the protected status of the heritage elements.
Territorial integration	It is promoted by involving nearby neighbourhoods through meetings and the creation of local associations interested in participating in the action.

## A1. Restoration and conservation of traditional kilns and chimneys

Soft investments      hard

This is a hard investment action, as it involves the physical restoration of protected heritage elements. While it is currently planned to be financed with municipal resources, the funding strategy remains open to potential support through regional or national heritage grants and other external sources.

### Cross-cutting themes

Theme

Approach to ensure the action will be address this theme

Environment

It is addressed through the removal of hazardous materials, such as asbestos, as a necessary preliminary step to ensure the safety and sustainability of the restoration works.

Gender

It is addressed by ensuring universal accessibility and promoting inclusive use of public space, in line with the overarching principles of the Green Lung project.

Digital

It is addressed by incorporating digital tools to enhance visitor experience and site management, including the use of new technologies for information dissemination and visitor monitoring, with the aim of promoting the site as a cultural and touristic attraction.

### Risks

Risks

Likelihood

Impact

Mitigation measures

### A1. Restoration and conservation of traditional kilns and chimneys

Difficulties with land purchase	Some chances	Delay in the implementation of the action	Providing a fair and timely assessment
Delay in the modification of the urban development plan	Some chances	Delay in the implementation of the action	Follow-up of the procedure together with the regional administration.

### Activities

Activity	Dates	Outputs	Problems and concerns
Requesting technical reports from the municipal archaeologist and the Museum Director to support the restoration project.	For certain elements, the activity is already underway; for others, it will begin once land ownership is secured.	-Technical report from the municipal archaeologist -Assessment report from the Museum Director	-Land availability  -Delays in expert reporting
Request report and authorisation from the regional government	When all the information is available	To have permission to carry out the restoration work.	Only the delay in obtaining the permits

### A1. Restoration and conservation of traditional kilns and chimneys

Data and information collection from all elements (chimneys and furnaces).	In some it is already underway and in others when the property becomes available.	To have information on the current status of the elements	The availability of land ownership
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#### Monitoring

##### Outputs

Indicator	Monitoring mechanism	Target
Number of authorisations (Units)	With the availability or non-availability of permits	The feasibility of carrying out the work

##### Results

Indicator	Monitoring mechanism	Target
Restored kilns and chimneys	Through regional government permits	The totality of the elements

**A1. Restoration and conservation of traditional kilns and chimneys**

-Documentation of the restoration process	Through regional government permits	The totality of the elements
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**A30. Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.**

Summary of the action  Creation of a specific office to provide information to citizens	Action owner	City Council
	Link to specific objective(s)	S.O.13. Use the Green Lung as a platform to showcase the history and cultural identity of the municipality
	Action readiness	Initial idea
	Timescale	In 2025 and maintain it in the future as a tourist information office.
Finance and resources		Main stakeholders

**A30. Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.**

Amount needed	Source	Status	Technician of climate change office and administrative of european funds office
10.000 € for the office  1 part-time technician and 1 administrative	Municipality	Not identified yet	

**Integration**

Type of integration	Approach to ensure the action will be integrated
Sectorial integration	The very purpose of the creation of the office guarantees this
Horizontal	By informing them at the regular meetings to be established
Vertical integration	It is the local government itself that is the driving force behind such an office.
Territorial integration	Because the office will be located in the area where the green lung will be developed.

**A30. Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.**

Soft  
investments

hard

It is a minimal investment and therefore easy to implement this action.

Cross-cutting themes

Theme

Approach to ensure the action will be address this theme

Environment

For dissemination from the municipal climate change office

Gender

Porque es una oficina dirigida a toda la ciudadanía sin distinción ni discriminación alguna

Digital

The information to be provided will be digital through virtual recreations.

Risks

Risks

Likelihood

Impact

Mitigation measures

No  
acceptance

public

Some chances

Minimum

Dissemination through the  
media and social networks

**A30. Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.**

### Activities

Activity	Dates	Outputs	Problems and concerns
Generate a space within or close to the green lung area. For example the Campaneta building	2025	Information to citizens initially and to tourists in the future.	
Create the administrative position	2025		
Commissioning the preparation of technological and virtual information	2025		

### Monitoring

Outputs

**A30. Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.**

Indicator	Monitoring mechanism	Target
Number of visitors (Units)	Taking information from visitors	Reaching the maximum number of people
Results		
Indicator	Monitoring mechanism	Target
Number of visitors (Units)	Taking information from visitors	Reaching the maximum number of people
Installation of information panels and cultural routes within the Green Lung		Reaching the entire population

**A19: Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community, workshops or volunteer programmes.**

<p>Summary of the action</p> <p>Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community workshops or volunteer programmes.</p>				Action owner	City Council
				Link to specific objective(s)	S.O.8. Create meeting points for neighbours. This promotes social cohesion and a sense of community.
				Action readiness	Initial idea
				Timescale	In 2025
<b>Finance and resources</b>			<b>Main stakeholders</b>		
Amount needed	Source	Status	Neighbourhood associations		
Not yet determined	Public funds	Not identified yet			
<b>Integration</b>					
Type of integration	Approach to ensure the action will be integrated				

**A19: Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community, workshops or volunteer programmes.**

Sectorial integration	The objective of the action already justifies compliance with sectoral integration.
Horizontal	The neighbourhoods close to the lung will be involved, as well as the NGO Quisqueya, which is located within its area.
Vertical integration	Taking part in meetings. Even leading them.
Territorial integration	The creation of these associations is aimed at nearby neighbourhoods so that they can contribute ideas according to their needs.
Soft investments	hard Include them in municipal budgets.
<b>Cross-cutting themes</b>	
Theme	Approach to ensure the action will be address this theme
Environment	The creation of urban gardens or allotments is one of the objectives set for the associations. The aim is to ensure that these spaces are managed by the associations themselves.
Gender	Copying the already existing example of intergenerational gardens

**A19: Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community, workshops or volunteer programmes.**

Digital

Through the implementation of new technologies in the management of use and monitored control for the guarantee of security for users.

### Risks

Risks	Likelihood	Impact	Mitigation measures
Little interest from neighbours	Some chances	Minimum	Acquisition of prior commitment from citizens
Lack of human resources for management	Some chances	Medium	Creating new jobs in public administration

### Activities

Activity	Dates	Outputs	Problems and concerns
Prior contact with existing associations	2026	Interest by neighbours and potential users	Lack of interest

**A19: Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community, workshops or volunteer programmes.**

Creation of the specific partnership for Green Lung activities	2026	To engage as many stakeholders as possible	That existing associations in the municipality, related to agriculture, ornithology and sport, lose interest in the proposal.
<b>Monitoring</b>			
Outputs			
Indicator	Monitoring mechanism		Target
Number of member of stakeholders	Minutes of meetings		Attendance of the number of agents involved
New activities run by the community	Minutes of meetings		Attendance of the number of agents involved
Results			
Indicator	Monitoring mechanism		Target

**A19: Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community, workshops or volunteer programmes.**

Number of people attending meetings	Minutes of meetings	Attendance of the number of citizens involved
Qualitative assessment of participant satisfaction	Surveys	Reaching the entire population

**A16. Incorporate circular design criteria into the construction of buildings and structures in the Green Lung.**

Summary of the action  Drafting of a set of specifications to be met by future promoters and builders who will develop the part corresponding to housing and facilities in the Green Lung.	Action owner	City Council
	Link to specific objective(s)	S.O.7. Promote circular economy
	Action readiness	Initial idea
	Timescale	2026

### A16. Incorporate circular design criteria into the construction of buildings and structures in the Green Lung.

Finance and resources			Main stakeholders
Amount needed	Source	Status	-Academic institutions and experts
- Not yet determined	Public funds	Exploration	-Constructor and promoter associations  -Architecture and sustainable design studios specialised in circular building practices and environmental sustainability
Integration			
Type of integration	Approach to ensure the action will be integrated		
Sectorial integration	Include environmental, social and cultural measures as mandatory in the specifications and regulations that govern the urban development of the area.		
Horizontal	By drawing up the aforementioned regulations with the help of these agents (university, developers, promoters, etc.).		
Vertical integration	Because they are the ones who have to approve such rules.		

### A16. Incorporate circular design criteria into the construction of buildings and structures in the Green Lung.

Territorial integration	To take part in the mandatory public disclosure process		
Soft investments	hard		
<b>Cross-cutting themes</b>			
Theme	Approach to ensure the action will be address this theme		
Environment	For the stringency of the wording of the above environmental standards		
Gender	For the stringency of the wording of the above environmental standards		
Digital	New buildings and infrastructures to be constructed should take into account new technologies applied to increase energy efficiency in particular.		
<b>Risks</b>			
Risks	Likelihood	Impact	Mitigation measures

A16. Incorporate circular design criteria into the construction of buildings and structures in the Green Lung.			
Non-compliance with the rules	Some chances	Minimum	Increased control by the authorities
Lose the integrative character by forgetting some of the themes.	Some chances	Minimum	Increased control by the authorities
Activities			
Activity	Dates	Outputs	Problems and concerns
Meeting with stakeholders and experts	2025	Obtain consensus agreement on the issues and drafts for the development of standards.	Lack of interest on the part of some actors.
Monitoring			
Outputs			

**A16. Incorporate circular design criteria into the construction of buildings and structures in the Green Lung.**

Indicator	Monitoring mechanism	Target
Number of member of stakeholders	Minutes of meetings	Attendance of the number of agents involved
Results		
Indicator	Monitoring mechanism	Target
Drafting of the rules (yes or no)	Minutes of meetings	Attendance of the number of agents involved
Buildings with sustainable certifications	Energy performance certificates	Energy efficiency ratings A level
Reduction of the impact of construction on the environment	CO2 emissions	Achieve a high reduction of CO2 emissions

A12. Hire companies specialised in removing asbestos and other hazardous substances.			
Summary of the action  Make an inventory of the amount of asbestos in buildings and require the owners to remove it. In the case of municipal buildings, draw up specifications for contracting these specialist companies.	Action owner	Owners / City Council	
	Link to specific objective(s)	S.O.6. Remove hazardous substances from old factories	
	Action readiness	Work in progress	
	Timescale	2025-2027	
Finance and resources			Main stakeholders
Amount needed	Source	Status	Owners, specialised companies, local and regional governments
200.000 € for asbestos removal.	Private and municipality	Exploration	
Integration			
Type of integration	Approach to ensure the action will be integrated		

### A12. Hire companies specialised in removing asbestos and other hazardous substances.

Sectorial integration	Because they will be specialised companies and because of the strict control of the administration in the works.
Horizontal	For participation in briefings
Vertical integration	Because they are the ones who have to approve such rules.
Territorial integration	To take part in the mandatory public disclosure process
Soft investments	hard Trying to get support from regional, national or European funds and offer it to the owners.

### Cross-cutting themes

Theme	Approach to ensure the action will be address this theme
Environment	With strict control by the authorities over the process and over the agents producing and managing the waste.
Gender	Not relevant to this issue

A12. Hire companies specialised in removing asbestos and other hazardous substances.			
Digital	Not relevant to this issue		
Risks			
Risks	Likelihood	Impact	Mitigation measures
Attempt by owners to break the rules	Very likely	Serious	Monitoring and imposition of fines
Attempts by specialised companies to circumvent the rules	Some chances	Very serious	Monitoring and imposition of fines
Lack of control by the authorities	Some chances	Minimum	Control from the municipal authority and effective communication to the regional authority.
Activities			
Activity	Dates	Outputs	Problems and concerns

### A12. Hire companies specialised in removing asbestos and other hazardous substances.

Make an inventory of the affected area	2025-2026	Identification of the affected area	Difficult to identify because some roofs are collapsed.
Planning the asbestos removal obligation	2025-2026	Identification of the affected area	Difficult to identify because some roofs are collapsed.
Monitoring compliance with planning	2026-2027	Removal of all asbestos in the area.	Failure to meet planning deadlines

#### Monitoring

##### Outputs

Indicator	Monitoring mechanism	Target
Affected area (m2)	Time planning	Identify the totality of the affected area of the zone.

##### Results

Indicator	Monitoring mechanism	Target

### A12. Hire companies specialised in removing asbestos and other hazardous substances.

Area removed (m2)	Number of licences applied for	Remove the whole of the affected area from the site
Certification of safe asbestos and other hazardous substances removal by authorised companies	Number of licences applied for	Remove the whole of the affected area from the site

## 6. Implementation framework

The IAP moves from planning to action through a clear implementation framework. This section sets out the governance structures, stakeholder engagement mechanisms, funding approach, timeline, monitoring tools and risk management measures that ensure effective delivery, transparency and continuity.

### 6.1. Governance

The governance model of the project is structured around two complementary bodies and reinforced by citizen participation mechanisms.

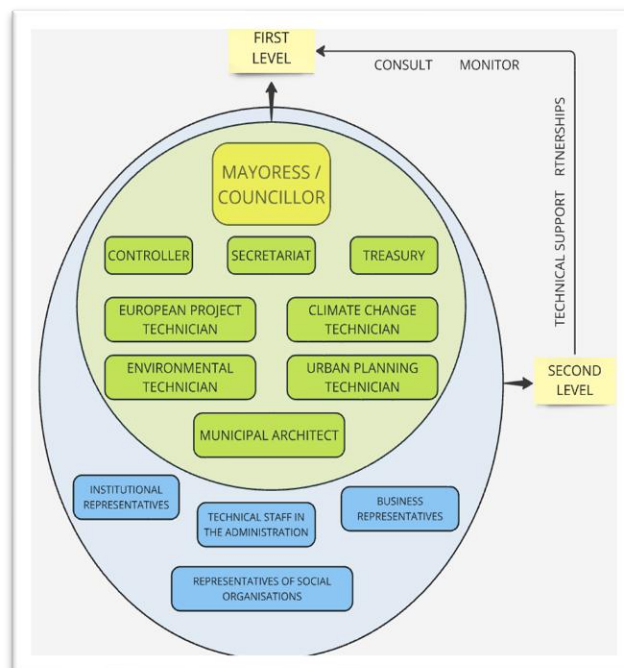
**The first body**, of a technical nature, is responsible for coordinating the actions included in the Plan and for ensuring the proper functioning of the working structures associated with the governance model. Its functions are:

- Collect information on the development of the IAP actions
- Evaluate the degree of achievement of the objectives and targets established
- Update and adapt the monitoring tools for the implementation of the Plan
- Identify and promote funding opportunities to support the development of planned actions

The composition of this first group is as follows:

- Mayor's Office and/or Delegated Councillor
- Secretariat
- Controller
- Treasury
- European project technician
- Climate change technician
- Environmental technician
- Urban planning technician
- Municipal architect

The second body, of a **participatory nature**, is represented by the URBACT Local Group (ULG), which brings together the main stakeholders involved in the process. As explained in previous sections, the ULG reflects the diversity of the local ecosystem and acts as a broad participatory forum, ensuring the continuity of the work developed during the URBACT project and providing a permanent space for dialogue, co-creation and shared monitoring of the Plan. The ULG acts as a broad participatory forum, ensuring the continuity of the work developed during the URBACT project and providing a permanent space for dialogue, co-creation and shared monitoring of the Plan.



In addition, the governance model has been enriched by a series of citizen participation actions aimed at involving the wider population. These activities have enabled the direct contribution of ordinary citizens, beyond the formal structures, fostering inclusiveness and ensuring that the Plan reflects the needs and aspirations of the community as a whole.



## 6.2. On-going stakeholder engagement

The ongoing engagement of stakeholders is ensured through the URBACT Local Group (ULG), which serves as the main participatory body for the implementation of the IAP.

During this phase, the ULG continues to act as a forum for dialogue, co-creation and monitoring, reviewing progress and contributing proposals for the improvement of the Plan. Its meetings, held on a biannual basis, complement the monthly sessions of the technical group. In addition, thematic or sectoral meetings can be organised whenever specific issues require greater focus.

To maintain both continuity and openness, the composition of the ULG is reviewed annually, allowing the incorporation of new members and emerging stakeholders. This ensures that the governance model remains dynamic, inclusive and closely connected to the needs of the community.

Finally, the ULG is supported by complementary citizen participation activities promoted by the City Council, such as workshops, surveys or consultations, which enable the direct involvement of the wider population beyond the formal structure of the group.

### 6.3. Funding approach

The funding strategy for the Integrated Action Plan “Green Lung in Onda” is structured around a multi-level and modular approach, combining municipal, regional, national, European and private resources. It is aligned with the priorities of the European Union’s Cohesion Policy, particularly those promoting green transition, biodiversity, sustainable urban regeneration, and social inclusion.

As detailed in Section 6 (Action Planning Details), while the full implementation of the Green Lung project remains a clear and long-term commitment of the Municipality of Onda, a phased approach has been adopted. This strategy allows for the prioritisation of actions that are immediately feasible, while preparing the ground for more complex interventions over time. Consequently, the funding strategy is designed to serve the entire project, although the timing and mechanisms of financing may vary depending on each action’s readiness and context.

In this framework, actions will be progressively packaged into coherent sections or funding clusters, allowing the municipality to match each group of actions with the most suitable financing instruments. This modular approach increases strategic flexibility and enhances the ability to respond to available calls and partnership opportunities.

Regardless of the timeline or sequencing, a common funding strategy has been defined for the IAP as a whole, encompassing the following levels:

#### 1. Municipal and Local Level

- The Municipality of Onda will allocate its own funds to initiate short-term, low-cost interventions
- The Participatory Budget of Onda may support green and inclusive projects co-designed with residents.
- Public-private partnerships and CSR contributions from local businesses, particularly those linked to the ceramic sector, will be explored for specific initiatives.

#### 2. Regional and National Level

- Regional funding from the Valencian Government (GVA) and national programmes (e.g. PNIEC, PNACC, and the Recovery Plan of Spain - PRTR ) provide opportunities to support environmental regeneration, circular economy and social cohesion.
- Calls from national ministries and specialised foundations (e.g. Fundación Biodiversidad) will also be monitored.

#### 3. European Level

Several European instruments are relevant to support different dimensions of the IAP:

- **ERDF (via regional OPs):** infrastructure, green connectivity, and public space renewal.
- **LIFE Programme:** nature-based solutions, biodiversity, and ecosystem restoration.
- **Horizon Europe:** urban innovation, pilot projects, and resilience strategies.
- **Erasmus+:** education and youth participation linked to sustainability.
- **URBACT, Interreg, ESPON:** peer learning, cooperation and strategic planning.
- **New European Bauhaus:** aesthetic, inclusive and sustainable public space interventions.

The funding strategy is embedded within the governance system of the IAP. The European Projects Department, in coordination with the technical working group and relevant municipal areas, will prepare and update a Funding Calendar. This tool will track upcoming calls, map available resources and ensure that actions are translated into well-prepared funding proposals.

This approach guarantees that the IAP will not rely on a single financial source, but will build resilience through diversification, alignment with EU and national priorities, and strong collaboration with local stakeholders.

## 6.4. Overall timeline

With the completion of the drafting phase (2023–2025), the IAP is consolidated as a strategic roadmap agreed with local stakeholders. The plan now moves from design to implementation, starting in 2026, under the governance structures described above.

The implementation of the IAP is structured as a phased process starting in 2026, following the preparatory work carried out in 2023–2025.

The timeline reflects the prioritisation of actions that are ready for early implementation (see Section 6), while allowing flexibility to activate mid- and long-term interventions progressively. The scheduling has been designed to avoid bottlenecks and overlaps between resource-intensive actions, ensuring coherence and continuity throughout the development of the Green Lung.

The indicative timeline presented below offers a visual overview of the sequencing of actions across short-, medium- and long-term phases. It serves as a practical tool for both municipal management and citizen accountability, providing clarity on when actions are expected to take place and how they are distributed over the years. The timeline is not a rigid schedule, but a living instrument that will be updated and adapted as implementation advances and new opportunities arise.

		2026				2027				2028				2029				2030			
		1 <sup>st</sup> T	2 <sup>nd</sup> T	3 <sup>rd</sup> T	4 <sup>th</sup> T	1 <sup>st</sup> T	2 <sup>nd</sup> T	3 <sup>rd</sup> T	4 <sup>th</sup> T	1 <sup>st</sup> T	2 <sup>nd</sup> T	3 <sup>rd</sup> T	4 <sup>th</sup> T	1 <sup>st</sup> T	2 <sup>nd</sup> T	3 <sup>rd</sup> T	4 <sup>th</sup> T	1 <sup>st</sup> T	2 <sup>nd</sup> T	3 <sup>rd</sup> T	4 <sup>th</sup> T
<p><b>STRATEGIC OBJECTIVE 1</b></p>	<b>RESTORATION AND CONSERVATION OF CULTURAL AND ARCHITECTURAL HERITAGE</b>																				
	<b>S.0.1. Identify and protect valuable architectural and cultural assets</b>																				
	A1: Restoration and conservation of traditional kilns and chimneys																				
	A2: Carrying out historical studies and cataloging of kilns, chimneys and structures of interest																				
	<b>S.0.2. Promote community and academic involvement in heritage restoration</b>																				
	A3: Carry out participatory activities with students and professionals to gather information and suggestions on heritage conservation.																				
	<b>S.0.3. Integrate elements of the industrial past into the design of the Green Lung</b>																				
	A4: Incorporate in the Green Lung remains of restored kilns or chimneys as landscape elements																				
	A5: Create signage and a space with historical information about the ceramic industry in the area in the lung.																				
<p><b>STRATEGIC OBJECTIVE 2</b></p>	<b>IMPROVEMENT OF PUBLIC HEALTH AND ENVIRONMENTAL QUALITY</b>																				
	<b>S.0.4. Create a large green space</b>																				
	A6: Planting native trees and plants that help improve air quality																				
	A7: Design of garden areas with spaces for leisure, sports and recreation																				
	<b>S.0.5. Restore the area to re-establish ecological balance and promote biodiversity</b>																				
	A8: Restoring natural ecosystems by planting native flora and creating diverse habitats																				
	A9: Improving water retention capacity through green infrastructure techniques																				
	A10: Create artificial nests for birds and refuges for pollinator insects																				
	A11: Create artificial lagoons and wetlands to promote local fauna																				
	<b>S.0.6. Remove hazardous substances from old factories</b>																				
	A12: Hire companies specialised in removing asbestos and other hazardous substances																				
	A13: Carry out environmental controls before, during and after the demolition of the buildings																				
	<b>S.0.7. Promote circular economy</b>																				
	A14: Reuse materials from demolished factories to create street furniture or new equipment within the Green Lung																				
	A15: Establish a composting programme to manage organic waste generated in the Green Lung																				
	A16: Incorporate circular design criteria into the construction of buildings and structures in the Green Lung.																				
<p><b>STRATEGIC OBJECTIVE 3</b></p>	<b>ENSURE ACCESS AND ENJOYMENT OF THE GREEN LUNG FOR THE WHOLE COMMUNITY. ENSURE THE SAFETY OF THE AREA</b>																				
	<b>S.0.8. Create meeting points for neighbours. This promotes social cohesion and a sense of community</b>																				
	A17: Designing spaces for socialising (picnic areas, squares and recreational zones)																				
	A18: Organisation of cultural and artistic events (exhibitions, concerts, open-air theatre, festivals)																				
	A19: Encourage the creation of organised neighbourhood groups to manage community activities in the Green Lung, such as urban gardens, community workshops or volunteer programmes.																				
	<b>S.0.9. Facilitate accessibility and equity in the use of the Green Lung for all social groups</b>																				
	A20: Design Green Lung spaces to be accessible to people with reduced mobility, children and the elderly.																				
	A21: Includes specific areas for carrying out intergenerational activities																				
	A22: Includes specific areas for sports activities that promote physical activity and sport																				
	A23: Create pet-friendly areas that promote responsible pet ownership and encourage interaction between owners and pets																				
	<b>S.0.10. Ensure the safety and maintenance of the Green Lung</b>																				
A24: Implement a security plan that includes surveillance, adequate lighting and signage																					
A25: Establish a regular maintenance protocol to ensure that the Green Lung remains in good condition and safe for use																					
<p><b>STRATEGIC OBJECTIVE 4</b></p>	<b>PROMOTE THE MUNICIPALITY AS A SUSTAINABLE DESTINATION, USING THE GREEN LUNG AS A KEY ATTRACTION FOR VISITORS AND TOURISTS</b>																				
	<b>S.0.11. Use the Green Lung to raise the profile of the municipality as an example of urban regeneration and environmental sustainability</b>																				
	A26: Create communication campaigns that promote the Green Lung as a model of sustainability and a unique space for eco-tourism.																				
	A27: Organise guided tours and educational experiences related to the transformation of the industrial area into a green space.																				
	<b>S.0.12. Promote local and regional tourism through events and activities in the Green Lung</b>																				
	A28: Organise tourist events that highlight the natural and sustainable features of the Green Lung.																				
	A29: Work with tour operators and local businesses to include the Green Lung in their tourist packages																				
	<b>S.0.13. Use the Green Lung as a platform to showcase the history and cultural identity of the municipality</b>																				
A30: Create information points and thematic routes within the Green Lung that explain the history of the ceramic factories and the transition towards a green space.																					
A31: Promote collaboration with local guides and experts in history and the environment to organise thematic visits to the Green Lung																					
<p><b>STRATEGIC OBJECTIVE 5</b></p>	<b>PROMOTION OF ENVIRONMENTAL EDUCATION</b>																				
	<b>S.0.14. Use the Green Lung as an educational resource for all ages</b>																				
	A32: Create nature classrooms within the Green Lung where students and visitors can learn about biodiversity, conservation and sustainability																				
	A33: Organise workshops and hands-on environmental education activities such as recycling, waste management, etc.																				
	<b>S.0.15. Raise awareness of the importance of urban ecosystems and their conservation</b>																				
A34: Develop an educational programme in collaboration with schools and universities, including guided tours, nature classroom activities and projects																					
A35: Create thematic trails such as the 'Ceramic Trail' and 'Green Lung Trail' with self-guided educational trails to learn about the park's plants and animal species.																					

## 6.5. Monitoring and reporting

The implementation of the Integrated Action Plan will be subject to a continuous monitoring and reporting process, designed to track progress, evaluate the impact of actions, and ensure alignment with the overarching strategic objectives of the Green Lung project.

Monitoring will be conducted at two complementary levels:

1. **Action-level monitoring**, based on the indicators defined for each action in the previous sections of the IAP, particularly in the Action Planning Details and Action Tables. These include both quantitative indicators (e.g. number of restored heritage elements, number of visitors, number of community-led activities, square meters of green space, energy performance certificates) and qualitative indicators (e.g. participant satisfaction, quality of participation, documentation of restoration processes).
2. **Strategic-level monitoring**, focused on assessing the contribution of actions to the IAP's broader objectives. This will be partly based on the existing indicator system of the Agenda Onda 2030, the city's roadmap for sustainable development, which includes key performance indicators aligned with the UN Sustainable Development Goals and applicable to areas such as environmental quality, cultural heritage, social cohesion, and citizen engagement.

The European Projects Department of the Municipality of Onda, in collaboration with the relevant technical departments and stakeholders, will coordinate the monitoring process. The URBACT Local Group (ULG) will continue to serve as a consultative and oversight body, receiving regular updates on progress and participating in the co-assessment of results and challenges.

A yearly monitoring cycle will be implemented:

- Internal monitoring: once a year, action owners will report on their progress using a standardised monitoring template coordinated by the European Projects Department
- ULG meetings: held annually to review progress, gather feedback and assess any necessary adjustments
- Annual public report: a simplified summary will be published to ensure transparency and citizen engagement.

## 6.6. Risk management

The implementation of the Integrated Action Plan will be exposed to various types of risks, which may affect the timing, scope or quality of the planned actions. While potential problems and concerns have already been identified at the level of individual actions (see previous sections), a broader and cross-

cutting risk management strategy is necessary to ensure the successful delivery of the Green Lung project.

STRATEGIC OBJECTIVE	RISK IDENTIFICATION	CORRECTIVE AND PREVENTIVE MEASURES
<b>1. Restoration and conservation of cultural and architectural heritage</b>		
S.O.1. Identify and protect valuable architectural and cultural assets	Deterioration from ageing and poor maintenance	Regular maintenance and preventive conservation
S.O.2. Promote community and academic involvement in heritage restoration	Low community interest	Awareness campaigns and workshops to foster engagement
S.O.3. Integrate elements of the industrial past into the design of the Green Lung	Limited knowledge among designers	Involve specialised municipal staff (e.g. archaeologist, Ceramics Museum director) in design phase
<b>2. Improvement of public health and environmental quality</b>		
S.O.4. Create a large green space	Concept lost during design phase	Include requirement in procurement clauses.
S.O.5. Restore the area to re-establish ecological balance and promote biodiversity	Excess built-up area over green area	Limit construction area

S.O.6. Remove hazardous substances from old factories	Owners neglect responsibility	Municipality to enforce or recover costs from owners
S.O.7. Promote circular economy	Lack of knowledge among promoters and society	Awareness campaigns and clear guidelines
3. Ensure access and enjoyment of the Green Lung for the whole community. Ensure the safety of the area after the transformation		
S.O.8. Create meeting points for neighbours. This promotes social cohesion and a sense of community	Low community interest	Organise town hall meetings with residents
S.O.9. Facilitate accessibility and equity in the use of the Green Lung for all social groups	Low community interest	Hold meetings with local associations
S.O.10. Ensure the safety and maintenance of the Green Lung	Lack of maintenance and resources	Allocate future budget for upkeep
4. Promote the municipality as a sustainable destination, using the Green Lung as a key attraction for visitors and tourists		

S.O.11. Use the Green Lung to raise the profile of the municipality as an example of urban regeneration and environmental sustainability	Lack of interest due to political disagreements	Build majority and consensus-based agreements
S.O.12. Promote local and regional tourism through events and activities in the Green Lung	Overshadowed by other priorities	Manage through Tourism Office and set as priority
S.O.13. Use the Green Lung as a platform to showcase the history and cultural identity of the municipality	Limited knowledge in academic institutions	Organise information and awareness days
5. Promotion of environmental education		
S.O.14. Use the Green Lung as an educational resource for all ages	Risk of being overlooked	Joint work and collaboration with academic institutions
S.O.15. Raise awareness of the importance of urban ecosystems and their conservation	Risk of being overlooked	Joint work and collaboration with academic institutions.  Workshops with students

## 7. CONCLUSION

### 7.1. Local communication and dissemination plan for the IAP

The communication and dissemination plan seeks to ensure that the Integrated Action Plan (IAP) is visible, accessible, and well understood by local stakeholders, institutions, and citizens. Its aim is to strengthen ownership of the plan, encourage active participation, and lay the foundations for wider communication activities that will accompany the implementation phase of the project.

The plan is structured around two levels of action:

#### 1. Communication of the IAP (2025)

- Institutional launch event with local stakeholders, citizens, and media to present the IAP.
- Press releases and media coverage in local and regional outlets.
- Publication of the IAP on the municipal website and distribution through newsletters and social media channels.
- Informational materials (infographics, short videos, key messages) to highlight the vision, objectives, and participatory process behind the IAP.

These activities will be carried out using a combination of URBACT resources and existing municipal means (staff, communication channels, institutional events), coordinated by the local communication office to ensure cost-effectiveness and immediate outreach.

#### 2. Communication during the implementation phase (2025–2027 and beyond)

- Progress updates on the transformation process through social media, newsletters, and press releases.
- Awareness-raising activities such as educational workshops, and thematic campaigns
- Visibility actions in public spaces (signage, panels, exhibitions) and audiovisual productions (videos, documentaries).
- Closure and evaluation activities, including a final public event and the publication of results.

These future communication and dissemination activities will be financed mainly with local resources, from the municipal budget. By relying on its own means, the Municipality ensures continuity, independence, and the long-term sustainability of the communication process, building directly on the foundations laid during the IAP development.

## 7.2. Immediate next steps in the coming six months

The next six months will focus on setting up the operational framework, initiating key preparatory actions, and ensuring stakeholder engagement for the successful implementation of the Integrated Action Plan (IAP). Below is a structured table outlining the immediate steps for this period:

STEP	TIMEFRAME	ACTION	RESPONSIBLE ENTITY	EXPECTED OUTCOME
1. Governance Structure Setup	Nov - Dec 2025	Establish the project coordination team and define roles for governance and implementation.	Onda City Council	A structured team with clear roles for effective decision-making and execution.
2. Stakeholder Engagement	Nov 2025 - Ongoing	Organize an initial meeting with stakeholders (ULG members, local institutions, businesses, and residents) to align on priorities and expectations.	ULG Coordinator, European Projects Office	Ensured participation and commitment from all key actors.
3. Funding and Administrative Preparations	Dec 2025 - Jan 2026	Finalize funding allocation, prepare project-specific budgets, and submit applications for any pending funding sources.	Finance & Planning Department, European Projects Office	Secured financial resources for initial actions.

4. Communication Plan Rollout	Jan 2026	Launch an awareness campaign to inform the public and stakeholders about the project phases, objectives, and benefits.	Communications Department	Increased public awareness and engagement in the project.
5. Preliminary Site Preparations	Jan - Feb 2026	Conduct environmental and land-use assessments for designated areas. Start initial clearing and safety evaluations.	Urban Planning Department, Environmental Agencies	Defined and secured intervention areas for upcoming works.
6. Pilot Citizen Engagement Activities	Feb - Mar 2026	Organize participatory workshops, guided site visits, and digital surveys for community input on initial actions.	Public Participation Unit, NGOs, Schools	Integration of citizen feedback into the project's implementation.
7. Procurement Processes for Key Actions	Feb - Apr 2026	Issue tenders for early-stage infrastructure improvements, restoration efforts, and urban green initiatives.	Procurement Office, Urban Planning Department	Contracts awarded and ready for execution in later project phases.
8. Official Project Kickoff Event	Apr 2026	Organize a public event with local leaders, stakeholders, and media to mark the start of physical interventions.	Onda City Council, Communications Department	Visible public endorsement and momentum for the project launch.

## 8. CONTACT DETAILS

ROLE	NAME	DEPARTMENT	EMAIL
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## 9. AUTORSHIP AND ACKNOWLEDGEMENTS

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- **The URBACT Local Group (ULG) of Onda** – Stakeholder representatives actively involved in the co-creation process

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## 10. ANNEXES

### 10.1. Annex 1: Stakeholder analysis tools



### 10.2. Annex 2: Problem Tree with the ULG Members



### 10.3. Annex 3: Integration Prioritisation Exercise

