

Integrated Action Plan

Avilés



URBACT



Co-funded by
the European Union
Interreg

In4Green

Mariví Monteserín Mayor of Avilés



It is an honour to present this Integrated Action Plan, prepared within the framework of the European URBACT In4Green network, an initiative led by our city that reflects Avilés' commitment to a more sustainable and innovative industrial development model aligned with the challenges of the green transition. This document is the result of a collective effort that combines our city's experience with shared learning alongside other European industrial regions which, like Avilés, are moving decisively towards the modernisation of their productive areas.

For decades, Avilés has been a city with a strong industrial identity and a clear vision for the future. We are aware that the transformation we are undergoing, more digital, greener and more collaborative, can only be addressed through an integrated and participatory approach. That is why this Plan has been built through cooperation between public authorities, businesses, technology centres, knowledge agents and citizens, following the URBACT methodology and strengthening the local innovation ecosystem.

In highlighting this collective nature, it is important to note that this Plan builds on Avilés' long-standing tradition of consensus and on the city's solid experience in coordinating multiple stakeholders in the development of strategic frameworks and shared action plans. Avilés has repeatedly demonstrated its ability to bring together public, private and social actors around a common vision, consolidating a governance model that facilitates broad, stable and future-oriented agreements.

This Integrated Action Plan is not an isolated element. It forms part of the city's overall strategy and is linked to other strategic frameworks that guide our public action: the Avilés Innova Agreement, signed with social and economic stakeholders, and the Avilés Urban Agenda, which sets out the roadmap for sustainable and inclusive urban development. Together, these instruments shape a coherent vision that steers our policies towards a more resilient, competitive and environmentally responsible economic model.

I would like to thank all the individuals, organisations and companies that have contributed to its preparation, as well as the valuable exchange of knowledge with our partner cities in the In4Green network. Thanks to this shared work, Avilés reaffirms its European vocation and its determination to lead the transition towards a cleaner and more innovative industry.

With this Integrated Action Plan, Avilés takes another step forward in building a green, smart and collaborative future, made by everyone and for everyone.

Mariví Monteserín
Mayor of Avilés

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1.

Green Transition in
Industrial Cities

The In4Green network aims to strengthen the capacity of local stakeholders in industrial areas to overcome the barriers that hinder the transition towards **greener economies**, while remaining competitive and inclusive.

The overall challenge the network seeks to address is the green transition in small and medium-sized European cities with an industrial past. This is a significant challenge, as these areas face obstacles in adopting more sustainable practices due to their reliance on traditional industry and limited resources.

However, **it is crucial to include these cities in the transformation towards a greener economy**. They contribute significantly to the economic development of their territories and represent an important share of the EU's employment and GDP. This requires leveraging their productive legacy while reducing dependence on carbon-intensive sectors and fostering sustainable innovation.

The green transition can be an opportunity to revitalize these areas, improve the quality of life of their inhabitants, and reduce pollution. To achieve this, it is necessary to build the capacity of public authorities and train industrial stakeholders. It is also essential to involve all interested parties and civil society in the development and implementation of local green transition policies.

Collaboration and networking are key to overcoming challenges and moving towards a more sustainable future. The modernization of industries and the improvement of urban management are fundamental elements in this process.

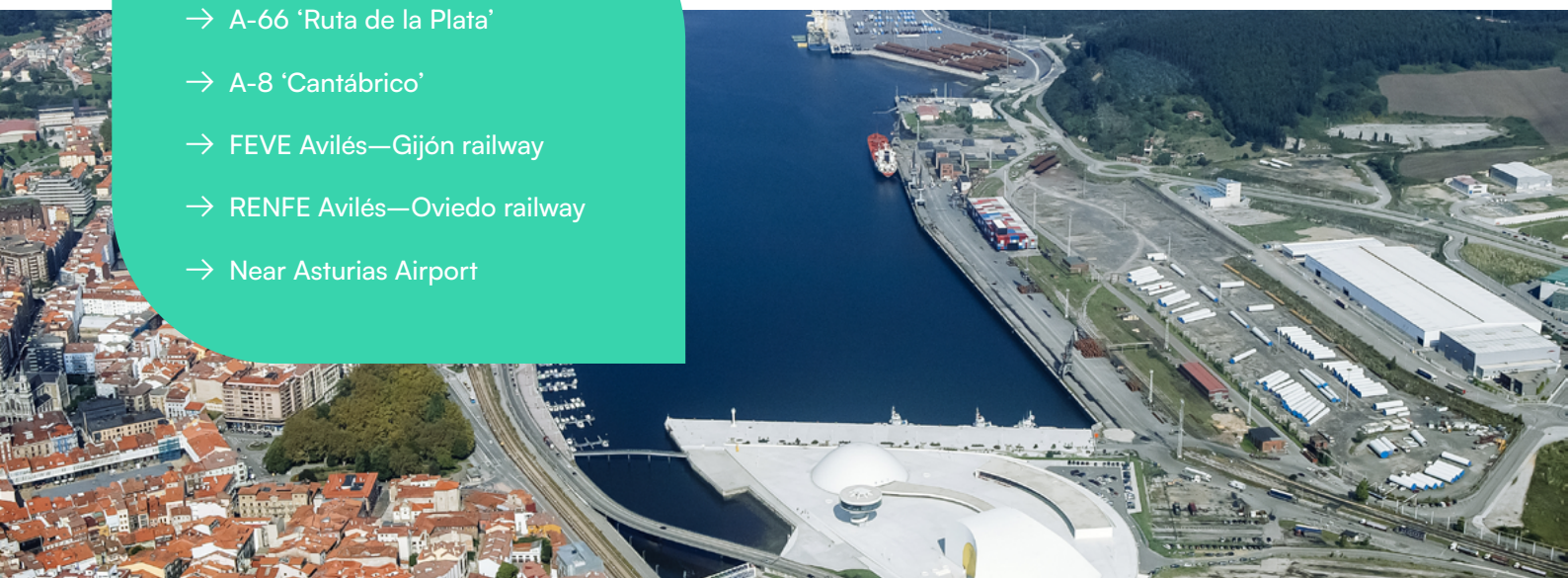
Only through the joint efforts of all actors involved will it be possible to lead the transformation towards a more efficient and environmentally friendly economy, improving the quality of life of their communities.

In short,

the green transition in industrial cities is essential to achieving sustainable development. Despite the challenges, these areas have much to gain by adopting more sustainable practices and promoting innovation. By working together, a positive change can be driven, turning these cities into success stories of the transition towards a greener economy.

In the case of Avilés, this challenge is especially relevant, as its strong industrial base, with thirteen R&D centers linked to metallurgy and new materials, makes the city a living laboratory of how to reconcile industrial competitiveness with environmental sustainability.

- Northern Iberian Peninsula
- A-66 'Ruta de la Plata'
- A-8 'Cantábrico'
- FEVE Avilés—Gijón railway
- RENFE Avilés—Oviedo railway
- Near Asturias Airport



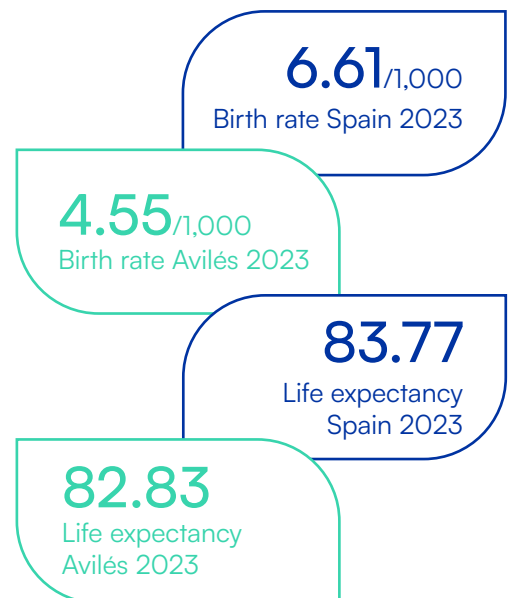
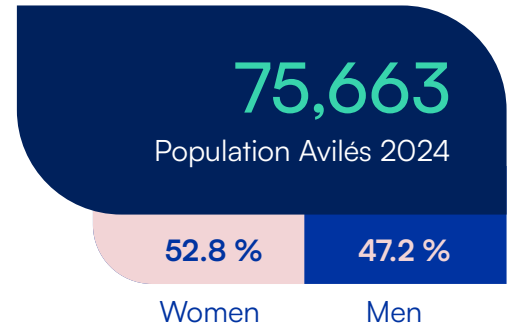
2.

Avilés,
Baseline Diagnosis

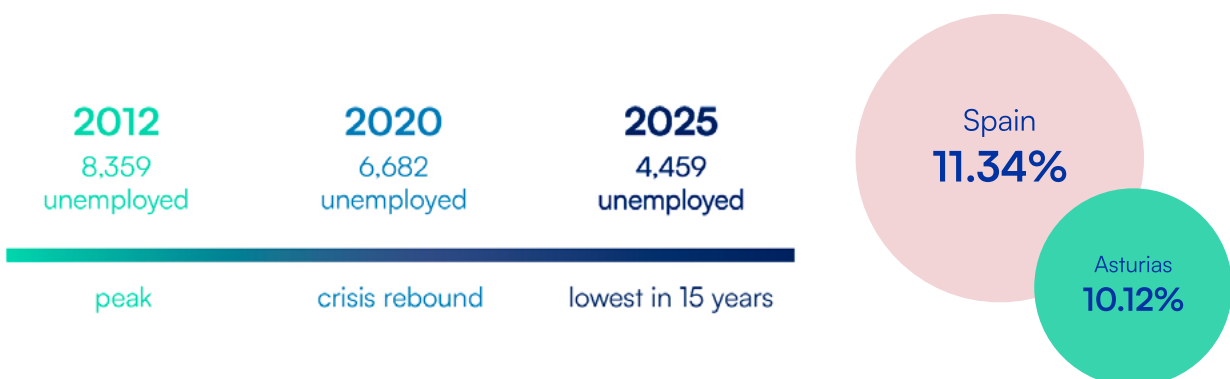
Avilés, located in the **north of the Iberian Peninsula**, combines its traditional port and industrial character with a strategic position within the Central Area of Asturias. The city enjoys a solid national territorial connectivity infrastructure, structured around the A-66 “Ruta de la Plata” 2 motorway and the A-8 “Cantábrico” motorway, as well as the FEVE Avilés, Gijón and RENFE Avilés, Oviedo railway networks. Air connectivity is available thanks to its proximity to Asturias Airport. Avilés is the third largest city in its region in terms of population, with 75,663 inhabitants in 2024: 39,981 women (52.8 %) and 35,682 men (47.2 %), according to the INE annual population census.

The city has a birth rate of 4.33 births per thousand inhabitants in 2024, one of the lowest in the country, compared to a national average of 6.49. This low birth rate is combined with a high life expectancy, standing at 83 years, slightly below the national average of 84.01 years. This context reflects a pronounced process of demographic decline, characterised by population ageing and insufficient generational renewal, which represents an additional challenge for the future sustainability of the city’s human capital.

In terms of the labour market, the average unemployment rate in 2024 stands at 10.12% in the Principality of Asturias, slightly below the national average (11.34%). In the case of Avilés, unemployment has shown a fluctuating trend over recent decades. It reached its peak following the industrial restructuring process in 2012, with 8,359 unemployed persons, and rose again in 2020 as a result of the crisis, reaching 6,682 people. Since then, a sustained downward trend can be observed, with unemployment falling to 4,459 people in 2024, the lowest figure in the last fifteen years, according to data provided by Trabaja Asturias, the portal of the Public Employment Service of the Principality of Asturias.



Unemployment rate 2024



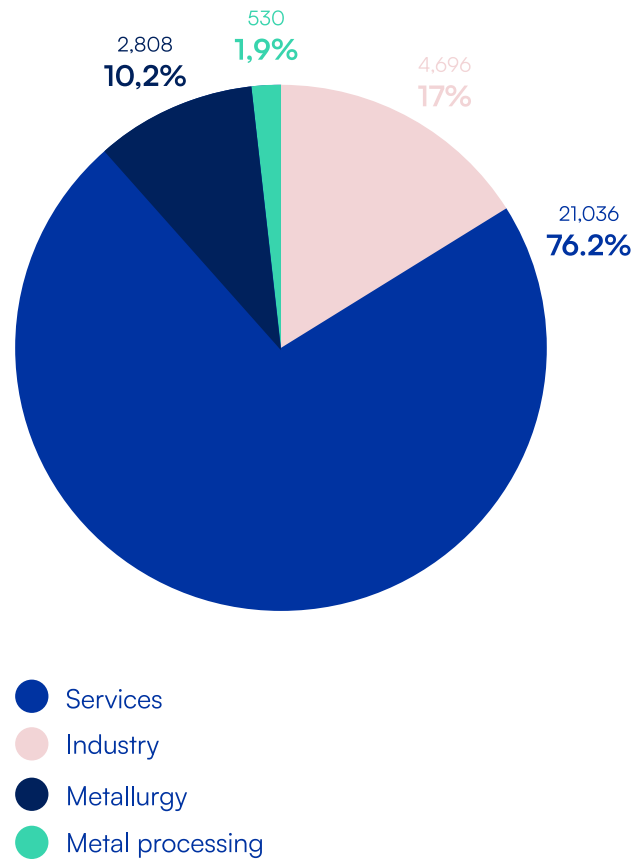
Regarding the structure of employment, according to SADEI data, Avilés recorded a total of 27,548 jobs in 2024. The services sector accounts for 76.1% of employment (20,955 jobs), followed by the industrial sector, which represents 17.2% of total employment, with 4,725 people employed. Within this sector, metallurgy and the manufacture of metal products play a particularly significant role, accounting for 10.6% of total employment (2,911 jobs). In addition, the metal processing industry represents a further 1.9% (532 jobs), consolidating the industrial sector as one of the key pillars of the city's productive fabric.

Avilés has undergone significant economic changes in recent decades. Its traditionally steel-based industry suffered a steep decline in the 1980s. As a result, the city began a process of economic revitalization at the end of the following decade, which remains highly relevant today. Likewise, international crises have had a considerable impact on the Avilés territory.

Avilés aims to drive its economic growth through innovation and knowledge. The priority is to move towards economic diversification, where industrial modernization and the attraction of a technological business fabric are key development elements. "An innovative city, committed to research, knowledge, and intellectual capital, capable of creating and attracting companies that generate new value, creativity, and entrepreneurship" (EDUSI, 2017). Likewise, due to its strategic position in the Central Area of Asturias, Avilés is committed to a renewed conception as a commercial destination, leveraging its historical and tourist appeal.

The business fabric of Avilés is characterized by the predominance of small companies and microenterprises that often lack salaried staff. However, its strategic location has contributed to the attraction of multinationals with a strong impact on the local economy and employment. The case of ArcelorMittal is a prime example: it is the only fully integrated steel plant in Spain and has evolved its R&D strategy into a new structure with a main center organized into five sections focused on digitalization, decarbonization and sustainability, new product and process technologies, additive manufacturing, and shared services.

Adding to this is the presence of the Avilés "Isla de la Innovación" Science and Technology Park and the Principado de Asturias Business Park, which have helped update its industrial tradition by promoting innovation processes, strengthening the ICT sector, and collaborating with companies and stakeholders to train people in strategic sectors such as technology, metallurgy, and tourism.



Avilés stands out for its capacity for economic and competitive reinvention, successfully transforming its industrial legacy into a modern development model based on knowledge, research, and innovation. The city has managed to combine its industrial tradition with a focus on innovation, achieving sustainable modernization. Collaboration between the business community and public administrations has been key to transforming its economy, diversifying activities, and improving the quality of life of its inhabitants. This smart specialization model has positioned Avilés as a competitive city, ready to face future challenges and reaffirming its commitment to training, research, and sustainability.

Thus, the steel and metal industry in Avilés has focused on implementing a culture based on R&D&I, reaching its peak expression years later in the Manzana del Acero ("Steel Block"). This project involved the construction of the current research center that replicates all steel transformation processes and serves as a reference for testing and developing innovative technologies and industrial digitalization in the sector. This center is located within the Avilés "Isla de la Innovación" Science and Technology Park—a strategic choice, as this new

industry is characterized by its interaction with numerous support services that must also integrate the same culture of innovation.

This example of industrial reconversion reflects a process that is still ongoing and enables Avilés, according to INE data, to be one of the urban functional areas with the highest industrial development in Spain. This area currently hosts thirteen R&D centers, almost all of them related to the modernization of industrial processes, especially those focused on more efficient and environmentally friendly new materials.

One of the main weaknesses to overcome is that Avilés' industrial fabric is particularly energy-intensive, making the implementation of sustainability measures more difficult. However, this challenge does not mean that certain companies and research centers have not made sustainability and the reduction of their carbon footprint a medium-term priority.

A major threat is that many sustainability measures are not well understood by the general population, requiring additional efforts in awareness-raising activities. Furthermore, sustainability policies and climate change have become controversial topics on the political agenda.

Avilés Transnational Meeting



3.

Existing Policies
& Strategies

At the national level, the Spain Industrial Policy 2030 sets out the most relevant political objectives for the sector, divided into ten lines of action, with the ninth dedicated to sustainability.

At the regional level, Asturias has also developed an Industrial Strategy for 2030, based mainly on the content and principles of the European Green Deal, and proposes several alternatives regarding governance and policy-making.

In this context, the Smart Specialization Strategy (S3) stands out, which aims to concentrate resources on those areas where each region has significant capacities and knowledge. Its purpose is to deploy a transformative innovation policy that enables competitiveness in Europe while addressing territorial challenges.

Local policies in Avilés have always been aligned with the European Union's sustainability policies. This can be seen through the various social agreements reached by the City Council and social partners, such as the Avilés Avanza (2008-2012), Avilés Acurda (2012-2015), and Avilés Innova (2018-2023) plans.

All these agreements have materialized in the design of the Avilés Urban Agenda, a strategic document developed following the methodology established by the Spanish Ministry of Transport, Mobility and Urban Agenda.

The Urban Agenda is a strategic framework based on the criteria set by the 2030 Agenda, the United Nations New Urban Agenda, and the European Union Urban Agenda, seeking to achieve sustainability in urban development policies. It also serves as a working method and a process for all actors, both public and private, who operate in cities and aim for equitable, fair, and sustainable development within their respective fields of action.

The Avilés Urban Agenda sets out the roadmap that the city must follow in the coming years. The document contains 221 strategic actions to address the city's needs. These actions are structured around five key pillars: urban action, social action, climate action, innovation, and smart governance, all aligned with the sustainability policies established by the European Union.

Currently, a new edition of the Avilés Innova pact is being developed together with social partners, aimed at fostering the municipality's industrial and economic growth through new policy measures focused on attracting investment, supporting digital transition, and modernizing industrial facilities.

In addition, Avilés has funded previous actions through ERDF programs and other EU-funded initiatives, which have become a very important source of financing for the city. At the national level, the Recovery, Transformation and Resilience Plan is also a program from which Avilés has benefited, with projects financed by NextGenerationEU funds.



Within this framework, it is essential to highlight the role of the municipal development agency La Curtidora, which acts as a key instrument for implementing policies that support entrepreneurship and innovation.

4.

Urbact Local
Group

Public Institutions	Private Organizations
Public Administration Avilés City Council Port of Avilés	Companies and R&D Centers IDONIAL CTIC Trelia Data Room2030 SATEC ArcelorMittal Aguas de Avilés
Other Public Administration Chamber of Commerce of Avilés Avilés Science & Technology Park Isla de la Innovación	Civil society, Associations & Social Agents FADE, Asturian Business Federation Comisiones Obreras, Union Labour Unión General de Trabajadores, Union Labour Innovasturias Asturian Quality Club Smart City Cluster

→ ULG members in the city of Avilés are as follows

The challenges faced by the ULG are not new; they consist of structural issues that cities have tried to resolve over the past decades. Addressing these matters from a transnational perspective and involving different cities with similar backgrounds appears to be a more than reasonable alternative to overcoming the difficulties that have not yet been solved when working in isolation.

Therefore, Avilés is willing to tackle these challenges from a different angle, opening itself to new solutions and initiatives that may arise from cooperation and joint work with other cities and municipalities.

Undoubtedly, the added value of participating in this network lies in basing the work on a participatory and proven approach, such as the URBACT Method, which can contribute to achieving the sustainable development the city aims for.

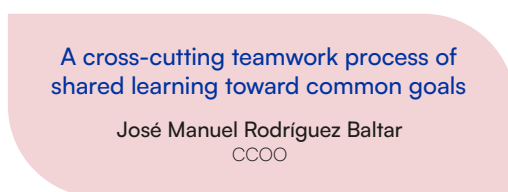
In this way, we hope to be able to implement new actions and policies that address local challenges and to build strong connections with relevant stakeholders across Europe.

As the local authority, the Avilés City Council, in collaboration with the ULG members, has funds and



These cooperation networks enable shared learning and joint progress

Manuel Campa Menéndez
Ayuntamiento de Avilés



A cross-cutting teamwork process of shared learning toward common goals

José Manuel Rodríguez Baltar
CCOO



Diverse stakeholders attract and absorb good practices from cities

Nuria Canel Abanilla
FADE



A shared learning process uniting entities around common goals.

Mercedes García Martínez
UGT



resources to secure financing for the development of the actions designed within the Integrated Action Plan. Normally, these types of actions are framed within a common strategy, as has recently been the case with the Avilés Innova pact, and the different municipal departments are involved depending on the specific line of action.

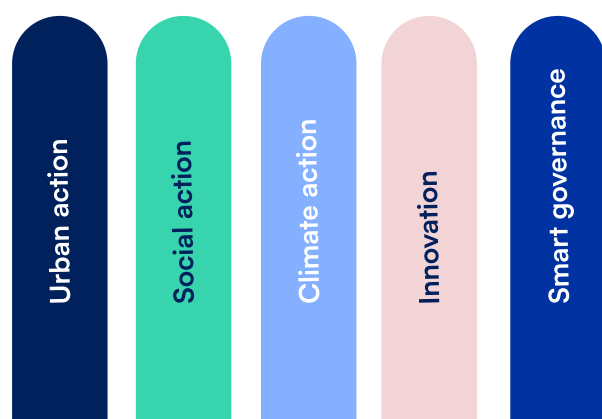
The URBACT Local Group of Avilés has played an active and consistent role throughout the entire duration of the project. Its members have not only participated directly in transnational actions, sharing learnings and experiences with the other partner cities, but have also maintained a stable working dynamic at the local level. In total, 12 group meetings were held, serving as spaces for debate, consensus-building, and the joint design of the actions included in the Integrated Action Plan.

These sessions were complemented by visits to best practices, allowing members to experience first-hand relevant initiatives in innovation and sustainability. Highlights include the CTIC Rural Tech, the sustainability measures promoted by the Port of Avilés, and the water digitalization initiatives developed by Aguas de Avilés.

In addition, the group benefited from the participation of external experts, who enriched the debate with advanced perspectives on key issues for the green transition: circular economy, energy communities, the Doughnut Economy, and the Draghi Report. These exchanges added value to the ULG's work, giving greater strength to the proposals and facilitating their alignment with the most innovative trends in the fields of industry and sustainability.

Thus, the operation of the URBACT Local Group in Avilés has been characterized as participatory, dynamic, and action-oriented, ensuring that the Local Action Plan is the result of a collective process combining learning, exchange, and practical experimentation.

Avilés Urban Agenda — 5 key pillars



Good practices and networks drive a greener, more competitive industry

Daniel Fernández Poulussen
Idonial



Our goal is to deliver the best technologies for In4Green good practices

Miguel Angel Lopez Peña
Satec



In4Green connects innovative ideas with real solutions for greener industry

Beatriz García Fanjul
Innovasturias



Collaborate across levels to implement measures for industrial areas like Avilés

Sandra Herrero Gallego
Club de calidad



We actively disseminate In4Green best practices across Avilés industry

Antonio Gamba Camino
Cámara de Comercio



In4Green enables tech-led participation and strong local and EU networks

Francisco Rojo González
CTIC



International meetings connect us with diverse entities from many cities

Laura García Hernández
Room2030



It has broadened our vision of initiatives across Europe

Luis García Riera
Trelia Data



5.

Vision

The members of the **URBACT Local Group** aspire to build a city where innovation and industry are key pillars of economic and social development, with a commitment to modernizing infrastructures and transforming industry to make them sustainable, using resources more efficiently and promoting the adoption of clean technologies and industrial processes that contribute to the sustainable development of Avilés.

In addition, the group seeks to play a facilitating role so that local companies and R&D institutions can develop their own projects, with the goal of achieving the European Union's objectives and positioning the city as a living laboratory to foster the green and digital transition.

6.

Integrated Project Approach

The integrated approach of the plan is reflected in the diverse nature of the **URBACT Local Group**, which includes various municipal departments, social partners, associations, R&D centers, and companies. These actors have a strong tradition of joint work and cooperation across different areas, particularly when it comes to approving strategic and development plans (such as the Sustainable Mobility Plan, the Urban Agenda, or social consultation agreements).

All these plans take into account cross-cutting aspects such as gender perspective, sustainability, digitalization, and support for the most disadvantaged groups.

The challenges faced when implementing an integrated plan are common in this type of project, including resistance to change by certain organizations or the different, sometimes even conflicting-objectives and

goals of the various entities involved in the territory. To overcome these challenges, it is essential to rely on the culture of agreement and consensus that exists in the area, a culture that has been demonstrated over the past 20 years through negotiation processes that enabled the approval of various social consultation agreements and action plans in different fields.

The integrated approach is further strengthened by applying criteria such as interdisciplinarity, adopting a holistic perspective on the issues addressed in the plan, fostering coordination among different organizations, and ensuring the inclusion of all stakeholders. This helps to avoid duplication of actions and promote long-term sustainability.

7.

Five strategic objectives
have been identified:

Strategic
Objectives

1

Circular Economy Models

Promote joint agreements and projects with the business sector to integrate circular economy models, waste management, sustainable mobility, and energy efficiency.

Areas of Intervention:

2

Public-private Collaboration

Strengthen the public-private collaboration model that brings together the work of the administration, the business community, and technology centers to attract and retain investment and talent.

Areas of Intervention:

3

Avilés Science and Technology Park

Position the Avilés Science and Technology Park brand as a space for innovation and business leadership at both the national and European levels, through specialization in innovative and sustainable industry.

Areas of Intervention:

4

Digital Transition

Drive the digital transition of industrial SMEs by encouraging the adoption of digital technologies within Avilés' small and medium-sized industrial enterprises.

Areas of Intervention:

5

Public Awareness

Raise public awareness of innovative and sustainable initiatives developed in the city, promoting the idea that an innovative city is one capable of creating employment and wealth while improving the quality of life of its inhabitants.

Areas of Intervention:

See Areas of
Intervention →

8.

Areas of
Intervention**City Model**Inclusive and sustainable
urbanization

Objectives 2, 3, 5

**Climate change**Reduce the impacts of
climate change

Objectives 1, 4, 5

**Sustainable Resource
& Circular Economy**Sustainable management
of resources

Objectives 1, 3

**Mobility & Transport**Efficient, accessible, and
environmentally friendly

Objectives 1, 5

**Digital Era**Modernize infrastructure and
transform industries

Objectives 3, 4

Urban EconomySupport productive
activities and innovation

Objectives 1, 2, 3, 4, 5



The above objectives impact the following areas of intervention (action areas identified in the Avilés Urban Agenda):

- City Model, Aims to prevent urban sprawl and revitalize the existing city by promoting inclusive and sustainable urbanization and fostering the capacity for participatory, integrated, and sustainable planning and management of human settlements.
- Climate Change, Seeks to prevent and reduce the impacts of climate change and improve the city's resilience.
- Sustainable Resource Management and Circular Economy, Focuses on ensuring the sustainable management of resources and promoting a circular economy.
- Mobility and Transport, Seeks to enhance proximity and sustainable mobility through the promotion of efficient, accessible, and environmentally friendly transport systems.
- Urban Economy, Focused on promoting development-oriented strategies that support productive activities, the creation of decent jobs, entrepreneurship, creativity, and innovation, and on fostering the formalization and growth of SMEs, including access to financial services.
- Digital Era, Aims to modernize infrastructure and transform industries to make them sustainable, using resources more efficiently and promoting the adoption of clean, environmentally sound technologies and industrial processes.

9.

Testing Action — Aviles
Carbon Footprint

The testing action carried out in Avilés represents a clear example of collaborative co-design, the result of joint work by the members of the URBACT Local Group (ULG). Its participatory nature ensures that the action responds not only to the priorities of the administration and the business sector, but also to the expectations of social partners and intermediary organizations.

Testing Action — Avilés Carbon Footprint Process



The testing action is framed within the strategic objectives of the Local Action Plan and is cross-linked with the areas of intervention identified in the Avilés Urban Agenda, such as Climate Change and Sustainable Resource Management and Circular Economy. In this way, the action reinforces the vision of a city moving toward sustainability and innovation through public-private cooperation.

Its added value lies in being a tool for awareness-raising and collective learning, essential for companies and society at large to understand the importance of adapting to the new scenarios of the green transition. It also facilitates anticipation of, and compliance with, emerging environmental regulations, positioning Avilés as a territory prepared to respond to Europe's challenges in decarbonization, competitiveness, and industrial resilience.

Within this framework emerges the Avilés Carbon Footprint Project, which has provided companies with a free application to measure their carbon footprint (Scopes 1 and 2). To this end, a communication and company-recruitment campaign was deployed, along with awareness sessions and guidance for participating companies. During these sessions, information was provided on how to calculate the carbon footprint and understand its impact on greenhouse gas emissions, with the aim of encouraging possible emission-reduction measures.

Avilés Carbon Footprint is a first step toward a green and sustainable transition, enabling companies to quantify their environmental impact. By knowing their carbon footprint, companies can identify opportunities to optimize energy efficiency, reduce operating costs, and improve competitiveness in a market increasingly oriented toward sustainability. Detailed knowledge of their carbon footprint allows them to set clear and measurable emission-reduction targets, aligning with European decarbonization and climate-neutrality goals.

The tool was made available to all companies in the city, with special emphasis on use by industrial companies linked to the entities that make up the Local Action Group.

In implementing this testing action, it is worth noting that the digital tool was developed by one of the Local Action Group members, Trelia Data, while another member, the Asturian Quality Club, played an active role in the recruitment phase and in the development of awareness activities. Other members also promoted the launch of the action through their respective communication channels.

During the initial phase, various materials were created to support communication and attract the interest of local organizations in the importance of calculating and reducing their carbon footprint, including:

- A project visual identity and several banners of different sizes for easy adaptation to member websites or social media posts.
- A dedicated project website with key content to support the recruitment campaign: access to the Carbon Footprint Calculator, a user guide, general information on what the carbon footprint is, information on the MITERD or Principality of Asturias Registry, and other relevant resources.

As mentioned above, an in-person awareness session was also organized to provide a meeting and exchange point and to give all interested parties the opportunity to expand on concepts or raise questions. This session was offered on two different days and times to provide alternatives for the target audience.

Throughout the process, 210 companies were contacted. Ultimately, 26 companies calculated their carbon footprint or began the calculation process, broken down as follows:

- 15 companies completed their carbon footprint calculation using the project's calculator.
- 11 companies are still in the process of completing the calculation.

As a final assessment of the testing action, it is worth noting that the satisfaction of the companies that completed the action is very positive, even though the quantitative results fell short of initial expectations. This leads to the conclusion that it is necessary to strengthen awareness-raising and training efforts with companies so that they recognize sustainability-related actions as a strategic factor for the future, since these actions go beyond direct environmental impact and are closely linked to competitiveness, reputation, and business resilience.

210**Companies
contacted****26****Companies
participated****15****Completed
calculation****11****In
progress**

10.

Actions to Be
Developed

The set of actions included in this Local Action Plan is the result of a collective and participatory process, in which the members of the URBACT Local Group (ULG) have played a decisive role. Each entity has assumed responsibility for those lines of action that best match its experience, capabilities, and field of activity, thus ensuring a realistic implementation with a direct impact on the territory.

In addition, the development of these actions is not limited to the ULG members. The Avilés City Council and its partners have promoted collaboration agreements with key external institutions within the local, regional, and national ecosystem, such as the University of

Oviedo, the Government of the Principality of Asturias (through the agency SEKUENS), and the Spanish State (through SEPIDES). These alliances expand the scope of the plan and ensure coherence with innovation and sustainability strategies at different levels of governance.

In this way, the proposed actions form a comprehensive framework for intervention that reinforces the strategic objectives of the project and connects directly with the intervention areas of the Avilés Urban Agenda. Together, they represent a shared commitment to moving towards a more innovative, sustainable, and competitive city, capable of leading the green and industrial transition within the European context.



City Model

Action	Expected Results	Indicators	Responsible Entity	Partners
Revitalization of Industrial Areas	Implementation of a comprehensive plan to regenerate degraded industrial areas, optimizing the use of land and vacant buildings for new industrial developments, fostering local economic growth.	Square meters redeveloped in industrial land. Square meters of new use in underutilized buildings.	Avilés City Council	Social Agents Business Associations Technology Centers SEPIDES
Expansion of the Avilés Science and Technology Park - Isla de la Innovación	Expansion of this space to boost research and development, attract high-impact technology companies, and consolidate Avilés as an innovation hub.	Square meters made available. Companies established.	Avilés City Council	Social Agents Business Associations Technology Centers SEPIDES
Development of the Talent Hub	Creation of a training and talent attraction center, promoting collaboration with academic institutions and companies to strengthen professional skills in key sectors.	Project launch. Spaces linked to the project.	Avilés City Council	SEKUENS EIBT R&D Centers Universities



Climate Change

Action	Expected Results	Indicators	Responsible Entity	Partners
Avilés Carbon Footprint	Following the 2024 testing action, implementation of an awareness campaign on the carbon footprint, including concepts such as the digital carbon footprint.	Participating companies.	Avilés City Council	Quality Club Chamber of Commerce FADE TRELIA DATA
Climate Change Awareness Campaign	Launch of an information campaign aimed at citizens about the impact of climate change and pollution, promoting sustainable everyday practices.	Actions carried out. Participants.	Avilés City Council	TRELIA DATA IDONIAL
Industrial Energy Communities Forum	Organization of a forum bringing together companies and entities to foster the development of sustainable industrial energy communities based on renewable energy and energy efficiency.	Participating companies.	Avilés City Council	FAEN FADE Quality Club
Biennial Climate Event—New Forums on Climate Change & Sustainability	Promote sustainable artistic creation. Connect art, science, and public policies. Raise awareness of new territorial models and encourage citizen participation	Entities involved. Participants.	Avilés City Council	Governments of Spain and Asturias



Sustainable Resource & Circular Economy

Action	Expected Results	Indicators	Responsible Entity	Partners
Digitalization of Integrated Water Management	<p>Implementation of digital solutions to optimize water management in Avilés, improving efficiency in water consumption and use of water resources.</p> <p>Creation of a digital platform to enable integrated management of the entire water cycle. agua.</p>	<p>Percentage of decisions based on digital data.</p> <p>Response rate to water incidents thanks to digital tools.</p> <p>Level of automation in water management processes.</p>	Avilés City Council Aguas de Avilés	FADE SATEC
Diagnosis and Training in Circular Economy for Companies	<p>Comprehensive diagnosis of circular economy opportunities in industrial zones, facilitating connections between companies and experts.</p> <p>Design of training and awareness programs for companies on circular economy practices, fostering a more sustainable and efficient development model.</p>	<p>Actions implemented.</p> <p>Participating companies.</p> <p>Alliances signed</p>	Avilés City Council FADE	<p>FADE</p> <p>Avilés Science and Technology Park - Isla de la Innovación</p> <p>Ayuntamiento de Avilés</p> <p>SMART CITY Cluster</p> <p>Innovasturias</p>
Avilés Sustainable	Ongoing support for companies in developing sustainability strategies, helping them assess and improve their environmental, social, and economic impact.	<p>Actions implemented.</p> <p>Participating companies.</p>	Avilés City Council Quality Club	Chamber of Commerce FADE
Green Hub	Creation of a collaborative space among companies, researchers, and startups focused on innovation in sustainable solutions and circular economy practices.	<p>Projects designed.</p> <p>Participants.</p> <p>Viable projects.</p>	Avilés Science and Technology Park	Avilés City Council SMART CITY Cluster
Avilés Observatory	Incorporation of key data on green transition and sustainability into the Socioeconomic Observatory to measure indicators such as carbon footprint and energy efficiency.	<p>Reports published.</p> <p>Platform uses.</p>	Avilés City Council	SMART CITY Cluster
Exchange of Good Practices in Sustainability	Organization of a series of sessions where local companies share successful experiences and models of good environmental and social sustainability practices.	<p>Actions carried out.</p> <p>Participants.</p>	Avilés City Council Quality Club	Chamber of Commerce FADE



Mobility & Transport

Action	Expected Results	Indicators	Responsible Entity	Partners
Optimization of Sustainable Mobility in Industrial Areas	Establishment of a business mobility map, installation of electric vehicle charging stations, and promotion of sustainable transport through the definition of new routes and the development of awareness campaigns.	Participating companies. Charging stations installed. New routes implemented.	Avilés City Council	FADE Quality Club



Digital Area

Action	Expected Results	Indicators	Responsible Entity	Partners
Awareness on Digital Carbon Footprint	Information campaigns on the environmental impact of ICT in companies and how to reduce their carbon footprint.	Actions carried out. Participants	FADE	FADE Chamber of Commerce Avilés City Council
Training in IoT & Big Data for Urban Management	Practical program to apply IoT and Big Data to improve the efficiency of smart cities (traffic, waste, water, etc.).	Actions carried out. Participants.	Avilés City Council	SMART CITY Cluster
Acceleration of the Digital Transformation of SMEs	Personalized support for SMEs in their digitalization, prioritizing the integration of generative AI and data-driven processes.	Companies supported	La Curtidora Business Center FADE	CTIC Chamber of Commerce
Dissemination of Technological Advances in AI	Creation of resources (videos, guides, articles) to inform companies about the latest advances in artificial intelligence.	Resources created. Activities carried out. Communication actions.	Avilés City Council	CTIC



Urban Economy

Action	Expected Results	Indicators	Responsible Entity	Partners
Promotion of STEM Vocations among Women	Continuation of programs aimed at promoting scientific and technological vocations among women, in order to reduce the gender gap in key sectors such as science, technology, engineering, arts, and mathematics.	Actions carried out. Participants.	Avilés Science & Technology Park (Isla de la Innovación)	FADE Companies R&D Centers Secondary Schools
Support for Entrepreneurship & Innovation	Strengthening of initiatives such as “Emprender is possible”, “Discover Avilés, Innovative Territory” and “Innovation Afternoons”, promoting entrepreneurship and innovation within the Avilés community.	Actions carried out. Participants.	Avilés City Council	FADE University Companies R&D Centers Secondary Schools
Avilés Green Business & Smart Horizons	Training in sustainability, green business models and digitalization for companies and entrepreneurs, with emphasis on smart and sustainable infrastructures.	Companies. Entrepreneurs. Participants. Action plans developed	Avilés City Council Innovasturias	Smart City Cluster Chamber of Commerce FADE Quality Club
Forums on Renewable Energies	Creation of debate and outreach spaces on renewable energies, such as NORTERENOVABLES, to promote innovative solutions in the energy sector.	Events held. Exhibitors. International presence.	Chamber of commerce	Avilés City Council Principality of Asturias Private companies
Climate Hackathon	Launch of an urban hackathon with citizen participation to identify and develop open and collaborative solutions to the city's climate challenges.	Participants. Proposed solutions.	Avilés City Council	Companies NGOs

11.

Priority
Actions

The selection of priority actions by the **URBACT Local Group** **ULG** is the result of a joint analysis that assessed criteria such as the capacity to attract new investment and talent, alignment with the strategic objectives of the Local Action Plan, reinforcement of the competitiveness of the business fabric, and the response to challenges of sustainability, digitalization, and equal opportunities.

Each chosen action is justified by its transformative potential and its coherence with the intervention areas of the **Avilés Urban Agenda**.

The eight actions selected as priorities and the reasons for their choice are:

1. **Revitalization of Industrial Areas.**
Contributes to optimizing the use of land and underutilized buildings, facilitating the arrival of new investments and improving the competitiveness of the local economic fabric.
2. **Expansion of the Avilés Science and Technology Park — Isla de la Innovación.**
Strengthens Avilés' position as an innovation hub at the national and European scale, attracting high-impact technology companies and consolidating R&D cooperation.
3. **Development of the Talent Hub.**
Promotes training in strategic sectors, supports the retention and attraction of young talent, and strengthens collaboration between universities, companies, and technology centers.
4. **Avilés Carbon Footprint.**
Encourages business awareness of sustainability, facilitates adaptation to regulatory requirements on decarbonization, and positions the city as a benchmark for a green industrial transition.
5. **Green Hub.**
Provides a collaborative space focused on sustainability, drives innovation in the circular economy, and connects companies, startups, and researchers in transformative projects.
6. **Promotion of STEM Vocations among Women.**
Reduces the gender gap in science and technology, fosters the development of human capital in high-demand areas, and ensures equal opportunities in the labor market.
7. **Support for Entrepreneurship and Innovation.**
Strengthens the local entrepreneurial ecosystem, diversifies the productive fabric, and generates new initiatives with added value for the urban economy.
8. **Acceleration of the Digital Transformation of SMEs.**
Promotes the modernization of the business sector, drives the adoption of advanced technologies (AI, IoT, Big Data), and reinforces the competitiveness and resilience of local SMEs.

Taken together,

these actions reinforce the ULG's commitment to a model of innovative, sustainable, and competitive city, ready to lead green and digital transition processes within the European context.

Ulg Meeting

11.1.

Revitalization of
Industrial Areas

Implementation of a comprehensive plan to regenerate degraded industrial areas, optimizing the use of land and vacant buildings for new industrial developments, fostering local economic growth. The action focuses on the land of the former COK batteries of the old ENSIDESA steel plant. This action involves the creation of more than 300,000 square meters of land intended to be fundamental for the future of the municipality, continuing the industrial vocation of a portside industrial environment that aims to host modern, high tech companies.

Implementation Steps

- Conduct urban planning studies to assess the development potential of the industrial areas.
- Ongoing development of the regeneration project for the former COK battery area.
- Final approval of the modification of the urban planning regulations.
- Pending initiation of the land re parceling project and subsequent urbanization project.
- Design of an investment attraction policy in coordination with national and regional authorities.

Estimated Costs

Total.

€12.6/million

Estimated cost.



10.5 million: Estimated cost of urbanization.

20%: Estimated increase for project drafting, taxes, and other associated expenses.

Responsibilities

- Avilés City Council: Promotion and processing of urban planning and management instruments up to the generation of new plots. Subsequent granting of construction permits. Collaboration with other entities to attract strategic investments to the municipality.
- SEPIDES: Owner of the COK battery site, responsible for drafting technical documents, executing the urbanization works, and commercializing the resulting plots.
- Social stakeholders, business associations, and technology centers: Participated in the planning modification phase, contributing their interests and needs.

11.1.

Revitalization of
Industrial Areas

● Approval of the re parceling project:
1 year.

● Approval of the urbanization project:
1 year.

● Execution of urbanization works:
2 years.

● Investment attraction and land
commercialization: 2028.

Funding Sources

Spanish State Administration,
through SEPIDES.

Monitoring Indicators

- Redeveloped industrial land area (m²).
- Area of underutilized buildings put to new use (m²).
- Area allocated for business use
- Companies established in the area

Risk Mitigation

Urban planning risk

delays in the processing of planning and management instruments.

Measure: early planning and inter administrative coordination.

Financial risk

cost increases.

Measure: search for co financing and periodic budget reviews.

Low demand risk

limited attraction of companies to occupy the new plots.

Measure: industrial promotion campaigns, incentives for settlement, and collaboration with business associations.

Environmental risk

impacts derived from contaminated soils or obsolete infrastructures.

Measure: preliminary environmental impact studies and planning of corrective measures.

11.2.

Expansion of the Avilés Science and Technology Park — Isla de la Innovación

Implementation of a comprehensive plan to regenerate degraded industrial areas, optimizing the use of land and vacant buildings for new industrial developments, fostering local economic growth. The action focuses on the land of the former COK batteries of the old ENSIDESA steel plant. This action involves the creation of more than 300,000 square meters of land intended to be fundamental for the future of the municipality, continuing the industrial vocation of a portside industrial environment that aims to host modern, high tech companies.

Implementation Steps

- Processing and approval of the General Urban Development Plan Revision (RPGO), which includes the detailed planning of the new central area of the park.
- Processing and approval of the land re parceling project.
- Processing and approval of the urbanization project.
- Execution of the urbanization works.
- Design of an investment attraction policy in coordination with national and regional authorities.

Estimated Costs

Total.

€16.2/million

Estimated cost.



13.5 million: Estimated cost of urbanization cost according to the RPGO.

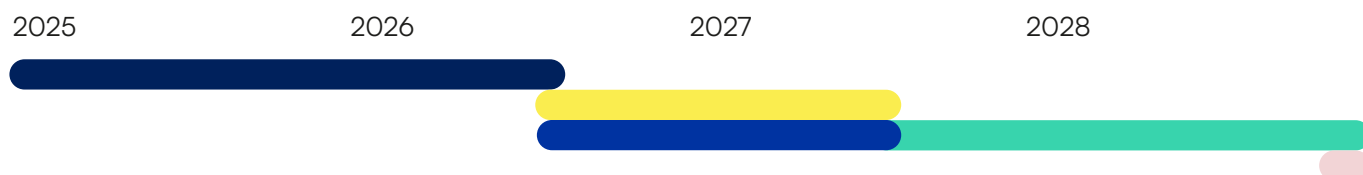
20%: Estimated increase for project drafting, taxes, and other associated expenses.

Responsibilities

- Avilés City Council: Promotion and processing of urban planning and management instruments up to the generation of new plots. The execution of the urbanisation works shall be carried out at the expense of the landowners. Subsequent granting of construction permits. Collaboration with other entities to attract strategic investments to the municipality.
- SEPIDES: Majority owner of the area, responsible for the financing of the management instruments and of the urbanisation projects and works and marketing the resulting plots.
- Social stakeholders, business associations, and technology centers: Participated in the planning modification phase, contributing their interests and needs.

11.2.

Expansion of the Avilés Science and Technology Park — Isla de la Innovación



- Approval of the RPGO: 1.5 years.
- Approval of the re parceling project: 1 year.
- Approval of the urbanization project: 1 year.
- Execution of the urbanization works: 2 years.
- Investment attraction and land commercialization: 2028.

Funding Sources

Spanish State Administration, through SEPIDES.

Monitoring Indicators

- Area allocated to shared services
- Area made available for business establishment (m²)
- Number of companies established

Risk Mitigation

Urban planning risk

delays in the processing of planning and management instruments.
Measure: early planning and inter administrative coordination.

Financial risk

cost increases or insufficient funding.
Measure: search for co financing and periodic budget reviews.

Low demand risk

limited attraction of companies to occupy the new plots.
Measure: industrial promotion campaigns, incentives for settlement, and collaboration with business associations.

Environmental risk

impacts derived from contaminated soils or obsolete infrastructures.
Measure: preliminary environmental impact studies and planning of corrective measures.

11.3.

Development of the
Talent Hub

Creation of a training and talent attraction center, promoting collaboration with academic institutions and companies to strengthen professional skills in key sectors. The Talent Hub is an urbanindustrial space for innovation, research, specialized training, and entrepreneurship, driven by the Avilés City Council, the Principality of Asturias (through SEKUENS), and other local stakeholders. It will be located on the land freed up by the former Valliniello high school in Avilés. The new space will host a Postgraduate Industrial Studies Center (training tailored to local industry), research and R&D spaces for companies, and an accelerator for industrial companies and spinoffs.

The site covers a total area of 13,000 m², of which 1,867.15 m² will be allocated to offices and co-working spaces, and 3,200 m² to industrial units hosting R&D projects.

Implementation Steps

- PDrafting and approval of the rehabilitation and adaptation project for the existing buildings.
- Contracting of rehabilitation works.
- Execution of the rehabilitation and functional adaptation works for the spaces.
- Equipment and commissioning of the center.

Estimated Costs

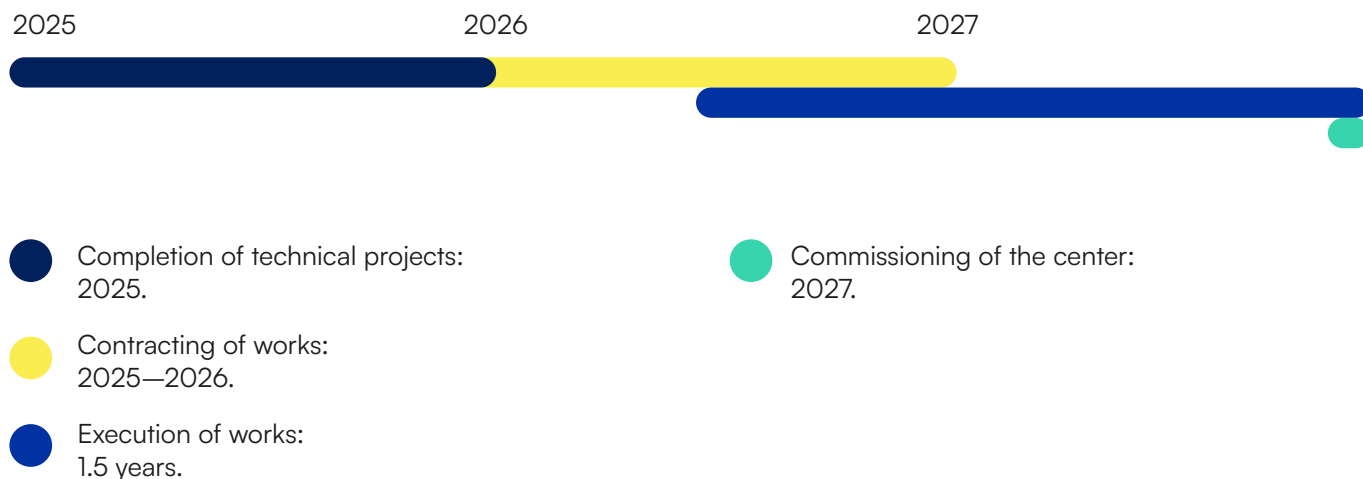
€6/million

The first phase has already been committed.

Responsibilities

- Avilés City Council: Processing of construction, installation, and opening permits, as well as mediation between the Principality of Asturias, universities, and technology centers.
- SEKUENS: Owner of the site, responsible for the execution of the rehabilitation works.
- University of Oviedo, Nebrija University, technology centers, and innovative technologybased companies (Room 2030, NextPangea): Participate in the drafting phase of the projects, providing their interests and needs.

11.3.

Development of the
Talent Hub

Funding Sources

European grants channeled through the Principality of Asturias and managed by SEKUENS.

Monitoring Indicators

- Effective launch of the project.
- Usable surface area of the spaces made available.
- Companies and projects using the facilities.

Risk Mitigation

Technical risk

difficulties in rehabilitating old buildings.
Measure: detailed preliminary studies and specialized technical supervision.

Financial risk

costs higher than expected or delays in the arrival of funds.
Measure: conservative budget planning and diversification of funding sources.

Low participation risk

limited involvement of universities or companies.
Measure: preliminary framework agreements with key entities and design of spaces adapted to their needs.

Administrative delay risk

delays in permits or authorizations.
Measure: early coordination with municipal technical services and planning of realistic timelines.

11.4.

Avilés Carbon
Footprint**Implementation Steps**

- Dissemination and recruitment of companies through a multichannel communication campaign.
- Selection of 10 industrial SMEs in the municipality per annual edition.
- Institutional presentation day and first training session.
- Training on carbon footprint (Scopes 1, 2, and 3) and digital footprint.
- Personalized technical assistance: company visits, data validation, identification of minimization plans.
- Third training session: footprint calculation, preparation of reports, and reduction plans.
- Technical assistance for registration in the MITERD and Principality of Asturias registries.
- Closing session: presentation of results, delivery of certificates, and dissemination of good practices.
- Followup and evaluation: indicators, surveys, and annual results report.

Action aimed at supporting local industrial companies in calculating and registering their carbon footprint (Scopes 1 and 2) in the National MITERD Registry, as well as in raising awareness and providing training on key concepts such as the digital footprint and the calculation of Scope 3, with a view to possible registration in the regional registry of the Principality of Asturias. Each year, the goal is to work with 10 companies, reaching a total of 40 during the period 2026—2030.

**Estimated Costs**

€9,000/year

Responsibilities

- Avilés City Council: leadership of the action, alignment with local policies, and provision of spaces and material resources for the development of the action.
- Asturian Quality Club: technical coordination, operational execution, training, and technical assistance.
- Avilés Chamber of Commerce: dissemination and recruitment of companies.
- FADE: liaison with the local business community and support for participation.

11.4.

Avilés Carbon
Footprint

- Month 1—2: Dissemination and recruitment of companies.
- Month 2: Presentation and initial training.
- Month 3: Training on carbon and digital footprints.
- Month 4: Technical visits to companies.
- Month 5: Training on calculation and registration.
- Month 6: Support for registration in the MITERD and regional registries.
- Month 7: Closing session and dissemination of results.
- Month 8: Evaluation and annual report.

Funding Sources

Need for complementary funding through external calls (regional, national, or European) in the field of green transition and sustainability.

Monitoring Indicators

- Number of participating companies per year (10).
- Number of registrations in the National MITERD Registry.
- Number of people trained in carbon and digital footprint.
- Percentage of companies intending to continue towards Scope 3 calculation.
- Level of business satisfaction (postproject survey).
- Number of media and social media impacts.

Risk Mitigation

Low business participation

Measure: awareness campaigns and dissemination of tangible benefits.

Technical difficulties of companies

Measure: practical training and tailored technical support.

Regulatory changes

Measure: continuous updating of the technical team.

Lack of business continuity

Measure: postproject followup and reinforcement towards Scope 3.

Need for external funding

Measure: early identification of calls and active search for partners or cofinanciers to ensure the viability of the action.

11.5.

Green
Hub**Implementation Steps**

- Creation of the Green Hub as a permanent continuation forum of the ULG in Espacio Maqua.
- Establishment of a calendar of four annual meetings.
- Facilitation of debate sessions, exchange of experiences, and evaluation of the implementation of the Integrated Action Plan.
- Annual definition of a specific challenge to be worked on collaboratively.
- Development of proposals, agreements, and recommendations derived from each challenge.
- Dissemination of results and lessons learned to the local ecosystem.



The Green Hub is conceived as a continuation space for the Local Action Group (ULG), hosted in Espacio Maqua and promoted by the Avilés Science and Technology Park (Avilés Science and Technology Park - Isla de la Innovación). It will serve as a permanent forum for debate, exchange of experiences, and cocreation of solutions focused on sustainability and industrial innovation. Its main mission is to evaluate the Integrated Action Plan annually and to address, each year, a specific challenge defined collaboratively.

Estimated Costs

Approx.

€4,000/year

Own resources provided by Avilés Science and Technology Park - Isla de la Innovación (technical staff and spaces)

Responsibilities

- Avilés Science and Technology Park - Isla de la Innovación: Leadership, management of Espacio Maqua, and coordination of the Green Hub.
- Avilés City Council: Institutional support, provision of technical staff, and supply of basic resources.
- Expanded ULG (companies, R&D centers, civil society, public institutions): Active participation in meetings and annual challenges.
- Smart City Cluster: Linking the proposed challenges with smart strategies related to sustainability and leading the search for external funding to address the challenges raised in the Green Hub.

11.5.

Green
Hub

- Quarterly Green Hub meetings.
- Annual review of the Integrated Action Plan.

- Each year a specific challenge will be addressed, with the first challenge (Year 1) being the launch of Sandbox spaces in Avilés to provide companies and R&D centers with experimental environments.

Funding Sources

Avilés Science and Technology Park - Isla de la Innovación (own resources for meetings and coordination).

Need for external funding for specific challenges (regional, national, or European calls, as well as publicprivate collaboration).

Monitoring Indicators

- Number of annual meetings held.
- Number of participants per meeting.
- Annual challenges defined and addressed.
- Solutions or proposals generated for each challenge. Level of participant satisfaction.
- Impact and dissemination of results.

Risk Mitigation

Low participation

Measure: strengthen outreach and involve key stakeholders through personalized invitations.

Lack of continuity in challenges

Measure: plan in advance and link challenges to local priorities.

Need for external funding for specific challenges

Measure: active search for calls and specific sponsorships to sustain the annual challenges.

11.6.

Promotion of Stem Vocations
Among Women**Implementation Steps**

- Design of STEM itineraries in collaboration with schools, companies, and technology entities.
- Launch of a call for participation by secondary school students.
- Organization of sessions with female role models in STEM fields (talks, round tables, inspiring testimonies).
- Development of practical sustainability challenges designed with companies and R&D centers and supervised by professional women.
- Visits to companies and R&D facilities related to the challenges.
- Final presentation of challenges and experiences in an open event for the educational and business ecosystem.

This program arises from an explicit demand by local R&D centers and industrial companies, which report increasing difficulties in filling certain technical and scientific positions. In their own words: “if we want to be competitive, we cannot allow almost 50% of the student population to avoid choosing options related to science and technology.” Starting from this point, the action aims to promote scientific, technological, engineering, and mathematics (STEM) vocations among secondary school students, reducing the gender gap and providing nearby role models. The program combines awareness sessions with the development of practical challenges linked to sustainability, supervised and led by prominent local women in STEM fields. It will be held annually and will continue throughout the 2026–2030 period.

Estimated Costs

Approx.

€6,000/year

Organization of sessions, challenges, materials, and logistics.

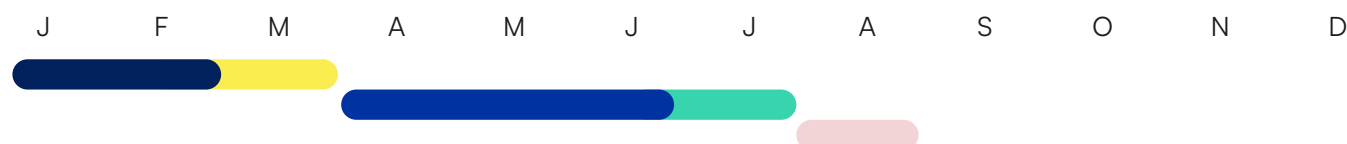


Inkind contributions:
companies and centers
(challenges, visits, spaces).

Responsibilities

- Avilés Science and Technology Park - Isla de la Innovación: overall coordination, relations with schools and companies.
- Avilés City Council and FADE : institutional support, dissemination, and accompanying resources.
- Collaborating R&D centers, FADE, and companies: design of challenges and provision of spaces for visits.
- Schools: selection of participants and student support.
- Local female role models: mentors for the practical challenges.

11.6.

Promotion of Stem Vocations
Among Women

- Months 1—2: Codesign of the program with schools and partner companies.
- Month 3: Launch of the call and dissemination.
- Months 4—6: Development of workshops, challenges, and visits.
- Month 7: Final event with presentation of experiences and results.
- Month 8: Impact evaluation and preparation of the annual report.

Funding Sources

Avilés City Council.

Avilés Science and Technology Park - Isla de la Innovación.

Specific calls in the field of equality and STEM (regional, national, and European).

Monitoring Indicators

- Number of secondary school students participating (target: 200 per edition).
- Number of challenges developed and completed.
- Number of sessions and visits held.
- Number of female mentors of challenges.
- Level of satisfaction of participants and schools.
- Increase in interest in STEM studies (measured with pre and postactivity surveys).

Risk Mitigation**Gender stereotypes**

Measure: positive communication campaigns with local and national role models.

Low availability of mentors and difficulty identifying role models

Measure: diversification of collaborations with different entities and professionals.

Coordination difficulties with schools

Measure: early planning and adaptation to the school calendar.

11.7.

Support For Entrepreneurship
And Innovation

Implementation Steps

- Coordination with schools, the University of Oviedo, and scientific entities to plan activities.
- Design of sessions adapted to each line (educational, university, civic, and incubation).
- Identification of entrepreneurs, researchers, and key professionals.
- Execution of interactive sessions, visits, talks, and incubation programs.
- Creation of a university space in La Curtidora and linkage with the Business Center, Espacio Maqua, and the Talent Hub.
- Final meetings with synthesis of learnings and conclusions.
- Evaluation of impact in terms of interest, participation, and perception of the local ecosystem.

La Curtidora has a business advisory program with more than thirty years of experience, which has served as a reference in supporting the creation and consolidation of companies in Avilés. This action proposes complementary lines that strengthen this ecosystem and foster an entrepreneurial, innovative, and scientific culture, both in the educational community and among citizens.

The main lines are:

Emprender is Possible aimed at vocational training and high school students, presenting available resources in Avilés for entrepreneurship, along with testimonies from entrepreneurs leading innovative projects in different sectors.

Discover Avilés, Innovative Territory aimed at students from the University of Oviedo, bringing them closer to the city's resources and highlighting the role played by R&D centers in Avilés in industrial and technological transformation.

Innovation Afternoons open to the general public, showcasing existing innovation projects in Avilés, highlighting the role of local scientists and researchers, and addressing disruptive topics of common interest such as health, artificial intelligence, or energy efficiency.

Provision of incubation spaces for university projects making facilities managed by La Curtidora available, such as the Business Center, Espacio Maqua, and the future Talent Hub, for the development and acceleration of business projects promoted by the University of Oviedo.

Estimated Costs

Approx.

€20,000/year

Organization of sessions, visits, incubation, materials, and logistics



Inkind contributions: professional time, provided spaces, and collaborations from local entities.

Responsibilities

- La Curtidora: overall coordination, organization of activities, and management of incubation spaces.
- Avilés City Council: institutional support and funding.
- FADE: Institutional support and support in the identification of projects of interest and the design of specific actions
- University of Oviedo: project selection, technical support, and connection with the university community.
- Schools: student selection and logistical coordination.
- Local entrepreneurs, scientists, and researchers: providing testimonies and experiences.

11.7.

Support For Entrepreneurship
And Innovation

- Months 1—2: Planning with schools, University, and stakeholders.
- Months 3—6: Execution of *Emprender es Posible* (vocational training and high school).
- Months 3—9: Definition of acceleration and incubation spaces for university projects in La Curtidora, Espacio Maqua, and the future Talent Hub.
- Months 3—12: Cycle of Innovation Afternoons (sessions open to citizens).
- Months 9—12: Discover Avilés, Innovative Territory (visits and activities with university students).
- Month 12: Balance and presentation of results.

Funding Sources

Avilés City Council.

La Curtidora.

Collaboration with educational, business, and R&D entities.

Monitoring Indicators

- Number of vocational training, high school, and university students participating.
- Number of schools and faculties involved.
- Number of citizens participating in Innovation Afternoons.
- Number of university projects incubated in La Curtidora, Espacio Maqua, or the Talent Hub.
- Number of entrepreneurs, scientists, and researchers involved.
- Satisfaction level of participants and collaborating entities.

Risk Mitigation

Low student or citizen participation

Measure: tailored dissemination campaigns for each audience.

Lack of availability of role models and visits

Measure: creation of a stable network of collaborators.

Coordination difficulties

Measure: early planning with schools, University, and entities involved.

Low participation in incubation programs

Measure: specific incentives, support, and personalized followup.

11.8.

Acceleration of the Digital Transformation of SMES

Implementation Steps

- Establishment of a stable coordination mechanism among FADE, Chamber of Commerce, CTIC, Avilés Science and Technology Park - Isla de la Innovación, and La Curtidora.
- Execution of digital diagnostics for industrial SMEs by CTIC.
- Design and launch of specific campaigns aimed at the industrial sector, demonstrating the benefits of digitalization for sustainability and competitiveness.
- Organization of joint activities within the framework of the Disruptive platform to raise awareness about emerging technologies.
- Coordination for participation in national and international forums on digitalization and industrial sustainability.
- Joint search for funding (regional, national, and European) to strengthen the efficiency of the actions.

The action seeks to promote the digitalization of small and medium-sized enterprises (SMEs) in Avilés, with particular emphasis on the industrial sector, where digital transition can become a driver for environmental sustainability, reduction of energy and material costs, and improved competitiveness.

Currently:

FADE and the Chamber of Commerce run support programs for SMEs' digital transformation.

CTIC through its digitalization office located in La Curtidora under a cooperation agreement, provides permanent advisory services and digital diagnostics for SMEs.

Avilés Science and Technology Park - Isla de la Innovación through the Disruptive platform, provides information and awareness actions on emerging technologies.

The action proposes to coordinate and articulate these capacities within a common framework, strengthening the connection with the municipality's industrial companies and designing joint awareness campaigns, as well as coordinated external projection actions in national and international forums related to digitalization and sustainability.

Estimated Costs

Approx.

€30,000/year

Coordination, campaigns, diagnostics, awareness, and participation in forums.



Inkind contributions:

collaborating entities (consulting, trainers, spaces, technical support).

Responsibilities

- FADE and Chamber of Commerce: support programs, training, and dissemination for the industrial sector.
- CTIC (Office in La Curtidora): digital diagnostics and specialized advisory services.
- Avilés Science and Technology Park - Isla de la Innovación (Disruptive Platform): awareness of disruptive technologies and external projection in forums.
- La Curtidora: local coordination and logistical support.
- Avilés City Council: institutional leadership and promotion of coordination.

11.8.

Acceleration of the Digital Transformation of SMES

J F M A M J J A S O N D

- Months 1—2: Creation of a coordination table among entities (FADE, Chamber, CTIC, Avilés Science and Technology Park - Isla de la Innovación, La Curtidora, City Council).
- Months 3—4: Design and launch of joint campaigns for industrial companies.
- Months 5—10: Execution of actions and coordination of participation in national and international forums.
- Months 11—12: Evaluation of results and joint search for funding for actions the following year.

Funding Sources

Avilés City Council.

FADE and Chamber of Commerce (own programs).

CTIC (agreement in La Curtidora).

Avilés Science and Technology Park - Isla de la Innovación (Disruptive Platform).

Regional, national, and European calls related to digitalization and industrial sustainability.

Monitoring Indicators

- Number of participating industrial companies.
- Number of digital diagnostics conducted by CTIC.
- Number of joint campaigns developed and their reach.
- Number of national and international forums attended by Avilés.
- Number of jointly funded initiatives.
- Increase in the level of digital maturity and environmental sustainability of participating companies.

Risk Mitigation**Duplication of initiatives**

Measure: coordination mechanisms among entities.

Low participation of the industrial sector

Measure: specific campaigns and testimonials from local companies.

Resistance to digital change

Measure: personalized support and emphasis on environmental and economic sustainability

Budget limitations

Measure: active search for external funding and collaborative projects.

Technological obsolescence

Measure: constant updating of content and connection with specialized forums.

Implementation Framework

12.

12.1.

Governance

Composition

Avilés City Council (Department of Urban and Economic Development).

FADE (Asturian Federation of Entrepreneurs).

CCOO (Workers' Commissions).

UGT (General Union of Workers)

Operating Rules

- Ordinary annual meeting: March of each year of Plan implementation.
- Extraordinary meetings: when requested by any party.
- Call for meetings: fifteen (15) days in advance, including agenda and supporting documents.

Operational Articulation

The Committee may rely on technical working groups or the Green Hub to promote specific actions, review progress with companies and R&D centers, and identify new challenges linked to the green and digital transition.

The overall responsibility for the implementation and monitoring of the Integrated Action Plan (IAP) will lie with the Avilés City Council, through the Department of Urban and Economic Development, which will act as the coordinating body. To reinforce this governance, a Coordination and Evaluation Committee of the IAP will be created within the framework of the Avilés Innova Pact, in which this Plan is framed.

Main Functions

- Coordinate the implementation of the IAP actions and ensure alignment with the Avilés Innova Pact.
- Monitor the overall Plan, evaluating progress, results, and indicators.
- Assess intermediate and final impacts, identifying adjustment needs.
- Redirect or revise actions when necessary, including deadlines, scope, and priorities.
- Facilitate publicprivate cooperation and dialogue with other administrations and funding programs.

Technical Secretariat

The Department of Urban and Economic Development will act as the technical secretariat, responsible for:

- Preparing meeting calls and minutes.
- Compiling monitoring indicators.
- Preparing annual progress reports and proposing corrective measures.

12.2.

Participation and Continuity of the Local Group

Regular meetings

Four per year, open to entities already in the Local Group and new stakeholders (companies, R&D centers, business associations, citizens)

Continuous evaluation

Serving as a space to assess Plan progress, propose adjustments, share best practices, and coordinate communication and awareness actions.

This collaboration

will bring to the local ecosystem the planning, funding, and evaluation tools developed within the European project, ensuring that citizen participation and stakeholder involvement evolve into a permanent platform connecting the IAP with other European programs.

The participatory methodology that characterized the design phase will continue during implementation through the transformation of the URBACT Local Group into the “Green Hub,” which will act as the operational arm of the Integrated Action Plan and as a permanent collaborative innovation platform. The Green Hub, hosted in Espacio Maqua and driven by the Avilés Science and Technology Park (PCT), will operate as a stable forum for debate, learning, and cocreation of solutions around the green and digital transition.

Its operation will be based on:

Annual challenge

Each year a specific challenge will be defined in line with the IAP objectives (industrial decarbonization, digitalization, circular economy, quality employment, etc.) to be worked on collaboratively.

Definition of new projects and challenges for the city

In addition to monitoring the IAP, the Green Hub will act as a local working node for the Interreg Europe JETSKIR project, in which Avilés participates as a partner. Through JETSKIR, the Green Hub will foster a just and green industrial transition, share best practices with other European regions, support industrial decarbonization, encourage economic diversification, and ensure that industrial transformation is socially inclusive.

12.3.

Financing Strategy

Commitment of Local Action Group members

Many of the actions in the IAP will be carried out with the own resources of the entities forming the Local Action Group. These entities will allocate human and material resources for the initiatives or participate directly in the search for external funding when necessary.

Actions with secured funding

Urban projects requiring significant investment (such as the Revitalization of Industrial Areas, expansion of the Science and Technology Park, or the Talent Hub) already have funding approved by the regional and national governments, ensuring resources for highimpact interventions.

Financial coordination mechanism

The IAP Coordination and Evaluation Committee, within the Avilés Innova Pact, will lead the funding strategy, supported by the Green Hub as an operational coordination space to identify calls, prepare collaborative projects, and seek publicprivate partnerships

The implementation of the Integrated Action Plan (IAP) will require mobilizing diverse financial resources, combining public funds, private contributions, and the own resources of the stakeholders to guarantee the viability of the actions and their longterm sustainability.

Main funding lines

European funds: instruments such as ERDF, Horizon Europe, LIFE, Interreg Europe, and other specific calls linked to the green transition, industrial digitalization, and the circular economy.

National and regional funds: programs of the Government of the Principality of Asturias (SEKUENS) and collaboration with SEPIDES as a strategic partner for industrial area revitalization and technological modernization projects.

Private investment: involvement of local companies and strategic investors in flagship projects (e.g., Revitalization of Industrial Areas, expansion of the Science and Technology Park, or the Talent Hub) through publicprivate cofinancing schemes.

Objectives of the financing strategy

- Ensure the economic viability of priority actions beyond URBACT funding.
- Maximize the leverage effect of European, national, regional, and own resources.
- Strengthen publicprivate cofinancing, ensuring business sector participation in green and digital transition investments.

12.4.

Global
Timeline

1

Phase 1Startup and Coordination
(2025—2026)

Objective: consolidate governance, launch initial projects, and secure initial resources.

Key milestones: formal constitution of the Coordination and Evaluation Committee; launch of the Green Hub; start of lowcost priority actions financed with own resources (digital diagnostics, circular economy training, awareness programs, STEM vocations, SME acceleration); start of collaboration with the Interreg Europe JETSKIR project.

2

Phase 2Development of Flagship
Projects (2026—2029)

Objective: execute highimpact urban and industrial actions, ensuring funding and alignment with IAP objectives.

Key milestones: Revitalization of Industrial Areas (ENSIDESA COK site); expansion of the Avilés Science and Technology Park; development of the Talent Hub; deployment of circular economy, resource management, and industrial digitalization programs; midterm evaluation of sustainability and competitiveness indicators.

3

Phase 3Consolidation and
Evaluation (2030 onwards)

Objective: complete strategic works, consolidate investments, and prepare the next innovation agenda.

Key milestones: availability of new land for industrial and technological use; attraction of investments and companies to redeveloped areas; global evaluation of environmental, economic, and social indicators; definition of the Avilés Innova 2030+ Agenda integrating IAP and JETSKIR results.

12.5.

Risk
Assessment

The execution of the Integrated Action Plan (IAP) may be affected by internal and external factors that could compromise deadlines, resource availability, or achievement of strategic objectives.

To anticipate and minimize these effects, the main potential risks are identified below, assessing their probability, impact, and corresponding mitigation measures.

Risk	Probability	Impact	Mitigation Measures
Delays in urban planning or permits	High	High	Early planning, interadministrative coordination, monthly monitoring by the Coordination and Evaluation Committee.
Lack or delay of external funding	Medium	High	Diversified funding strategy; continuous search for European, national, and regional calls; early activation of own resources.
Insufficient human or technical resources	Medium	Medium	Reinforcement of teams with staff from Local Action Group entities; use of the Green Hub for coordination and workload sharing.
Low business or social participation	Medium	Medium	Awareness campaigns, participation incentives, personalized technical support for companies and citizens.
Changes in political or regulatory context	Medium	Medium	Flexible planning, adaptation of actions to new regulatory frameworks, ongoing dialogue with regional, national, and European administrations.
Change in political leaders or entity heads	Medium	High	Establish institutional succession protocols, formalize commitments in agreements (Avilés Innova Pact), strengthen technical involvement to ensure continuity.
Unexpected cost increases (materials, energy, labor)	Medium	High	Establish contingency margins in budgets; prioritize actions with secured funding (urban projects).
Environmental or climate risks	Low	Medium	Incorporate climate resilience criteria in infrastructure design and work planning.
Talent drain or lack of qualified profiles	Medium	Medium	Training, reskilling, and talent attraction programs supported by the Green Hub and European projects such as JETSKIR.

12.6.

Monitoring & Reporting System

The monitoring and evaluation of the Integrated Action Plan (IAP) will be based on clear, periodic, and verifiable indicators to measure the degree of implementation of actions and their environmental, economic, and social impact. The Coordination and Evaluation Committee, with technical support from the Green Hub, will oversee the overall progress of the Plan, consolidate data provided by each entity, and prepare annual reports.

The monitoring system will be coordinated with the evaluation mechanisms of other municipal strategic plans, particularly the Avilés Innova Pact and the indicators set in the Avilés Urban Agenda, ensuring coherence, data comparability, and the use of common monitoring tools.

Reference indicators grouped into three main blocks, each with annual targets and 2030 objectives

Environmental reduction of CO₂ emissions in participating companies; area of industrial land regenerated or rehabilitated; increase in energy efficiency in buildings and industrial processes.

Economic new companies established in the Science and Technology Park and revitalized industrial areas; public and private investment attracted for green and digital transition projects; jobs created in green and digital sectors.

Social number of participants in awareness and training actions; percentage of women in STEM studies or jobs; satisfaction level of stakeholders (periodic surveys).

Reporting frequency

Annual reports prepared by the Coordination Committee and published through Avilés Innova channels to ensure transparency.

Midterm review—2028 evaluation of midterm results to adjust the final schedule.

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