

UR IMPACT: PRIORITISING SOCIAL IMPACT IN URBAN REGENERATIONS MURCIA MUNICIPALITY'S INTEGRATED ACTION PLAN

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PRIORITISING SOCIAL
IMPACT IN URBAN
REGENERATIONS**

MURCIA MUNICIPALITY'S
INTEGRATED ACTION PLAN

U.R. Impact - Murcia Municipality's Integrated Action Plan:

2025

Murcia Municipality

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Prioritising Social Impact in Urban Regeneration

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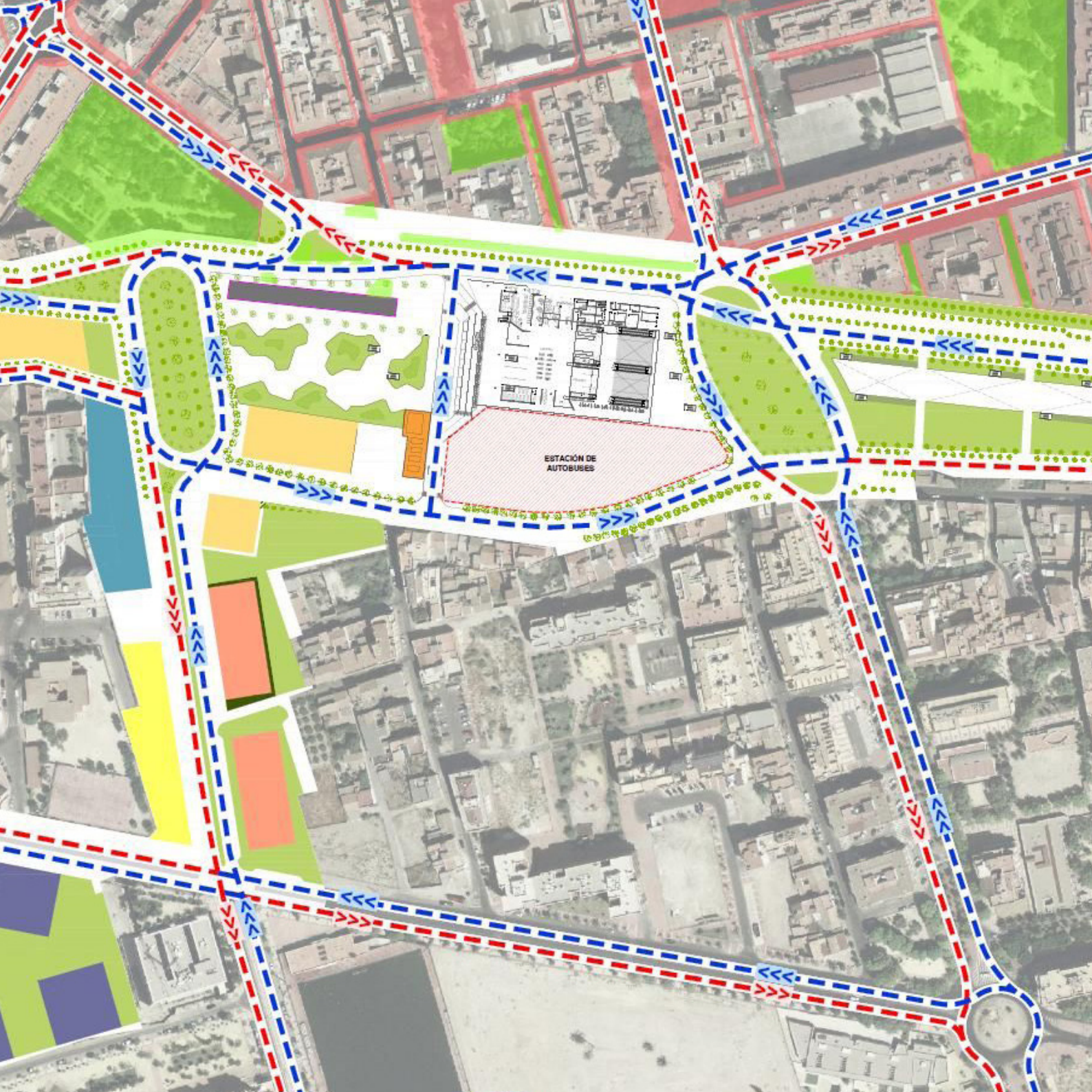
GLOSSARY OF TERMS

EXECUTIVE SUMMARY

Murcia, like many cities, faces population growth and with it an increasing demand for services, and the need to update, adapt and improve urban mobility. “South Connection” emerges as a strategic response to these necessities relating to urban planning and infrastructural development, aiming to transform and revitalise the neighborhoods in the southern part of the city focusing on the current deficiencies in terms of accessibility, mobility, and quality of life in the southern neighborhoods of Murcia.

These areas have up until now experienced a lack of effective connection with the rest of the city due to physical or infrastructural barriers that limit integration and development in these areas (mainly the railway tracks that for the last century have divided in city, and also the river which runs through the city centre) limiting access to services and employment opportunities, and generally complicating mobility and integration.

Delving deeper into some of the issues for urban connectivity and integration derived of the physical barriers, on one hand, the presence of railway tracks not only divides the neighborhoods and creates obstacles to pedestrian and vehicular mobility, but railway traffic can generate noise and vibrations, affecting the quality of life of residents living near the tracks. On the other hand, the Segura River also acts as a natural barrier that separates the southern neighborhoods of Murcia from the city center and other districts. Although the river adds aesthetic and recreational value to



ESTACIÓN DE
AUTOBUSES

the environment, it can also challenge accessibility given the lack of pedestrian bridges or adequate access points, making crossing the river difficult for residents, especially those who rely on public transportation, walking or cycling. This physical division can contribute to urban fragmentation and limit opportunities for social and economic interaction among residents on both sides of the river.

The project will also address urban fragmentation, traffic congestion, and the lack of adequate public spaces. Previous urban planning may have left gaps in transportation infrastructure and the equitable distribution of services and resources. South Connection is therefore the largest transformation project of the city of Murcia in the last century, reclaiming for the people of Murcia over 200,000 square meters of public space derived from moving the railway tracks underground, which will not only transform the southern neighborhoods, but also the very concept of the city, allowing for a more integrated, barrier-free and expanded city centre, shifting it towards the south. The “mobility hub” derived from the arrival of high-speed railway to the city will not only change the flow of the city itself, but improve connections for citizens on a regional and national level.

Stakeholders and citizen involvement is key, as after decades of both physical and psychological distancing between the North and South sides of the city, the social impact of this urban regeneration project will be vital to ensure long-lasting and significant transformation that will genuinely improve quality of life based on the needs of residents.

This entails the presence of citizens and citizen representation bodies at the core of a methodology for collective decision-making and civic participation in all aspects and steps of the proposal.

SECTION 1 | CONTEXT, NEEDS & VISION

1.1. | CURRENT SITUATION AND RELEVANT DATA

The city of Murcia, located in the southeast of the Spain, is the capital of the Region of the same name which, with a surface area of about 881,86 km² square kilometres, is the largest of the single-province autonomous communities in Spain, and Murcia city is also the seventh most populated in the country with a population of around 465,00. It was founded with the name of Medina Mursiya in the year 825 by the emir of al-Andalus, Abderramán II, making the year 2025 the 1200th anniversary of the founding of the city. It is made up of the city centre, with a central core of 3 kilometres, the historical area with a diameter of 1.5 kilometres, and the 55 districts administratively dependent on Murcia City Council, which encompass half of the population of the municipality. Territorial diversity is, therefore, one of the hallmarks of Murcia's identity. Murcia is a mediterranean, warm and festive city which strives to combine its modernity with its millenary history through its artistic, historic and cultural heritage. In this sense, while the municipality celebrates and implements numerous festivals, projects and events that underline and preserve Murcia's heritage, celebrating

and conserving its heritage and intangible customs, the city is also at the forefront of innovation, being active in some of the most important digital and urban innovation forums on a national and European level. As far as population statistics and demographic data regarding the municipality, the high percentage of young population is one of the main assets of the municipality of Murcia, registering values above the national average. Thus, despite the slight decline experienced by this indicator during the last year, 16.28% of the population is under 15 years of age, versus the national average of 14,12%. The average age in Murcia is 40,9, younger than the national average. The relatively high birth rate is one of the main causes that allows the municipality of Murcia to maintain a young population structure. Thus, in 2020 there were 9.27 births registered per thousand inhabitants. The number of households in Murcia registers at 162.014 (data from 2021), which has increased annually in a consistent manner.

As far as economy and employment is concerned, the current unemployment rate in Murcia stands at 11,3%, showing a constant recovery since the international decline provoked by the Covid-19 pandemic. The foreign population represents 12.52% of the total population in the municipality of Murcia, a value that is higher than the national average, although much lower than close coastal municipalities. Although the integrating and transversal nature of the project means that the city in its entirety will be susceptible to the effects of South Connection, the specific neighborhoods of Murcia directly affected by these physical barriers are Infante Juan Manuel, San Pío X, Los Dolores, Santiago el Mayor, Barriomar-La Purísima, Barrio del Progreso Nonduermas, Patiño and Barrio del Carmen. It is important to note that they are some of the most populated neighbourhoods of the city, El Carmen coming in first place with over 20.000 inhabitants, with Infante Juan Manuel and Santiago el Mayor placing closely behind.

1.2.1 RELEVANT EXISTING STRATEGIES AND POLICIES

Murcia's local strategy highlights the role of public infrastructure in driving urban innovation and addressing challenges. The "neighbourhood by neighbourhood" Urban Regeneration approach

aims to revitalize neglected areas, preventing degentrification through physical, economic, and social interventions. The city is actively engaged in national development plans, focusing on renewing the railway in the city centre to positively impact local businesses, service accessibility, and mobility. With prior experience in URBACT Networks and the Urban Agenda for the EU, Murcia utilizes interactive strategies, fostering internal and citizen collaboration for sustainable urban development. Networks and the Urban Agenda for the EU, Murcia utilizes interactive strategies, fostering internal and citizen collaboration for sustainable urban development.

The Murcia 2020 Strategy was the result of a process of reflection by the inhabitants of the municipality about their priorities, problems, territorial and economic development models and the way to face the challenges that Murcia has ahead of it to be the city that Murcia people want. Through the Murcia 2020 Strategy, actions were concentrated on the most important issues to renew the municipality of Murcia, focusing resources on the transformation of reality, prioritizing the most relevant aspects and avoiding the dispersion of efforts. It is articulated around three fundamental pillars: intelligent growth, developing an economy based on knowledge and innovation; sustainable growth, promoting an economy that makes more effective use of its resources, greener and at the same time competitive; inclusive growth, promoting an economy with a high level of employment that has social and territorial cohesion.

Within the context of this strategy, Murcia developed “Murcia IT: Integrated and Sustainable Urban Development Strategy” which benefited from abundant ESDF funding that was applied to developing a series of strategic projects in alignment with the urban regeneration approach of which we can underline the “Urban DNA” project, which having received URBACT Good Practice Label, is defined an initiative for the social and urban activation of the environment to encourage and promote the growth of neighborhoods, in which the participation of neighbors and merchants represents a fundamental element for its development, in direct collaboration with Municipal Boards, building an “ideal neighborhood” together, always maintaining the essence and roots of the place. Urban DNA is a comprehensive, participatory intervention model with great impact on the life of the neighborhood. Other notable projects within the strategy are: Murcia Smart City, a strategy cofunded with ERDF (33,58%) consisting in modernizing the city management for

efficiency and sustainability purposes through actions such as installing noise measuring systems, modernising infrastructure and digitalising bureaucratic processes; Murcia Río project, a series of actions that promote the revitalization of the Segura River environment as it passes through the urban centre;

From the Murcia 2020 Strategy, new regulatory and planning instruments, intervention proposals, sectoral plans, participatory methodologies emerged from and contributed to generating stable participation mechanisms and consolidating the presence of Murcia in numerous national and international networks. This strategy was granted 17,5M€ ERDF funding for urban development which has allowed us to carry out many of the remodeling and repurposing infrastructural works that articulate the South Connection Project. The methodological design based on the experience accumulated in the strategic reflection processes was then used to create the Murcia 2030 Urban Agenda. Murcia's 2030 Agenda is based on three basic consensuses, identified after a three-year participation process in which more than one thousand two hundred people have participated. These three ideas revolve around the complexity of the municipality of Murcia, in which its large territorial extension is combined with the dispersion of the population. Under this prism, the structuring of the territory, improving the physical connections of the municipality and reorganizing the territory; the creation of a new, more efficient, faster and sustainable mobility model; and, above all, the generation of economic activity and employment, taking advantage of the economic dynamism of the municipality and the multiple opportunities it offers, are emerging as the axes on which the local strategy pivots.

1.3. | PROBLEM IDENTIFICATION

The definition of the problem by local authorities focuses on the current deficiencies in terms of accessibility, mobility, and quality of life in the southern neighborhoods of Murcia, as entire communities experience a lack of effective connection with the rest of the city which in turn limits access to services, employment, and opportunities. The presence of railway tracks as a physical

divide created obstacles to pedestrian and vehicular mobility which has now been tackled in the initial stages of the South Connection Project by placing them underground and freeing up over 200,000 square meters of public space. The current challenge is now to repurpose these spaces to improve the aforementioned conditions and do so in alignment with citizens needs and desires.

In order to obtain a clear picture of the current urban situation, identify potential interventions, and propose a list of action proposals based on common intervention criteria., initial area mapping exercises were carried out by our Urban Local Group, of which the head representative of the Municipal Board from each area is a member, and each identified a series of actions considered priorities for each neighbourhood which we can break down as follows:

SAN BENITO - PATIÑO

The district of Patiño has a population of 7,397 inhabitants and a density of 3,976.90 inhabitants/km² with an extension area of 1.86 km². Its economic activity is based on the service sector (78.1%), followed by construction (14.3%) and industry (7.2%), while the agricultural sector represents only a negligible percentage (0.4%). The priorities and opportunities put forward in the ULG meeting via urban mapping process and citizen consultation were:

STUDY ROOM: Opening of the study room 24 hours a day, expanding possibilities for students.

UNDERUTILIZED LANDS: Study of municipal lands with the possibility of temporary use for various purposes.

PEDESTRIAN PRIORITY: Expansion and improvement of sidewalks to create pedestrian paths towards Fuensanta area.

EXPANSION OF THE MUNICIPAL BOARD: Expansion of the Municipal Board for the development of activities of the Neighborhood Association and collectives.

IMPROVEMENT OF GREEN AREAS: Improvement of current green areas and their expansion.

LAND MAINTENANCE: Cleaning and fencing of open lands in the district.

MANUEL CARCERES BOULEVARD: Connection and expansion of the “Manuel Carceres” El Patiñero Boulevard.

SPORTS AREAS: Implementation of outdoor sports areas adjacent to the sports center.

RECOVERY OF THE OLD MUNICIPAL HEADQUARTERS: Rehabilitation of the former municipal headquarters on Carril Fresneda as a cultural facility.

IMPROVEMENT OF THE REGUERÓN: Review of the access to Reguerón and adjustments to prevent floods.

INFANTE DON JUAN MANUEL

The neighborhood of Infante Don Juan Manuel is located in the southern area of the city of Murcia, on the current banks of the Segura River. Its physical boundaries are marked to the north by the Segura River, and to the south by the railway lines. It is a consolidated neighborhood with wide streets and a unique building typology with semi-private spaces within it. It is a neighborhood with a population of 12,948 inhabitants and an area of 0.89 km². Its economic activity is based on the services sector (90.6%), followed by construction (6.7%) and industry (2.1%), while the agricultural sector represents only a negligible percentage (0.6%). Density: 14,548.30 inhabitants/km². The priorities and opportunities put forward in the ULG meeting via urban mapping process and citizen consultation were:

NEW PEDESTRIAN PATHWAY: Creation of a new pedestrian footbridge for northern connectivity.

GREEN PEDESTRIAN CORRIDORS: Study and development of green and pedestrian corridors in the transverse and longitudinal stitching of the urban fabric.

JUAN RAMÓN JIMÉNEZ STREET: Establishment of an acoustic protection zone on Juan Ramón Jiménez street.

STUDY ROOMS: Conversion of municipal premises for the opening of study rooms.

MULTIFUNCTIONAL BUILDING: Project for multifunctional spaces for library, multipurpose

halls, and activities on the sites of Limonar and Pintor Saura Pacheco streets. Existence of the academic project “Vital Connections” of the Polytechnic University of Cartagena with extensive potential.

TRAFFIC INTERCHANGE AT QUEEN SOFIA BRIDGE: Study of possibilities for traffic reorganization at the intersection of the Reina Sofia hospital bridge.

ENHANCEMENT OF GREEN AREAS: Increase in maintenance of current green areas.

NORTHERN CONNECTION: Enhancement of the northern connection with the city center.

SHADED AREAS: Study of existing vegetation and expansion of shaded areas.

LA PURÍSIMA – BARRIOMAR

Barriomar is an environment with special characteristics, experiencing linear growth along the edges of Avenida de Almería due to its saturated margins with no possibility of expansion in any direction. Its physical boundaries are marked to the north by existing agricultural areas connected to the Segura River, and to the south by the railway lines. It is a neighborhood with a population of 3,964 inhabitants and an area of 1.02 km². Its economic activity is primarily based in the services sector (76.5%), followed by construction (10.3%) and industry (13.2%). Density: 3,893.90 inhabitants/km². The priorities and opportunities put forward in the ULG meeting via urban mapping process and citizen consultation were:

SCHOOL ENVIRONMENT: Improvement of maintenance in the surroundings of Barriomar school.

RIVER CONNECTION: Enhancing connectivity with the river and its banks.

NORTH CONNECTIVITY: Creating connections with the city center through the riverbanks and countryside via low-impact environmental projects.

PARKING IMPROVEMENT: Maintenance and review of the dissuasive parking through lighting treatment, pedestrian access, and cleanliness. Improving pedestrian accessibility around the existing roundabout.

IMPROVING CONNECTIONS WITH BARRIO DEL CARMEN: Studying the possibilities of

connection with the Barrio del Carmen through the treatment of the space under the A-30 highway.

MAINTENANCE AND CLEANLINESS: Improvement and maintenance of cleanliness in all urban spaces.

ENVIRONMENT AROUND THE CHURCH: Introduction of trees and review of the playground area near the Barriomar Church.

ALCANTARILLA 08 ROAD TRAFFIC: Traffic speed reduction systems and increase of sidewalks along Alcantarilla Road.

METROPOLITAN PARK: Future metropolitan park connected to the Murcia River.

URBAN STRUCTURE: Study and review of the urban structure and property status of buildings.

SAN PIO X

The historic district of San Pio X is characterized by its borders adjacent to the train station. It is a neighborhood with very complicated pedestrian and vehicular accesses that generate a series of issues. It has a population of 3,101 inhabitants and an area of 0.23 km². Its economic activity is primarily based in the services sector (86.6%), followed by construction (7.2%) and industry (6.2%). Density: 13,482.60 inhabitants/km². The priorities and opportunities put forward in the ULG meeting via urban mapping process and citizen consultation were:

ACCESS IMPROVEMENTS: Improvement of access from El Palmar road. Revision of the existing project for access improvement, expropriation, and demolition of the current factory.

PEDESTRIAN PATHS: Study of pedestrian pathways and widening of sidewalks to enhance accessibility.

WATER TANKS: Project for the recovery of abandoned water and gas tanks through artistic creations.

PARKS AND GREEN AREAS MAINTENANCE: Improvement of maintenance of current parks and green areas within the urban fabric.

LAND ON MORERA STREET: Study of the possibilities for the use of a large plot as an area for events and cultural activities on Morera Street.

UNDERGROUNDING OF URBAN EDGES: Future of the urban edges of the station. Revision of the underpass project.

MAIN ACCESS: Expansion and enhancement of the space in front of the parish in connection with the main access to the urban fabric of the neighborhood.

METROPOLITAN PARK: Study of connections with the Carmen neighborhood in the future underpass project.

MAINTENANCE AND CLEANING: Improvement of maintenance and cleaning throughout the surrounding urban environment.

INDUSTRIAL AREA REVIEW: Review of the industrial area, creation of an industrial park with quality spaces.

SANTIAGO EL MAYOR

Santiago el Mayor is located in the southern part, characterized by its historical demand for the undergrounding of the railway lines, which has now been successful. It is a neighborhood with a population of 9,310 inhabitants and an area of 0.73 km². Its economic activity is primarily based in the services sector (87.2%), followed by construction (9.1%) and industry (3.8%). Density: 12,753.40 inhabitants/km². The priorities and opportunities put forward in the ULG meeting via urban mapping process and citizen consultation were:

UNDERGROUNDING: Undergrounding of railway lines. Historical claim.

NEW GREEN AREAS: Improvement of green areas maintenance and creation of new parks.

SHADE AREAS: Working on shade areas in its open spaces.

ACCESSIBLE PATHS: Creation of accessible and safe spaces and paths, through interventions in public spaces and lighting.

CONNECTIONS WITH SAN PIO X: Study of connections with San Pio X and border transitions.

SANTA ROSA SQUARE: Santa Rosa Square under maintenance. Study of reorganization.

SANTA ROSA PARK: Santa Rosa Park under maintenance. Study of reorganization.

ROAD LEVELLING: Levelling of the single platform of Alguazas Street. This situation is applicable to numerous other streets.

SHADING IN PARKS: In the park at the corner with San Pio X, create shading to enhance leisure and play spaces.

PARKING ORGANIZATION: Relocation and organization of informal parking spaces.

SAN BENITO - EL PROGRESO

The district of Barrio del Progreso is a neighborhood with a population of 6,502 inhabitants and an area of 0.73 km². Its economic activity is primarily based in the services sector (87.2%), followed by construction (9.1%), and industry (3.8%). Density: 2,802.60 inhabitants/km². The priorities and opportunities put forward in the ULG meeting via urban mapping process and citizen consultation were:

SPORTS AREAS: Implementation of outdoor sports areas.

MULTI-SPORTS HALL: Creation of a multi-sports hall.

SCHOOL ACCESS: Improvement of school access through sidewalk expansion and treatment of its urban space.

NEW PARKS AND GREEN AREAS: Implementation and development of new parks on existing land.

ACCESSIBLE PEDESTRIAN PATHS: Study of accessibility for the development of accessible and safe pedestrian paths.

GREEN SPACE MAINTENANCE: Improvement of maintenance and conditions of green spaces.

CONNECTION TO PATIÑO: Review and study of the connection to Patiño through Avenida de la Libertad.

RECOVERY OF HUERTA: Recovery of abandoned huerta spaces.

URBAN MOBILITY: Urban mobility and connection with the rest of the city.

IMPROVEMENT OF SIDEWALKS TOWARDS THE SOUTH ZONE: Improvement of sidewalk conditions along Avenida del Progreso for pedestrian paths towards the south zone with revision of the Reguerón area.

As this stage of the project was carried out virtually due to the COVID-19 pandemic, the ULG determined a number of possible challenges or complications that could arise from the proposed list of actions, which go far beyond the time delay in execution due to confinement and mobility restrictions. Two considerable challenges are, firstly that the pandemic and need to change focus and priorities from the local administration point of view means that the initial suggestions and priorities may have changed or become obsolete, and therefore need to be readdressed and updated to ensure that the citizens' needs are still at the forefront. On the other hand, the pandemic meant that the target group of citizens able to actively participate and those reached by communication efforts may not correspond to the real number of citizens concerned, involved and affected by the project, and therefore other efforts must be made to now ensure maximum engagement.

1.4. | VISION & OBJECTIVES

Anchored in the recognition of existing deficiencies concerning accessibility, mobility, and overall quality of life in these areas, as previously stated South Connection sets forth an ambitious agenda to transcend the historical barriers imposed by railway tracks, that have not only impeded physical access to essential services and employment opportunities but have also fostered a sense of detachment and disconnection between the northern and southern sectors of our city. As far as objectives are concerned, we can underline the following:

Enhance Accessibility: Improve transportation networks and connectivity within the southern neighborhoods to ensure easy access to essential services and employment opportunities.

Concurso de ideas
Estación Autobuses

A hand-drawn architectural sketch of a modern residential complex. The drawing features several multi-story buildings with facades composed of yellow and grey rectangular panels. A central courtyard is depicted with a circular structure in the middle, possibly a fountain or a small stage. A person is shown walking in the foreground, and the word "viviendas" is written in a stylized, handwritten font at the top.

Rehabilitación
niños/as
muchas gente
estaría interesada

VEGETACION
N= N/A



Alles in einem Stück

Solado
del
AGVA

verde verde verde

IDENTIFICAR LAS CASAS

Optimize Mobility: Streamline transportation systems and infrastructure to facilitate seamless movement of people and goods, reducing congestion and enhancing efficiency.

Elevate Quality of Life: Enhance the overall living conditions in the southern neighborhoods by addressing social, economic, and environmental factors that impact residents' well-being.

Regenerate repurposed land with green spaces and cultural venues: Enhance the overall living conditions in the southern neighborhoods by addressing social, economic, and environmental factors that impact residents' well-being.

At its core, the overarching objective of the South Connection is to catalyze a holistic transformation that results in equal access to resources, opportunities, and a high quality of life. Beyond mere infrastructural enhancements, it aspires to cultivate vibrant, inclusive, and cohesive communities where residents thrive, by addressing longstanding disparities and fostering equitable development. Recognising the profound social impact of urban regeneration, collective decision-making and civic participation will empower residents to shape the direction and implementation of the plan. This inclusive approach not only ensures that the proposal is aligned with the genuine needs and aspirations of the community but also fosters a sense of ownership and commitment essential for long-term sustainability and success.

1.5.1 MAIN INTEGRATION CHALLENGES

As to the current approach to cross-cutting themes of URBACT, we can underline active and ample experience in three key areas. With regard to Green transition, Murcia Municipality implements its own Circular Economy Strategy, which revolves around dealing with several axis: Consumption, Waste management, Water management, Sustainability of urban spaces, Mobility and Transversal policy.

Some of the main sustainability challenges in Murcia are related to waste and water management, unsustainable consumption, ecosystem degradation and the dominance of fossil fuel energy. Through our engagement in the European-funded VALUEWASTE project, Murcia has introduced the selective collection of the Organic Fraction of Municipal Solid Waste, which is valorised into protein for food, feed, and biofertilisers. Murcia is considered an example for well-managed wastewater treatment and reuse. Furthermore, Murcia takes part in a large number of circular economy and stakeholder engagement initiatives. Murcia is or has also been involved in three European-funded Horizon2020 project on circular economy: CityLoops, VALUEWASTE, and HOOP.

Regarding Sustainable Mobility there is also a specific municipal project in place, which presents a series of strategic actions that will affect all kinds of mobility throughout the city in various aspects: pedestrianising, closing certain areas to traffic on Sundays, creating new low emission zones, increasing cycle paths, app development for managing electric vehicle charging points, implementing electric buses, and a municipal bylaw to regulate the shared use of public space that is committed to sustainable mobility and pedestrians, emphasizing last mile trips and cycle logistics, regulating the circulation of goods transport and incorporating new modes of transport such as the electric scooter.

Other strategies and projects in place that cover this matter also cut into the theme of Digital Transformation, which has been a central matter for the municipality over the past decade. Murcia currently co-chairs the Digital Citizenship Taskforce within the Eurocities Digital Forum (DiF), are members of the City Branding Working Group within the Economic Development Forum (EDF), as well as currently implementing the Murcia Smart City Strategy (8M€ ERDF funded), being awarded best Smart City Model in Spain (2016), and the only City Strategy to be financed in the Murcia Region (2017) with the Murcia 2020 Strategy which has a large digital focus, and was granted 17,5M€ ERDF funding for urban development which has allowed us to carry out many of the remodeling and repurposing infrastructural works that articulate the South Connection Project).

Regarding Gender Equality, Murcia City Council has an entire department dedicated to this

matter, which advises all municipal services on the incorporation of the gender perspective in the development of their municipal powers. This entity proposes and promotes specific actions for the different municipal services to promote the principle of equal opportunities and treatment between women and men, and informs, guides and advises all organizations and entities in the municipality of Murcia on equality. Another key factor is generating awareness, information and training on equality between women and men and prevention of violence against women.

It is responsible for designing, implementing and monitoring the “Strategic Plan for the Equality of Women and Men of the Municipality of Murcia 2021-2023”, which represents an important advance in the design of municipal public policies, since the initiative and participation of all services in the fulfillment of the objectives included in The plan represents an important advance for the execution of gender transversality from all municipal policies and the effective equality of treatment and opportunities of women and men from all the actions carried out by the Murcia City Council. All municipal services participate in the design and evaluation of the Equality Plan through the Municipal Gender Equality Commission. There are also Political Groups present in the Plenary Session of the Murcia City Council, Trade Union Organizations and women’s associations and other organizations that work for equality between women and men, through the Municipal Equality Council.

Currently, the municipality has 77 Women’s Centers, distributed throughout all the neighborhoods and districts, municipal facilities transferred to associations promoted and supported by the Murcia City Council that bring together women belonging to a certain geographical area (neighborhood or district), whose objective is to support and promote the conditions that enable real and effective equality. between women and men, raising awareness of the current situation of women, promoting the participation of women in political, civil, labor, economic, social and cultural life, as well as preventing and eradicating sexist violence.

Another initiative are “Violet Points”, safe spaces for information, prevention and support that aim to advance the reporting and eradication of all forms of violence against women, offering

educational action, raising awareness among citizens and providing specialized and immediate attention to possible attacks. These Violet Points are duly marked with a tent and banner, they are accessible to all people and are attended by professionals duly identified with a vest and/or bracelet. These points are installed strategically, mainly in areas and events with a large influx of young people, during festive periods in the municipality of Murcia.

Other projects of interest are the “Professional Care Exchange”, which provides free quality professional care services to children from 0 to 16 years for families residing in the municipality of Murcia, aimed to facilitate the work-motherhood balance, and the “Training Programme in Co-responsibility and Care” aimed at men of all ages, with the aim of promoting men’s involvement in family care from the perspective of co-responsibility.

As far as current integration assessment is concerned, we are confident that, especially in terms of spatial and territorial integration, we are having solid success, especially as one of the main citizens requests determined within the project, the undergrounding of the train tracks, has been successfully carried out thanks to national, regional and local funding, and mobility restructuring plans are already being implemented. Coherence with existing strategies is also fully covered, as this project arises from the various strategies (particularly the Murcia 2030 Urban Agenda Strategy) that extend to all departments of the municipality.

Particular attention must be paid in Stakeholder involvement in implementation (as in planning, but this particular phase appears more simple to manage and monitor within our municipality). Given the size of Murcia, departments of a council in larger cities poses significant challenges due to several factors. Firstly, the sheer size of these cities often translates to a vast bureaucratic structure with numerous departments and employees. Coordinating efforts across these diverse entities becomes inherently complex, requiring extensive communication and collaboration mechanisms. Additionally, the abundance of information generated by various departments can overwhelm decision-makers, hindering efficient decision-making processes. Moreover, organizational silos and departmental priorities may diverge, leading to conflicting agendas and resistance

to change. Overcoming these challenges necessitates strong leadership, effective communication channels, and streamlined processes to ensure alignment of objectives and seamless coordination among departments. Furthermore, fostering a culture of collaboration and breaking down silos is crucial to harnessing the collective expertise and resources of the entire council towards common goals.

In terms of stakeholders involvement in implementation, the main challenge we foresee is monitoring participation and execution processes, as extensive delegation is required. Especially to individual municipal boards of the affected neighbourhoods. We intend to mitigate this by putting in place a time-scaled deliverable process that ensures that every department provides proof of execution and process updates throughout each stage.

Conducting a risk analysis is a fundamental stage in the planning and execution of any large-scale project, such as the Murcia South Connection project. This strategic process involves identifying, evaluating, and managing potential risks that could affect the development and successful implementation of the project. In this context, we can underline a broad overview of various risks identified, as well as recommendations and strategies to mitigate them and ensure the successful delivery of the project within the established timelines and budget.

Planning and design risks: Since the project involves the transformation of existing urban areas, the risks associated with errors in planning and design are significant. Failure to consult with key stakeholders could result in costly modifications and delays in project execution. Managing these risks entails conducting thorough feasibility studies by urban design experts, and implementing robust review and consultation processes.

Execution risks: During the project execution phase, a range of operational and logistical challenges could arise that may impact the schedule and budget. Issues such as delays in obtaining permits, conflicts with local resident.

Social risks: The project may generate social tensions among residents affected by infrastructure and redevelopment works. Establishing open and transparent communication channels with the local community, involving stakeholders in the decision-making process, and addressing concerns and needs empathetically and proactively are fundamental. Implementing community engagement programs and adopting inclusive development practices can help mitigate these risks and foster a sense of ownership and collaboration among residents.

We are, however, confident that we can not only mitigate these issues, but political risks, which often suppose grave issues for these kind of projects, as far as we are concerned should not be a concern due to the ample current political support and citizen interest. We also understand that this support will prevent financial risk, but will still manage this possibility by diversifying funding sources, implementing robust budget management practices, and conducting sensitivity analyses to assess the impact of potential cost variations.

1.6.1 FIRST TESTING ACTION IDEAS

The next actions, beyond of course the infrastructural reforms that are pending, are based on ensuring compliance with the objectives set out in regards to citizen engagement, and respond to the previously stated challenges, those being that the previous citizen engagement and consultation processes were done in the context of COVID-19 meaning that we believe that those reached by communication efforts may not correspond to the real number of citizens concerned, and also that the time delay in execution of some of the obtained proposals due to confinement and mobility restrictions need to be readdressed and updated as many may have become obsolete.

In order to give a new dimension to citizen participation, we have arranged a new action to be carried out, the South Connection Exhibition. This exhibition will be initially housed in the Artillery Barracks, one of the largest municipal buildings in the Southern area of the city that thanks

to ERDF funding have been converted into one of the largest cultural centres of the city and a key point in the South Connection project. This exhibition will visually and aesthetically explain the actions that are being developed within the strategic South Connection project and how the affected neighborhoods and districts are improving thanks to the interventions. Within the exhibition, various citizen engagement agora labs will be carried out, along with a citizen suggestion box where ideas and feedback can be given “in situ”. Through these mediation activities, citizens will be able to fully understand and follow the improvement process and give feedback throughout.

The exhibition, which is also in compliance with the criteria set out by the New European Bauhaus, incorporates sustainable ideas, all carried out in recycled materials and using QR codes and digital alternatives to paper and plastic, embracing aesthetic principles and with inclusion at the core of the idea. Additionally, it will be a travelling exhibition, which after several months based in the Artillery Barracks Centre in El Carmen neighbourhood, will be installed temporarily in municipal venues in all of the remaining neighbourhoods and districts affected by the South Connection Project (Nonduermas, Infante Don Juan Manuel, Los Dolores, Barriomar-La Purísima, San Pío X, Santiago el Mayor, Patiño, El Progreso), carrying out in all the same cultural mediation activities.

This exhibition and participatory process will be accompanied with a structured and methodological communication plan spanning not only the municipal social media platforms, but also a specific website and audiovisual campaign catering to reaching the most ample audience possible, particularly within the affected areas of the city.

SECTION 2 | OVERALL VISION & LOGIC

2.1. | OVERALL VISION & INTEGRATED APPROACH

As stated in Section 1 of our Integrated Action Plan, Murcia's 'South Connection' sets forth an ambitious agenda to transcend historical barriers imposed by railway tracks, that have not only impeded physical access to essential services and employment opportunities but have also fostered a sense of detachment and disconnection between the northern and southern sectors of our city. To this end, the project sets out to enhance accessibility, optimize Mobility, elevate quality of life and regenerate repurposed land with green spaces and cultural venues.

At its core, the overarching objective of the South Connection is to catalyze a holistic transformation that results in equal access to resources, opportunities, and a high quality of life. Beyond mere infrastructural enhancements, it aspires to cultivate vibrant, inclusive, and cohesive communities where residents thrive, by addressing longstanding disparities and fostering equitable development. Recognising the profound social impact of urban regeneration, collective decision-making

and civic participation will empower residents to shape the direction and implementation of the plan. This inclusive approach not only ensures that the proposal is aligned with the genuine needs and aspirations of the community but also fosters a sense of ownership and commitment essential for long-term sustainability and success.

2.2.1 BROAD STRATEGIC OBJECTIVES

The strategic objectives guiding Murcia Municipality to achieve the vision set out and agreed by the Urban Local Group are:

The South Connection aims to overcome long-standing physical and social barriers created by the railway, reconnecting Murcia's northern and southern districts and ensuring equal access to services, jobs, and public amenities. The project seeks a holistic transformation—upgrading infrastructure and the public realm while fostering inclusive, cohesive communities shaped through robust civic participation. This people-centred approach is intended to align investments with residents' real needs and sustain long-term impact.

Mobility integration is a core pillar. By relocating and unifying the city's bus station with the new high-speed rail hub in the south, the project will establish a primary node for sustainable transport, improve circulation citywide, and direct footfall and opportunity toward historically under-served neighbourhoods. Complementary measures—including safer multimodal intersections and advances toward extending tram services—aim to stitch together fragmented areas and make everyday journeys simpler, cleaner, and more reliable.

A second pillar is green, high-quality public space. The plan prioritises opening new parks and recreational areas in the south, supported by native planting, smart lighting, and new walking links that expand access and invite active mobility. These improvements are designed to elevate quality of life, advance climate resilience, and create attractive places that residents from across

Murcia will use and enjoy.

Culture and leisure provide the social glue for regeneration. The project will amplify cultural programming—through recurring and itinerant events and the restoration of local facilities—to nurture a sense of belonging, celebrate diversity, and animate streets and squares. A structured citizen-engagement process—combining online tools with on-the-ground “agora labs”—will channel community ideas into design and delivery, strengthening ownership and trust.

Finally, the South Connection targets inclusive economic revitalisation. Repurposing strategic land—such as the former bus-station site of ~10,000 m²—creates room for mixed public uses, housing upgrades, and commercial activity, while training and employment initiatives support local skills and participation in the works. Together, these actions are intended to boost local business vitality, attract visitors, and spread the benefits of growth more evenly across the city.

2.3.1 INTERVENTION AREAS

AREA OF INTERVENTION 1 | AESTHETICS & GREEN TRANSFORMATION

Following Murcia’s recent growing participation in New European Bauhaus initiatives, aesthetics and green transformation is crucial in urban regeneration projects because it intertwines environmental sustainability with the visual and experiential quality of urban spaces. It influences how people perceive and interact with their environment. Attractive, well-designed spaces can foster a sense of community, improve mental well-being, and encourage social interaction, making our projects long-lasting and increasing acceptance. Moreover, green transformation aligns with broader environmental goals, such as reducing carbon footprints and enhancing resilience to climate change.

te change. It also supports the economic vitality of cities by making them more appealing to both residents and tourists.

AREA OF INTERVENTION 2 | TRANSPORT & MOBILITY

Transport and mobility is one of the key themes addressed in the South Connection Project, and includes some of the most tangible and visible changes and innovations carried out, which directly impact accessibility, connectivity, and overall functionality of urban areas. Enhancing transportation and mobility helps bridge physical divides within a city, particularly in areas that have been historically underserved or isolated. By improving our overall infrastructure, such as roads, public transit, and bike lanes, not only enhances the daily lives of residents but also promotes economic growth by making regenerated areas more attractive to businesses and investors. It can lead to increased property values, stimulate local commerce, propose sustainable mobility solutions and contribute to environmental goals by reducing traffic congestion.

AREA OF INTERVENTION 3 | CULTURE & LEISURE

Culture and leisure is essential in urban regeneration to enhance social and economic vitality and to foster community engagement, providing residents and visitors with opportunities to connect and enjoy their surroundings. This creates a sense of place and belonging, crucial for the success of any urban regeneration effort. This also promotes inclusivity and diversity by celebrating local heritage, arts, and traditions, particularly important in these neighborhoods which have high immigrant population. These activities also stimulate the local economy by encouraging citizen flow from other areas of the city, and also by attracting tourists which generates employment in the creative and service sectors.

AREA OF INTERVENTION 4 | CITIZEN PARTICIPATION

Murcia has a special relationship with citizen participation in decision making, and incorpo-

rates it in as many possible aspects of a proposal development as possible, as it ensures that the process is inclusive, transparent, and aligned with the needs and aspirations of the community. When citizens are actively involved in decision-making, they contribute insights that lead to more effective and sustainable outcomes. Additionally, and based on our prior experience, we believe it can mitigate potential conflicts and resistance by collaborating between different stakeholders. In conclusion, providing a space for citizens to share their ideas and voice their opinions means it is more likely to gain their support for changes being implemented.

2.4.1 SPECIFIC AND OPERATIONAL OBJECTIVES

S.M.A.R.T GOAL 1 | Open 25 green & recreational spaces in the Southern part of the city by 2027 (estimated per year), that appeal to citizens on from all areas of the city and incorporate the use of green and sustainable energy.

This goal sets out to address an obvious lack of these spaces in the Southern part of the city, as it has historically been associated to industrial activity, where as the North area favoured leisure, so we need to improve lifestyle of residents in the south to provide and encourage nicer services and as a result, promote citizen flow from north to south.

S.M.A.R.T GOAL 2 | Move and join the current City Bus Station with the new Train Station which includes a new high speed rail in the south of the city, to make the South neighbourhood the main transport and mobility area of the city within the next two years.

This goal would fulfill two of the project's expectations. On the one hand, it would recover a municipal plot of land of almost 10,000 square metres, giving new life to the western part of the city, which would include the rehabilitation of housing, the creation of green areas, new public facilities (study rooms, libraries, but also sports and leisure areas) and revitalising the commercial dimension of the neighbourhoods. On the other hand, it would ensure the greatest possible traffic in the southern part of the city, which would boost shops and businesses

MURCIA SOUTH CONNECTION INTERVENTION LOGIC

VISION

South Connection sets forth an ambitious agenda to transcend the historical barriers imposed by railway tracks, that have not only impeded physical access to essential services and employment opportunities but have also fostered a sense of detachment and disconnection between the northern and southern sectors of our city.

HOW?

By making numerous urban structural changes and creating new green and cultural venues with ERDF funds, through participatory processes to keep up with citizens needs.

WHAT?

By making numerous urban structural changes and creating new green and cultural venues with ERDF funds, through participatory processes to keep up with citizens needs.

WHY?

Our overarching objective is to calayse a holistic transformation of the South of the city, improving services and quality of life, and providing more opportunities in all aspects from employment to tourism.

AREA 1: AESTHETICS & GREEN TRANSFORMATION

GOAL 1: 25 new recreational spaces in the South Connection area by 2030

AREA 2: TRANSPORT & MOBILITY

GOAL 2: Create a mobility hub by joining the Bus Station and new Train Station, encouraging flow.

AREA 3: CULTURE & LEISURE

GOAL 3: At least 50 cultural events per year in new spaces and venues in the South Connection area.

AREA 4: CITIZEN PARTICIPATION

GOAL 4: Agora labs and online citizen consultation process to decide use of new spaces

and favour the vitality of this historically less favoured area.

S.M.A.R.T GOAL 3 | Carry out at least 50 cultural events per year (above those already carried out) in the areas of the city incorporated in the South Connection Project, including itinerant events or proposals (one same proposal that moves itinerantly across all 10 neighbourhoods).

This goal focuses on encouraging a sense of belonging and improving the lifestyle of the residents of the Southern part of the city, while also encouraging the rest of the cities population to visit this previously less transited area. This can in turn encourage tourism and have other positive effects such as benefits for local businesses, increase in property value due to environmental improvement and support and improvement of the local cultural sector.

S.M.A.R.T GOAL 4 | Carry out an online and offline citizen participation process, via agora labs and online data collection, over a 6 month period, to evaluate citizen proposals for new uses for the new free spaces generated within the South Connection Project.

Citizen participation has always been one of the key points of all decision making for the City of Murcia. To finish defining the project's objectives and make them tangible, the City Council will open a major process of citizen participation before the end of the year, and will count on the collaboration of various professional associations. This process will define the main lines that will shape the design and content of the enormous plot of land left by the old bus station, something that will probably lead to a public competition. The aim is not to limit this phase of the project to a single approach at the beginning, but to prioritise the ideas of the residents.

2.5. | ACTIONS

To deliver on its strategic objectives, Murcia has defined a set of actions that integrate infrastructure development, organisational reform, community engagement, and sustainability principles. These actions provide the operational pathway for achieving the city's vision and can be

summarised in the intervention areas previously mentioned:

ACTIONS FOR AREA OF INTERVENTION 1: AESTHETICS & GREEN TRANSFORMATION

Action	Intended Result	Resource/Asset	Lead Agency	Key Partners	Time Scale
Planting 5,000 native shrub species with an automated irrigation network.	Encourage ecofriendly practices, improve quality of recreational spaces in the city.	Green area walkway	Murcia City Council (Parks and recreations Dept.)	Individual	Within 8 months
Install intelligent and sensed lighting along the green paths	Reduce energy consumption and improve sustainability. Improve safety in the area.	Intelligent lighting	Murcia City Council (Parks and recreations Dept.)	Individual	Within 8 months
Create two new 1km pathways to connect different areas of South Connection	Improve connectivity and encourage sustainable mobility	Two walking paths	Murcia City Council (Urbanism Dept.)	Individual	Within 8 months

ACTIONS FOR AREA OF INTERVENTION 2: TRANSPORT & MOBILITY

Action	Intended Result	Resource/Asset	Lead Agency	Key Partners	Time Scale
Create a regulated intersection for road, pedestrian and cyclist traffic linking in the San José district.	Improve circulation and neighborhood security.	Traffic intersection	Murcia City Council (Urbanism Dept.)	Individual	Within one year
Relocate the bus station	Improve circulation and general mobility by relocating the bus station next to the current new train station.	Murcia Transport Hub	Murcia City Council (Urbanism Dept.)	Murcia City Council, Regional and national authorities	Within one year
Address the viability of extending the tramline services across the city	Obtain a positive report to legitimize plans to extend the tram lines.	A viability study to potentially begin initiating the extension process or applying for funding	Murcia City Council (Urbanism Dept.)	Secretary of State of Transport and Sustainable Mobility	Within one year

ACTIONS FOR AREA OF INTERVENTION 3: CITIZEN PARTICIPATION

Action	Intended Result	Resource/ Asset	Lead Agency	Key Partners	Time Scale
10 citizen agora labs	Explain one on one to interested local residents of the South Connection neighbourhoods the updates of the project, and obtain real time feedback	Report and list of citizen suggestions and feedback.	Murcia City Council UR Impact ULG	Murcia City Council, UR Impact ULG, local residents and stakeholders	Between October 2024 and June 2025
Local Mixed Employment and Training Program students carry out collective local improvements	Local students carry out guided improvement works at the Barriomar Social Center to improve facilities, encourage local implication and job experience	Improved facilities, student skill development	Murcia City Council, Mixed Employment and Training Programme staff and students	Individual	Within 2024

ACTIONS FOR AREA OF INTERVENTION 4: CULTURE & LEISURE

Action	Intended Result	Resource/Asset	Lead Agency	Key Partners	Time Scale
Itinerant South Connection Exhibition	Communicate phases of the project to citizens directly, allow for direct dialogue.	Ecofriendly movable exhibition	Murcia City Council (Culture Dept.)	Individual	Between April 2024 and June 2025
Restore the Torreagüera halt will be as a sporting and cultural facility.	Improve services in the South Connection area	Culture/sports facility	Murcia City Council (Urbanism, Culture and Sports Dept.)	Individual	Within the next 18 months

SECTION 3 | ACTION PLANNING DETAILS

Murcia's Integrated Action Plan sets out a practical programme to make ensure that participation is genuine, that honest citizen needs surface from consultations, and track whether decisions are improving everyday life in the South Connection area. The idea of this Integrated Action Plan is to build a rhythm of engagement that can be replicated throughout the decision making within the municipality. Out of this overarching vision came a coherent set of actions—planting and irrigating new green spaces, creating two one-kilometre pedestrian connections, installing smart lighting, regulating key intersections, relocating the bus station to form a true intermodal hub, and restoring Torreagüera's historic casino—each shaped by conversations in the neighborhoods they affect.

Every action is then stress-tested in the same way: not only for its impact and feasibility, but also for urgency, cost realism, and alignment with the Murcia 2030 strategy and existing mobility, infrastructure, culture, and environmental strategies. Clear baselines and targets such as resident satisfaction, biodiversity gains, footfall, cultural attendance, and participation outcomes are collected by the Municipality and consolidated, and that feedback loop allows actions and overall goals to be adjusted, and designs to be refined while works advance, so engagement isn't a one-off consultation but an ongoing practice tied to visible results on the ground.

AESTHETICS & GREEN TRANSFORMATION**GOAL** | Open 25 green & recreational spaces in the South of the city by 2027, incorporating green and sustainable energy.**ACTION 1** | Planting 5,000 native shrub species with an automated irrigation network

This action aims to enhance the environmental and aesthetic quality of the South Connection area by planting 5,000 native shrub species. It will encourage eco-friendly practices, improve recreational spaces, and support Murcia's sustainability goals. The automated irrigation system will ensure water efficiency and long-term sustainability. The primary target is local residents and visitors who will benefit from improved air quality, biodiversity, and green spaces.

Stakeholders: Murcia City Council, local environmental organisations, citizen groups, landscaping companies & irrigation specialists**Action Owner:** Murcia City Council (Parks and Recreation Dept.)**Implementation plan****Risk assessment**

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
Site Selection	D-2 months	Map of designated planting sites	Murcia City Council	poor maintenance → maintenance teams + community involvement
Planting Phase	Month 0 - 6	5000 planted species	Parks and recreations Dept., local volunteers	insufficient irrigation funding → seek environmental grants
Irrigation system setup	Month 2-6	Functioning irrigation system for plan maintenance	Irrigation specialists	drought → drought-resistant species + efficient irrigation

Budget information**Estimated total cost:****Allocated funding sources:**Municipal budget: maintenance;
ERDF funds: extra construction costs

AESTHETICS & GREEN TRANSFORMATION**GOAL** | Open 25 green & recreational spaces in the South of the city by 2027, incorporating green and sustainable energy.**ACTION 2** | Install intelligent and sensed lighting along the green paths

This action will install energy-efficient, sensor-based lighting along the newly created green pathways to enhance safety and sustainability. Smart lighting will reduce energy consumption and improve public confidence in using these spaces at night.

Stakeholders: Murcia City Council, Smart City & Infrastructure Depts., energy companies, local users.**Action Owner:** Murcia City Council (Parks and Recreation Dept.)**Implementation plan****Risk assessment**

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
				upkeep → maintenance teams + monitoring
Feasibility study	D-2 months	Optimal layout and installation plan	Murcia City Council	Capital delays → prior financial provisions
Product procurement & Installation	Month 0 - 6	Functional smart lighting along paths	Parks and recreations Dept., local volunteers	Technical complications → qualified professionals
Maintenance & monitoring	Ongoing	Over 90% system uptime	Parks and recreations Dept.,	High maintenance costs → use efficient long life components

Budget information**Estimated total cost:****Allocated funding sources:**

Municipal budget: maintenance;

ERDF funds: extra construction costs

AESTHETICS & GREEN TRANSFORMATION**GOAL** | Open 25 green & recreational spaces in the South of the city by 2027, incorporating green and sustainable energy.**ACTION 3** | Create two new 1 km pathways to connect different areas of South Connection

Design and build two safe, fully accessible ~1 km pedestrian-priority corridors that stitch key neighborhoods, riverbanks and station-area links, encouraging walking/cycling and reducing local severance. Listed in your Transport & Mobility action table (lead: Urbanism Dept.; timescale: within 8 months)

Stakeholders: Transport Dept., neighborhood councils and residents, local businesses, mobility/cycling advocates, Districts of Infante Don Juan Manuel; San Pío X; San Benito–El Progreso.

Action Owner: Murcia City Council (Mobility Dept.)

Implementation plan**Risk assessment**

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
				Design coordination timing → utility checks
Route study & feasibility (including barrier/crossing)	D-2 months	Optimal layout and installation plan	Urbanism & Transport Depts.	Capital delays → prior financial provisions
Construction (surfacing, widening, tactile paving,	Month 1 - 7	2 km accessible paths completed	Municipal contractors	Resistance to change → communicate project and design each phase with local stakeholders
Safety & accessibility commissioning	Month 8	Over 90% system uptime	Urbanism & Transport Depts.	User safety at junctions → add regulated crossings and carry out thorough prior surveys

Budget information**Estimated total cost:**

Allocated funding sources:
Municipal budget: maintenance;
ERDF funds: extra construction costs

TRANSPORT & MOBILITY**GOAL** | Make South neighbourhood the main mobility hub for the city, joining the City Bus Station and new Train Station**ACTION 4** | Create a regulated intersection linking Los Pinos Road, Main Street and the San José district

Design and build a multimodal, well-signposted intersection integrating vehicles, pedestrians and cyclists to improve safety, reduce congestion and strengthen east-west connections.

Stakeholders: Murcia City Council (Urbanism & Transport), local transport agencies, civil engineering firms, local businesses, citizen groups.**Action Owner:** Murcia City Council (Urbanism Dept.)**Implementation plan****Risk assessment**

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
Alternative management plan	D-2 months	Reroute plan in place	Municipal transport authorities	Construction funding delays → secure alternative funding Weather delays → schedule ajustment
Construction	Month 1 - 7	intersection completed	Contractors	Public resistance → alternative routes
Communication plan	Month 8	Over 90% system uptime	Residents informed of new traffic routes and regulations	User safety at junctions → multi channel communication

Budget information**Estimated total cost:****Allocated funding sources:**

Municipal budget:

ERDF funds construction costs

TRANSPORT & MOBILITY**GOAL** | Make South neighbourhood the main mobility hub for the city, joining the City Bus Station and new Train Station**ACTION 4** | Move and join the current City Bus Station with the new Train Station (create the South mobility hub)

Relocating Murcia's central bus station to the South Connection area, integrating it with the new high-speed rail hub. This will enhance accessibility, optimize intermodal transport, and regenerate the old bus station site for recreational and commercial use.

Stakeholders: Murcia City Council; regional/national transport authorities; national transport companies; local businesses; urban mobility experts; citizen groups

Action Owner: Murcia City Council (Urbanism Dept.)

Implementation plan**Risk assessment**

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
Infrastructure development	Month 6–24	Operational transport hub	Municipal transport authorities	Construction funding delays → secure alternative funding Delayed approvals → interdepartment administration coordination
Integration with train station	Month 12–24	intersection completed	Fully connected intermodal system	Scheduling conflicts due to multilevel stakeholders → real-time project tracking and strict milestone/deliverable deadlines
Old bus station repurposing	Month 24+	Over 90% system uptime	Redeveloped site for urban use	Budget overruns → constant and strict financial oversight

Budget information**Estimated total cost:****Allocated funding sources:**

Local, Regional, and National Government funding

CULTURE & LEISURE**GOAL** | Carry out ≥50 cultural events per year in South Connection areas (including itinerant formats)**ACTION 4** | South Connection itinerant exhibition

This action will organize a traveling exhibition to showcase the South Connection Project's phases, objectives, and impact on the community. The exhibition will engage local residents, stakeholders, and policymakers, ensuring widespread awareness and participation in the project's development.

Stakeholders: Murcia City Council; local cultural institutions; urban planning experts; community organizations; media/press.**Action Owner:** Murcia City Council (Culture Dept.)**Implementation plan****Risk assessment**

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
Content development	D-2 Months	Finalised and produced exhibition materials	Municipal transport authorities	Lack of content → engage other departments form the offset Low attendance → multilevel communication campaign
Travelling exhibition	Month 2-14	Rotating exhibition across locations	Municipal Culture and urban planning departments	Limited feedback → interactive methods and agora labs
Community feedback collection	Ongoing	Engagement reports and proposals	Murcia City Council	

Budget information**Estimated total cost:****Allocated funding sources:**
Local funding, Urbact

CULTURE & LEISURE**GOAL** | Carry out ≥50 cultural events per year in South Connection areas (including itinerant formats)**ACTION 4** | Restore the Torreagüera historic casino as a cultural facility in the South Connection area

Comprehensive rehabilitation of the Torreagüera Casino, transformed into a multifunctional cultural venue and the home of the Torreagüera Easter Museum. The project aims to diversify cultural offer and preserve the history and traditions of the outlying district, and has already been declared a heritage-listed asset to guarantee its protection.

Stakeholders: Murcia City Council; URBAMUSA construction company; Torreagüera neighbourhood board; Regional head of heritage; local cultural associations

Action Owner: Murcia City Council (Heritage Dept./Culture Dept.)

Implementation plan**Risk assessment**

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
Heritage listing and mandate	November 2025	Building declared national heritage site	Municipality; Heritage Authority	Heritage listing denied → strong informed proposal
Project funding and initiation	2026	Kick-off investment line activated	Municipality	Budget timing release → alignment with 2026 budget calendar and staged deliverables
Governance of future use	Ongoing	Local neighbourhood board decision informed	Murcia City Council	Heritage constraints → early technical dialogue and reviews
				Operational readiness → staged opening and testing actions

Budget information

Estimated total cost:
406.560,00€

Allocated funding sources:
Local funding

CITIZEN PARTICIPATION

GOAL | Increase citizen consultation processes and active participation to decide the use of new spaces

ACTION 4 | Local mixed employment and training programme to carry out collective local improvements

Within the Conexión Sur framework, students from the PMEFL carried out real-practice improvement works at the Barriomar Older People's Social Centre. The works combined training with paid employment (contracts remunerated at 100% of the minimum wage) and delivered tangible upgrades for a high-use community facility, directly benefiting its 265 members.

Stakeholders: Murcia City Council; Mixed Employment Programme (PMEFL), staff and students

Action Owner: Murcia City Council, (Open Government, Economic Promotion & Employment Dept.).

Implementation plan

Risk assessment

ACTIVITY	TIMELINE	OUTPUT	RESPONSIBLE	
Site assessment and work plan for the centre	D-1 month	Prioritise tasks and list interventions	Municipal Staff, PMEFL team	Coordination with centre activity → Plan interventions outside peak use
Preventive and improvement works, repairs	Month 0-2	Painted spaces, repaired bathrooms	PMEFL trainees	Delays in material → staged procurement and review
User walkthrough and handover	Month 3	Users informed, training completion	PMEFL trainees, management and centre users	Quality control → sign offs by instructors and close monitoring of trainees from PMEFL staff prior to handover
				Attendance, criticism → priority list agreed with users prior to intervention, and their inclusion in project phases.

Budget information

Estimated total cost:

Only material costs, within annual PMEFL budget

Allocated funding sources:

Local funding

SECTION 4 | IMPLEMENTATION FRAMEWORK

GOVERNANCE

The implementation of the Integrated Action Plan (IAP) for Murcia Municipality will be overseen by Murcia Municipality, with coordination from multiple departments to ensure alignment with existing urban regeneration and mobility plans. UR Impact's governance is purpose-built for delivery, lead by Murcia City Council across Urbanism, Environment, Parks & Recreation, Culture, and Transport departments so that works move in step with the regeneration vision rather than in silos, which means aligning technical teams around a single programme of work and a shared budget frame, instead of a loose list of projects

INVOLVED ENTITIES & RESPONSIBILITIES

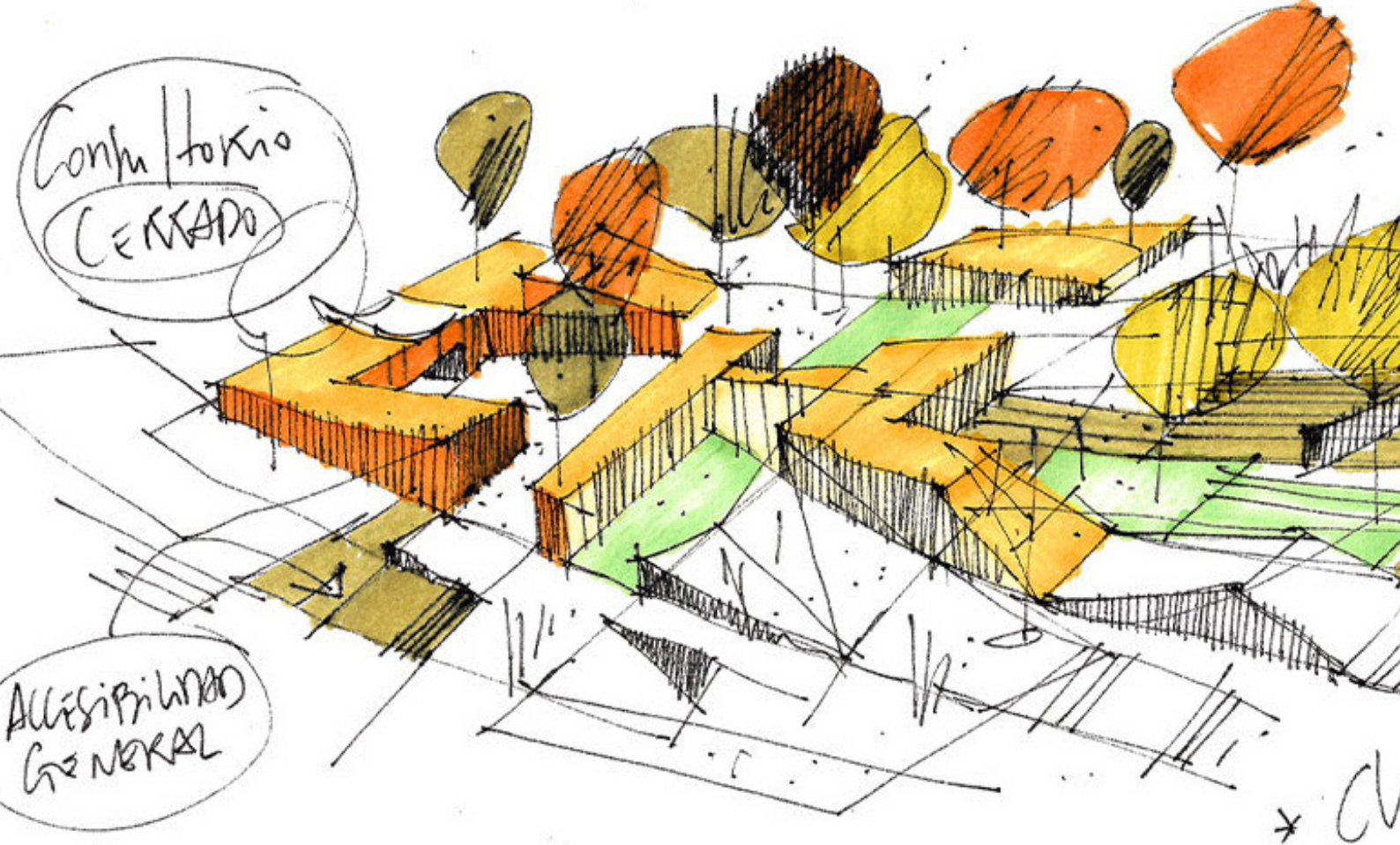
- **Murcia City Council (Urbanism, Environment, Parks & Recreation, Culture, Transport Departments):** Lead agency overseeing implementation, funding allocation, and policy integration.

- > Urban Local Group (ULG):** Will evolve into a delivery-focused working group, consisting of municipal representatives, local business associations, neighborhood councils, and citizen groups.
- > Project Coordination Taskforce:** A small sub-group of the ULG will be established, with the aim of being responsible for cross-sector coordination, ensuring collaboration between public and private stakeholders.
- > External Experts:** Limited but existent external coordination will provide technical expertise on urban planning, sustainability, and community engagement. This is also particularly important to oversee and manage municipal interdepartmental collaboration and oversee general running.

The Urban Local Group (ULG) doesn't end with planning; it turns into a group that meets every two months to unblock issues, readdress that needs are being met, and keep the citizen brief visible as designs are developed further. A smaller Coordination Taskforce—a sub-group of the ULG—takes a managerial role and keeps momentum between meetings, requesting the presence of external experts or participants where useful (urban design, sustainability, participation), and oversee the effectiveness of inter-departmental work.

ONGOING STAKEHOLDER ENGAGEMENT

Engagement is one of the plan's working parts, not a side activity. The itinerant "South Connection" exhibition carries the story into each neighborhood with New European Bauhaus cues—recycled materials, low-impact fabrication, QR access—so people can see the phasing, ask questions, and leave proposals in suggestion boxes or digital forms. Alongside the exhibition, recurring meetings of the ULG, the City Social Council, and annual agora labs and technical workshops focus on concrete choices: how to programme green and cultural spaces, how and keep up with citizen satisfaction. Murcia's University-run Observatory helps read these signals alongside counts, audits, quantitative and qualitative administrative data.



OVERALL COSTINGS AND FUNDING STRATEGY

The preliminary overall cost for implementing the Murcia Integrated Action Plan over a three year period will be funded in a deliberately plural way, to ensure sustainability and unburden the municipal budget. Municipal budget lines cover studies, early actions, and maintenance, but heavier components and construction costs are generally coered by European and national programmes, particularly ERDF (and, where relevant, ESF+), so that no single source carries disproportional risk. UR Impact stands on foundations laid by the local Murcia 2020 Strategy, and the Murcia 2030 Urban Agenda (Smart City investments, Murcia Río, and participatory methods), which now extend

southwards through this plan. In the action tables, each project pairs a municipal base with ERDF/national co-financing, keeping room to phase or scale if bids come in high.

OVERALL TIMELINE

Needless to say, given the scale of the interventions and goals set out to achieve within South Connection, the actions and timing of the project will by far outlive the duration of this Urbact network. That said, the conception of this project took into account allowing for early, visible successes or “deliverables” on the ground while heavier works advance in parallel. When Murcia Municipality joined this network, the under-grounding of the railway was already well underway. Within the first eight months, the city had planted 5,000 native shrubs with automated irrigation, installed sensed lighting along green paths, and built two new 1-km pedestrian connections that stitch neighborhoods, riverbanks, and station approaches.

The itinerant exhibition ran roughly from May 2024 to June 2025 as a way to share and communicate project advances during periods where they were visually less perceptible, and as a way to hold Agora labs in each of the affected neighbourhoods to collect what Murcia had been lacking the most: subjective and qualitative feedback. Other larger ventures within this project such as the regulated intersection at Los Pinos/Main Street/San José moves from has more recently moved from design to construction phase, but the major lift, relocating and integrating the bus station with the new HSR hub and repurposing the old site for public uses, is still very much in initial planning stages; in culture and leisure, the Torreagüera halt rehabilitation is set to kick off during the next 12 months.

RISK ASSESSMENT

Risk is managed on various levels, with probability, impact and mitigation reviewed by the

ULG and implementation taskforce. Regarding strategic risks, we are confident that budget pressure or funding gaps are correctly handled by diversifying sources (ERDF/national) and phasing contracts; operational risks are managed and overcome also by early budget allocation and early administrative coordination.

Regarding the engagement risks, low awareness is countered by strong communications, including the itinerant exhibition format, and co-design methods through agora labs, qualitative feedback collection and striving to create an honest sense of engagement with local citizens and stakeholders.

MONITORING AND REPORTING

To ensure Murcia's IAP delivers measurable impact, a clear framework for monitoring and risk management is embedded from the outset. Indicators are tightly aligned with the plan's SMART goals and track both tangible outputs—new green areas opened, events delivered, works completed—and lived outcomes such as user satisfaction, biodiversity gains, modal shifts, and congestion relief. Data will be gathered by the respective action leads and consolidated on a quarterly cycle by the Coordination Taskforce so that internal—and progressively public—reports can capture progress, course corrections, and lessons learned.

The Coordination Taskforce—municipal staff from the relevant departments, working under the supervision of the Urban Local Group (ULG)—oversees the end-to-end monitoring process to ensure accuracy, relevance, and timely intervention. Bi-monthly ULG meetings review the quarterly snapshots, unblock issues, and re-sequence activities where necessary. The municipality partners with the local Observatory (Murcia Public University) to combine qualitative participation inputs with quantitative sources such as surveys, audits, administrative records and feedback collected through the itinerant South Connection exhibition.

The monitoring and reporting system is structured around four UR Impact strategic objectives, each with baselines, targets, data sources, and collection frequencies defined in the IAP.

STRATEGIC OBJECTIVE 1 | Open 25 new green & recreational spaces in the South by 2027

Progress on the green transformation will be tracked through a steady rise in the number of new or renewed public spaces reaching a cumulative 25 by 2027, coupled with evidence that all new sites incorporate renewable energy solutions. Annual resident surveys will aim for $\geq 80\%$ satisfaction with the new spaces, while environmental assessments record $\geq 10\%$ biodiversity gains in targeted areas. Footfall counters will help confirm that the network of new parks and paths attracts $\geq 50,000$ visits per year by the end of the period, indicating not only delivery but real use. Collection will rely on quarterly municipal reports cross-checked by annual energy audits, field surveys, and biannual counts.

STRATEGIC OBJECTIVE 2 | Join the City Bus Station with the new Train/HSR Station and create the South mobility hub (by 2026)

Because the intermodal hub is the linchpin of South Connection, monitoring focuses on both completion and performance. Infrastructure reports will track the relocation and integration to 2026. Data should show a $\geq 30\%$ increase in public transport use in the South zone, and traffic analyses aim for $\geq 20\%$ congestion reduction in the centre as network effects take hold. Annual satisfaction surveys will seek $\geq 80\%$ positive user ratings. These metrics are reviewed quarterly or biannually depending on the source so the city can react quickly to early warning signs and adjust operations, communications, or phasing if needed.

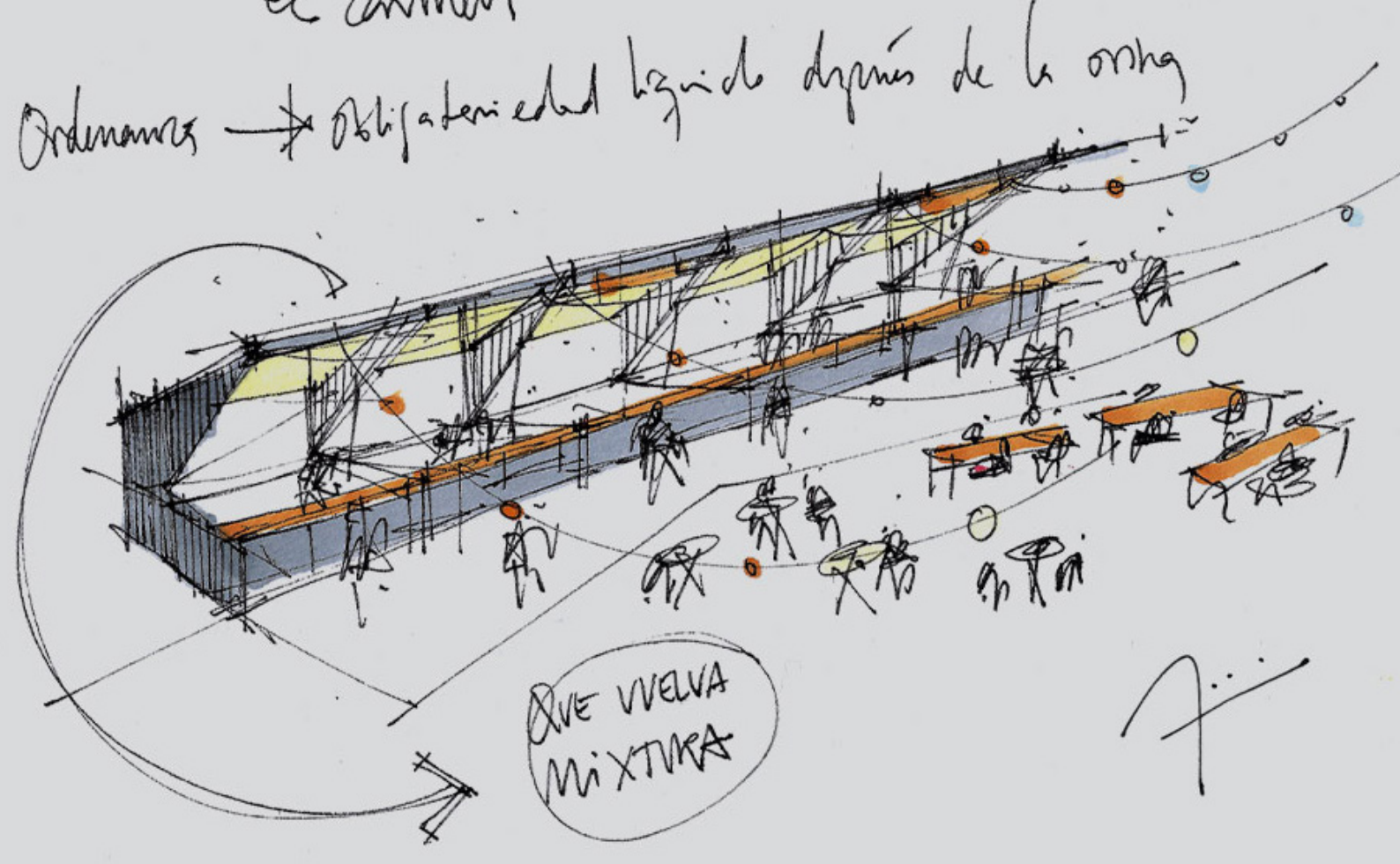
STRATEGIC OBJECTIVE 3 | Deliver at least 50 cultural events per year across South Connection

Cultural activation will be measured through the annual volume of events (target ≥ 50), their reach ($\geq 25,000$ total attendees), territorial balance (≥ 1 event per neighbourhood), and diversity (≥ 5 distinct cultural formats). The share of local artists and partners is also tracked, with $\geq 40\%$ participation signalling that the programme is strengthening the city's own creative fabric. Event registries, ticketing or entry logs, departmental reports, and partner records will be consolidated on a quarterly/biannual rhythm to keep programming responsive to demand and to ensure that itinerant formats—like the South Connection exhibition running from April 2024 to June 2025—continue to meet people where they are.

STRATEGIC OBJECTIVE 4 | Run a six-month mixed (online/offline) participation process to shape new uses

Participation is assessed not only by headcount but also by the throughput of ideas into action. Over a six-month window, the city will deliver 10 agora labs supplemented by online channels that attract $\geq 1,000$ participants; together, these should generate ≥ 200 proposals. A dedicated tracking system will follow proposals through appraisal to implementation, targeting $\geq 25\%$ converted into concrete actions, while end-of-process feedback aims for $\geq 75\%$ satisfaction with the participation journey. Records from the labs and digital platforms will be reviewed monthly during the campaign and then folded into the quarterly overview so design and delivery can evolve in real time.

Data collection methods and cadence. Across the four objectives, the city blends semi-annual field inspections and resident surveys with sensor-based counts, administrative datasets, and the exhibition's suggestion boxes, which are reviewed quarterly. Action leads are responsible for first-line capture and quality control; the Coordination Taskforce consolidates the evidence each



quarter; the ULG scrutinises results every two months; and the Observatory supports analysis and triangulation so that narrative insights travel alongside the numbers.

As for the reporting cycle, quarterly monitoring summaries prepared by the Coordination Taskforce are discussed at ULG sessions to agree any adjustments and keep momentum. Annual progress reports synthesise results across all objectives, while mid-term and final evaluations take a deeper look at outcomes and lessons learned. Over time, Murcia will open this information to the public through municipal channels, using the same clear indicators to build accountability and confidence in the South Connection's transformation.

NOTES ON PROCUREMENT

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Murcia has already moved procurement from a narrow compliance task to a practical lever for UR Impact—but it's uneven and still mid-flight. There is a, initial spend baseline, early SME tagging, and mapping by neighbourhoods that starts to answer the basic “who do we buy from and where does the money go?” question. Commissioners are testing lotting and reserved contracts where lawful, and tenders in suitable categories already include social value questions, with quality–price calibration that can dedicate part of quality to social outcomes. Critically, the city has begun to monitor quarterly KPI returns (jobs, apprenticeships, training hours, emissions proxies, local re-spend), among other factors, with the local University Observatory as partner. On the other hand, gaps are also clear. Data quality slows analysis and the verification of promised outcomes is complex, and this explain why social value sometimes gets bolted on late or scored cautiously. Murcia Municipality currently boasts that 49 percent of municipal spending goes to local companies, professionals and SMEs, 51 percent on a Regional basis. That said, and regarding this project and network's values, our idea would be to look towards anchoring social outcomes in the IAP itself, which translates into requiring each procurement linked to an action table carries contract-specific outcomes that echo the plan's indicators: biodiversity, user satisfaction for green spaces; safety, energy and perceived security for sensorised lighting; mode shift and congestion for the mobility hub; local creative participation for cultural programming—so contract KPIs feed the same governance that the IAP already uses. In other words, let the procurement dashboard speak the same language as the IAP dashboard.



CONCLUSIONS



Murcia looks toward the implementation of the Integrated Action Plan developed within the UR Impact Urbact Action-Planning Network with both ambition and clarity of purpose. The last two years have demonstrated that citizen participation and placing resident satisfaction at the core of urban regeneration is not a passing trend, but a foundational shift in the way cities will grow, attract talent, and deliver services. This has not only been proven within our city, but on a Network, and therefore European-wide level. For Murcia, beyond this specific IAP, this network has provided us with proof that planning and operational methodologies require constant revision and updating shift will be about proactively foreseeing and remaining at the forefront of innovation.

Cities are stories told in stone, steel, and the spaces between. For Murcia, the South Connection retells that story by turning historic barriers into binding threads. Once a hard seam that split neighborhoods, the railway becomes a green corridor; once a difficult crossing, the Segura becomes a promenade of bridges and banks that invite movement rather than forbid it. These physical changes matter, but they are only the visible tip of a deeper cultural shift: a city that chooses proximity over separation, participation over prescription, and everyday quality of life over mere throughput.



What distinguishes this plan is not only its engineering ambition—burying tracks, weaving cycle and pedestrian networks, and concentrating intermodality in a new southern mobility hub—but the social architecture around it. Through the Urban Local Group, agora labs, and an itinerant exhibition designed under New European Bauhaus principles, residents are not audiences; they are authors. The S.M.A.R.T. targets bring discipline to that authorship: more green spaces by 2027, a functioning transport convergence, a cadence of cultural programming, and a time-boxed participation process that turns feedback into funded action.

This is also a story of governance learning. The Murcia 2020 Strategy laid the foundations—Urban DNA, Smart City investments, Murcia Río—and the 2030 Urban Agenda scales them, aligning ERDF and ESF resources with local priorities. The circular-economy lens, gender-equality infrastructure (like Violet Points), and a monitoring framework that tracks both outputs and outcomes ensure the project is resilient to headwinds—funding cycles, permitting delays, or participation

fatigue. By naming risks early and embedding mitigation—phased works, diversified finance, clear milestones—the city increases the odds that vision becomes place.

Ultimately, the South Connection is not about the south alone. It is a re-centering of Murcia itself—an invitation for the whole city to cross over, linger longer, and belong more fully. If the coming years deliver what this plan intends, Murcia will have done more than remove a set of tracks; it will have laid down a new track for how medium-sized European cities can reconcile mobility and memory, growth and greenery, design and democracy—and do so with residents walking alongside every step of the way.

GLOSSARY OF TERMS

Baseline | The starting measurement for an indicator (e.g., current number of coworking spaces) against which future progress is compared.

Circular Economy | An economic model that minimizes waste and maximizes reuse, recycling, and resource efficiency

European Social Fund+ (ESF+) | An EU funding program that supports employment, social inclusion, education, and training.

ERDF (European Regional Development Fund) | EU funding used to support regional economic development, infrastructure, and innovation

Integrated Action Plan (IAP) | A strategic plan developed under the URBACT program, outlining Murcia's vision, actions, risks, monitoring, and funding to position itself as a remote-work destination.

NextGenerationEU / Recovery and Resilience Facility | A major EU funding initiative launched after COVID-19 to support digital and green transitions

Stakeholders | Groups involved in or affected by the plan, including municipal departments, universities, business associations, and citizen groups

ULG (Urban Local Group) | A multi-stakeholder group (public, private, civil society) established under URBACT to co-design and oversee the IAP

URBACT IV (2021–2027) | An EU program that funds networks of cities to develop integrated, participatory urban strategies

South Connection | The city's century-scale urban regeneration focused on removing physical barriers (railway and river bottlenecks), stitching north–south neighborhoods, and reclaiming 200,000 m² of public realm.

Mobility Hub | The integrated transport node created by co-locating the new high-speed rail station with the relocated bus station, improving regional/national links and last-mile access.

S.M.A.R.T. Goals | Concrete, time-bound targets (e.g., 25 new green/recreation spaces by 2027; transport hub integration; ≥50 cultural events/year; a 6-month participation drive).

Agora Labs | Face-to-face participatory sessions embedded in the itinerant exhibition to collect proposals, test ideas, and keep residents in the driver's seat.

MURCIA



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de Murcia