



Concello da Coruña **URBACT**



Co-funded by
the European Union
Interreg

Integrated Action Plan

Sagrada Familia neighborhood

Bases for
sustainable
action in the
urban
environment





Table of contents

| | |
|--|-----------|
| 1. Context, needs and vision | 2 |
| 1.1. Overall vision | 2 |
| 1.2. Area of intervention | 10 |
| 1.3. Relevant existing strategies and policies..... | 16 |
| 1.4. Problems identified by the ULG..... | 17 |
| 1.5. Vision/Main objective | 26 |
| 1.6. Main integration challenge(s) | 26 |
| 2. General logic and integrated approach | 27 |
| 2.1. Strategic objectives..... | 27 |
| 2.2. Areas of intervention and specific objectives | 27 |
| 2.3. Actions..... | 28 |
| 3. Initial ideas for pilot actions at local level and detailed action planning..... | 40 |
| 4. Implementation framework..... | 52 |
| 4.1. Governance..... | 52 |
| 4.2. Ongoing participation of local stakeholders..... | 53 |
| 4.3. Overall costs and funding strategy | 54 |
| 4.4 General timetable..... | 55 |
| 4.5 Risk assessment | 56 |
| 4.6 Monitoring and reporting | 57 |

1. Context, needs and vision

1.1. Overall vision

A. Historical and geographical context



The functional urban area of A Coruña comprises 10 municipalities. The city is located approximately 60 km northeast of Santiago de Compostela and approximately 145 km from Vigo, another of Galicia's main urban centres.

All three cities have international airports, and

Santiago offers a wide range of international flights. In addition, A Coruña is located approximately 595 km northwest of Madrid, the capital of Spain, which can be reached by high-speed train in approximately 4 hours.

Formerly known as Brigantium during Roman times, A Coruña served as a crucial port and trading centre connecting the Iberian Peninsula with the Roman Empire. The Tower of Hercules, an ancient lighthouse, stands as a symbol of its historical importance. In the Middle Ages, A Coruña experienced diverse cultural influences due to its strategic location and maritime importance. Industrialisation in the 19th and 20th centuries brought growth, and Inditex, a global fashion retailer founded in 1985, has played a key role since then and is one of the largest employers today. Today, A Coruña is a thriving city known for its urban beaches, cultural events and lively atmosphere.

From an economic point of view, trade, the service sector, the textile industry and technology stand out. In the industrial sector, the Estrella Galicia brewery stands out, and in the financial sector, Abanca. In short, the local economy is strongly influenced by the presence of large companies and tourism.



B. Organisation/political structure

In A Coruña, political decision-making and the administrative structure are organised around a municipal council composed of 27 elected members representing different political parties. The mayor, head of the executive branch, is responsible for representing the city and directing its administration. The city council is divided into various functional areas, which distribute the different municipal powers in matters of urban planning, social welfare, the environment, economic promotion, etc.

Alongside the local administration, represented by the city council, there are other administrations that perform essential functions in the management of coastal areas, ports and regional development, respectively. The most notable of these are the Provincial Council of A Coruña, the Port Authority and the regional administration represented by the Xunta de Galicia.

C. Cross-cutting approach to municipal policies

The city is located on a peninsula with a high population density, especially in the neighbourhoods that sprang up under the development boom of the 1960s, where the priority was not to create high-quality public spaces but to build as many homes per km^2 as possible, as is the case in the working-class neighbourhood of Barrio de la Sagrada Familia. This population density, together with the city's status as an economic hub for the entire province, generates daily mobility needs of around 100,000 vehicles entering and leaving the municipal area. The port area, which is constantly growing, also generates increasing traffic, especially in the cruise ship sector.

The scarce but high-quality **natural spaces** are mainly located in the coastal environment and in peri-urban areas, which means that the city centre has certain difficulties in providing naturalised environments, requiring a great deal of ingenuity to gain ground on private vehicles.



On the other hand, as an urban agglomeration, the city is subject to the requirements of various directives on **air quality and noise**, forcing it to reduce its emissions and implement measures such as Low Emission Zones, which affect a large part of its territory.

A Coruña has an industrial hub with high pollution potential, including a petrochemical plant located a short distance from a densely populated urban area.

These and many other reasons mean that our city is currently facing a profound climate transition that affects key areas, particularly in terms of changing the current **mobility model**, prioritising walking and cycling initiatives, improving public transport, thereby reducing dependence on private transport, and thus avoiding unwanted emissions.

Another major challenge is the renaturalisation of the city through the implementation of green infrastructure and urban greening projects to improve biodiversity, create climate-resilient spaces and mitigate the urban heat island effect.

In the area of **environmental quality**, air quality needs to be improved due to increasingly restrictive limits, which are getting closer to the WHO targets. This will be achieved through tools such as the implementation of LEZs and all the measures that this implies in the mobility and energy sectors.

Another aspect to consider is improving **energy efficiency** in the building sector, modernising buildings and using **renewable energy sources** to reduce energy consumption and **greenhouse gas emissions**.



To achieve these objectives, it is necessary to raise awareness and encourage community participation, involving citizens through awareness campaigns, education and community participation to promote a culture of sustainability, empower people to take action and create a sense of collective responsibility for climate change mitigation.

In these areas, the city council is involved in various initiatives and actions to solve these major problems, which are common to many European cities. Among these actions, we highlight the following:

- ⇒ The "A Coruña Camina" strategy, dedicated to making the city's streets more pedestrian-friendly and attractive, promoting active mobility and improving the quality of urban life.
- ⇒ The A Coruña 2030 Urban Agenda, which is a multi-year strategic plan that defines the city's priorities and policies for the coming years. Among many other issues, this plan highlights the city's aspirations for a sustainable, low-carbon economy and the improvement of urban green spaces through a Local Strategic Action Plan (PEAL), which contains three major challenges and 12 strategic objectives.
- ⇒ The A Coruña Sustainable Urban Mobility Plan is another key framework that seeks to encourage a shift towards sustainable modes of transport such as walking, cycling and public transport. The aim of the plan is to reduce private car use, improve accessibility and, , improve urban mobility. This plan complements the "A Coruña, Walkable City" strategy.
- ⇒ A Coruña's Climate Change Strategy is an integral part of its efforts to mitigate and adapt to the effects of climate change. This strategy encompasses measures to reduce greenhouse gas emissions, promote energy efficiency, use renewable energy sources and reduce waste. At the same time, it seeks to reduce vulnerability, adapt to changing climatic conditions, and strengthen the city's capacity to manage extreme



weather events. There is also a Climate and Sustainable Energy Action Plan, which includes adaptation aspects, and a Comprehensive Green Infrastructure Strategy.

- ⇒ Air Quality Management Plan (A Coruña Low Emissions): This plan stems from the city council's enormous capacity to assess its environmental situation using state-of-the-art tools and, in doing so, determine the improvements needed to meet WHO objectives.

In terms of **gender equality, social inclusion, diversity and digital transition**, A Coruña is committed to promoting equal opportunities and eliminating barriers to discrimination against women and the most vulnerable groups, such as people with disabilities, refugees and migrants. It has a Department of Social Welfare, which encompasses the areas of Social Services, Equality, Citizen Participation, Youth, Diversity and the Fight against Gender Violence. This department includes spaces dedicated to vulnerable groups, such as the following:

- ⇒ Migration Advice Unit: This unit helps migrants and refugees who arrive or live in the city.
- ⇒ Equality and Diversity Observatory: This observatory studies and improves the situation of equality and diversity in the city.
- ⇒ Women's Information Centre: This is a centre that helps women in need.
- ⇒ Diverse Space: This is a public resource for LGTBIQA+ people and their families.
- ⇒ In addition, the city has a Municipal Council for Social Inclusion and a Municipal Council for Equality, participatory bodies that aim to promote equality policies and actions in the city.

These municipal units have jurisdiction throughout the city, and their work is very important for Sagrada Familia, one of the most vulnerable neighbourhoods in A Coruña. Their experience influences the issues addressed by the COPE project, particularly gender equality, social inclusion, diversity and support for vulnerable



groups. Although they are not part of the current composition of the ULG, their contribution is valuable, and the group draws on their knowledge and services whenever specialised contributions are needed.

In terms of digital transition: A Coruña is committed to becoming a leading city in the field of innovation and digital transformation, with the aim of improving the quality of life of its citizens, boosting the local economy and addressing the challenges of sustainability and climate change. The city was selected to host the National Agency for the Supervision of Artificial Intelligence (AESIA). This is a public body that will be responsible for regulating, supervising and evaluating the use and impact of artificial intelligence in the public and private sectors, as well as promoting research, development and innovation in this field. The city's former arms factory is currently being repurposed into an ICT Centre, a project that aims to create a centre for innovation and digital transformation in the city, using the existing industrial heritage as a basis. The project is led by a public-private partnership involving the City Council, the University of A Coruña, the Galician Innovation Agency and several technology companies.

D. Experiences and implementation of citizen participation and open governance techniques

Participatory planning is used in A Coruña to involve citizens in the development of urban projects and strategies, such as the A Coruña 2030 Urban Agenda. It also has a local network called the Sustainable Energy Network, created to enable the city's main stakeholders to participate in the development of climate and energy policies, among other initiatives.

Various communication channels are used for communication and awareness-raising, including social media, print media, radio and television, managed by the press department, to inform citizens about all types of policies related to climate transition.



In the area of education and awareness-raising, the city of A Coruña has several environmental education programmes in place to inform different sectors of the population about various environmental issues, such as waste, air quality and noise, climate change, energy and biodiversity, among others.

The city of A Coruña has mechanisms in place to monitor the implementation of its policies, notably the Municipal Urban Observatory, which centralises indicators across various areas.

The city of A Coruña participates in local forums and climate networks to exchange information and best practices with other cities and to collaborate on joint initiatives, such as the UrbanByNature programme and the Network of Cities for the Climate.

In A Coruña, various participatory budgeting initiatives have been developed to involve citizens in the decision-making process for the allocation of funds, including climate-related projects.

E. Role of the URBACT COPE project

A Coruña is at a key moment in its journey towards sustainability. Aware of the importance of a green and just transition to achieve carbon neutrality by 2050, the city has decided to actively participate in the URBACT COPE (Coherent and Place-Based Climate Action) network. The main objective of this network is to unlock the green potential of citizen action, recognising citizens and local action groups as key players in accelerating the green transition.

A Coruña's participation in this initiative is being implemented through the Department of the Environment, which is leading the development of green and sustainable policies. The effort will focus on the Sagrada Familia neighbourhood for the reasons indicated in this document, where the neighbourhood community has been involved through the URBACT Local Group (ULG), which will



be responsible for designing and implementing an Integrated Action Plan for coherent climate action in the neighbourhood.

The overall objective of A Coruña's participation in the URBACT COPE network is to activate and enhance citizen participation in the development of green policies through a territory-based approach. Recognising the fundamental role of local action groups, the aim is to achieve a just green transition that addresses the key challenges of urban sustainability and enables progress towards carbon neutrality in Europe by 2050.

A Coruña faces several challenges on its path to sustainability. Firstly, it is essential to reduce the city's energy consumption by promoting **renewable energies** and increasing **energy efficiency** in public and private buildings. It is also essential **to reduce transport emissions** by encouraging the use of bicycles, electric vehicles and more efficient public transport. Furthermore, the city must adopt **circular economy** practices, reducing waste and promoting recycling and reuse. **Increasing urban green spaces** is another key priority for improving air quality and citizens' well-being. Finally, it is crucial **to involve all sectors of the population**, especially those that have traditionally been marginalised from climate action, ensuring that the green transition is fair and inclusive for all.

To achieve these objectives, a package of actions will be developed in the pilot neighbourhood of Sagrada Familia, where the URBACT Local Group (ULG) will participate in its design and implementation, thus shaping this Integrated Action Plan. This group is made up of representatives from different sectors and local actors, including local government, social organisations, businesses, universities, the media and civil society.

A Coruña's participation in the URBACT COPE network represents a significant opportunity to move towards carbon neutrality, involving citizens and local action groups in the development of green policies. This pilot project in Sagrada Familia will serve as a model for other areas of the city, contributing to the European objective of a green and fair transition.

1.2. Area of intervention

A. Context and justification for the choice



From an urban planning and building perspective, the Sagrada Familia neighbourhood is notable for its large number of social housing units, most of which were built in the 1950s and 1960s and are in poor condition. Many of the flats are now rented out, as the owners have moved to other

neighbourhoods in search of better living conditions. There are significant opportunities to improve living conditions, accessibility and energy efficiency in buildings.

The neighbourhood is located in one of the most densely populated areas not only in the city but in the whole of Spain, although this is not uniform, with everything from single-family homes to high-rise buildings lining the ring roads that surround it. The following illustrations show the distribution of the population associated with the type of building:





One of the projects most in demand in the neighbourhood is the future "Pedestrian Ring" (Pedestrian Ring Road). This is a 3.5 km pedestrian route connecting several densely populated areas of the city via a green pedestrian path. It is hoped that this pedestrianisation initiative will encourage people to walk through the neighbourhood, thereby boosting the local economy, which is currently suffering greatly.



IAP Sagrada Familia

This new infrastructure would generate a route into the city for the sustainable mobility model in the neighbourhood, which until now has skirted around it in all areas, as can be seen in the illustration showing all the pedestrian areas in the surrounding area, which do not cross its boundaries:



As with pedestrian traffic, there are no public transport stops or traffic within the neighbourhood, nor are there any cycle lanes, with very limited access to the bicycle rental system.

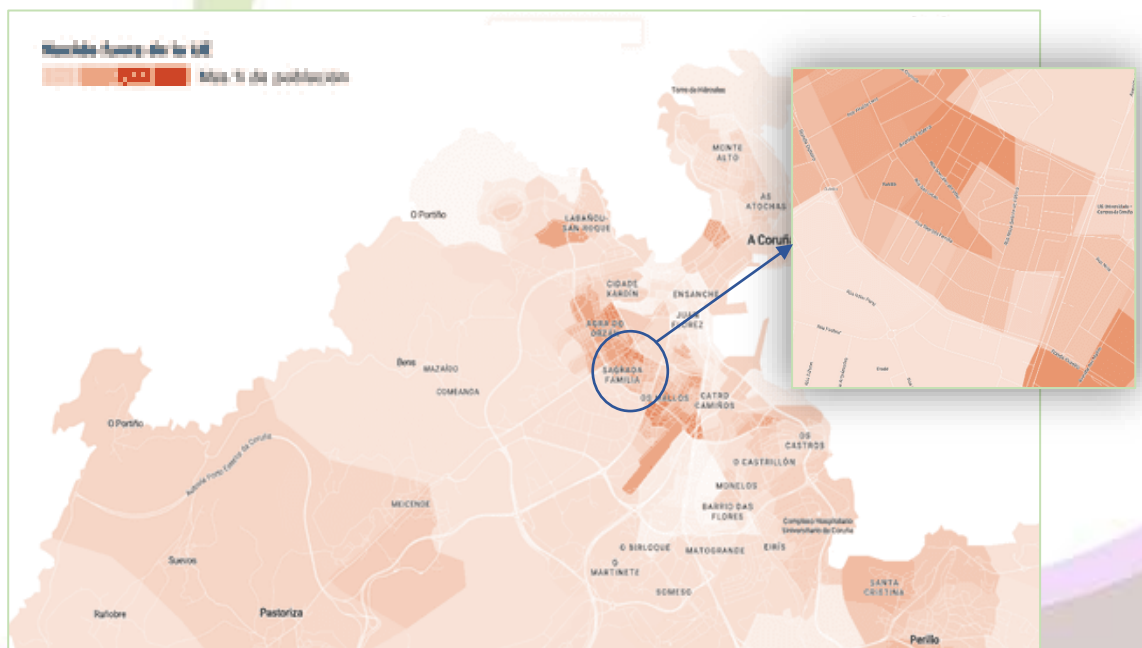


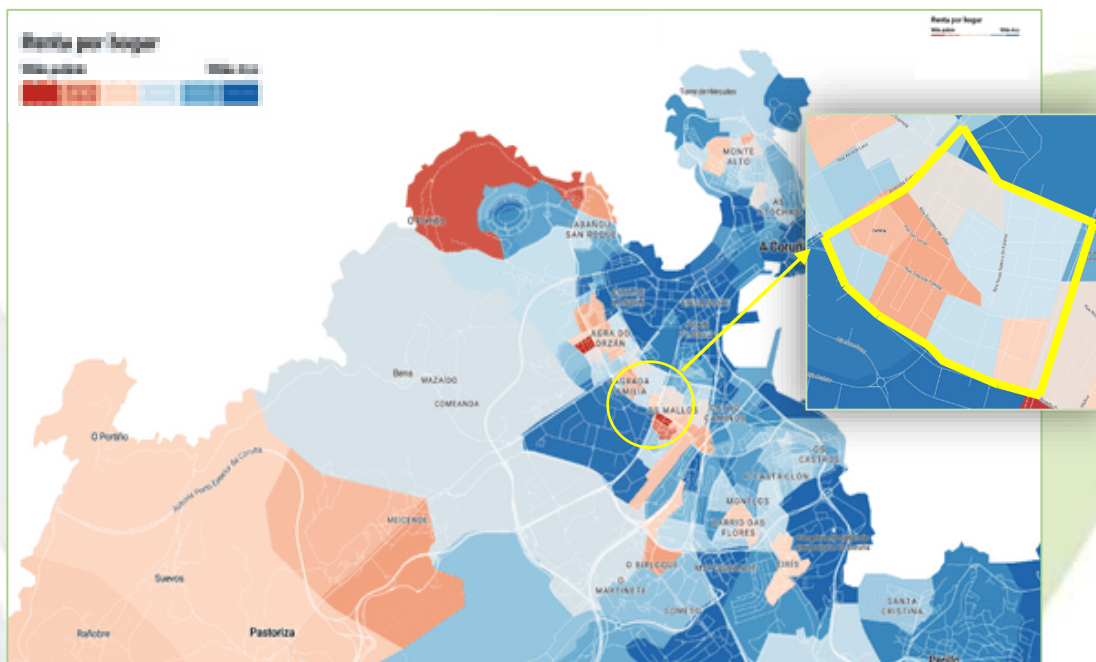
There is hardly any local commerce, with around 900 empty premises at present, which gives an idea of how much vitality the area has lost in recent years. The image shows the diversity of uses of the main buildings in the neighbourhood:



IAP Sagrada Familia

This is one of the neighbourhoods in the city with the lowest average annual net income per household and one of the highest percentages of migrant population. It is a complex social reality in economic terms, but one that is tremendously rich and diverse and can bring added value to the neighbourhood's transformation process.





The summary of the differences between the city's main indicators and those of the neighbourhood are as follows:

| TERRITORY | POPULATION (HAB) | AVERAGE INCOME PER PERSON (€) | POPULATION DENSITY (PERSONS/Km ²) | % FOREIGN POPULATION | UNEMPLOYMENT RATE |
|----------------------------------|---------------------|-------------------------------------|---|-------------------------|----------------------|
| A CORUÑA | 244,000 | 16,190 | 6,495.14 | 4.92 | 10.93% |
| SAGRADA FAMILIA NEIGHBOURHOOD | 9455 | 12023 | 45,714.75 | 9.57 | No data available |

In summary, there are major social challenges and challenges in eliminating inequality in the neighbourhood in relation to the rest of the municipality, both in terms of income and public services.

These are some of the reasons why prices in the Sagrada Familia neighbourhood remain below the average for the rest of the city, which is currently under great pressure from high rents. Therefore, the actions to be taken must avoid a process of gentrification that drives out the local population, but rather serve to promote it.

In terms of environmental quality, with regard to noise pollution, the main noise conflict occurs on the outskirts of the neighbourhood, precisely because it is surrounded by large avenues: Ronda de Outeiro, Avenida de Arteixo, Avenida de Finisterre and Avenida de

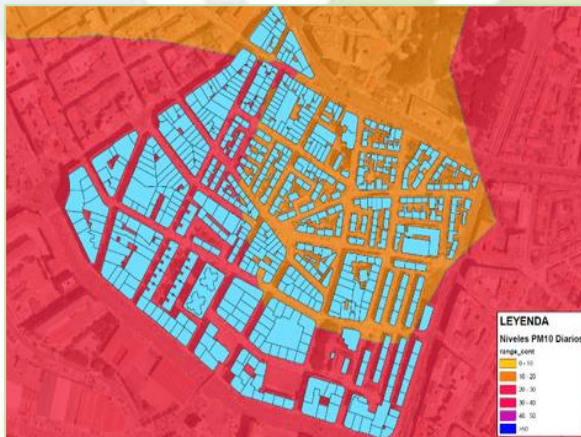


Arteixo. As a result, it is the residents of the outer façades who suffer most from noise problems, mainly due to road traffic.

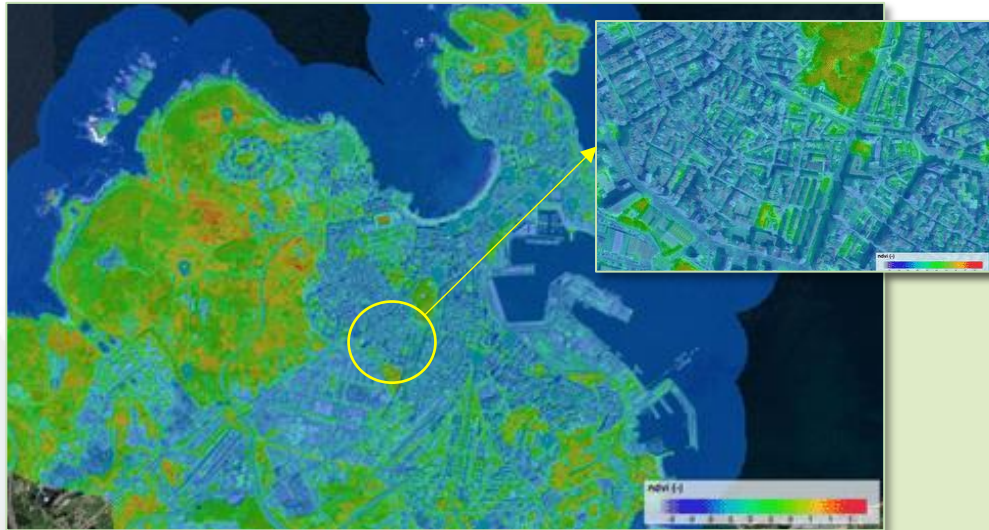


In terms of atmospheric emissions, the situation in the neighbourhood is similar to the rest of the city, with air quality levels that generally comply with current regulations, but efforts will have to be made to comply with the new air quality directive and WHO targets. This area is located within the planned Low Emission Zone.

IAP Sagrada Familia



There is virtually no urban green space in the neighbourhood, which, except for a few specific areas, is completely impermeable, built up and dedicated to private vehicles.



These are some of the reasons that have justified the choice of this neighbourhood as a pilot for the implementation of actions within the Integrated Action Plan.

1.3. Relevant existing strategies and policies

A. At the city level

The main objectives of climate action in the city are as follows:

- Sustainable Mobility: Prioritise walking and cycling initiatives and reduce dependence on private transport to improve urban mobility, reduce emissions and alleviate traffic congestion.
- Urban Greenery: Implement green infrastructure and urban greening projects to increase biodiversity, create climate-resilient spaces and mitigate the urban heat island effect.
- Air Quality Improvement: Implement measures to reduce air pollution and improve air quality through stricter emission standards (), traffic management, and the promotion of cleaner energy sources.



- Improving Energy Efficiency: Focus on energy-efficient construction, building retrofitting, and the use of renewable energy sources to reduce energy consumption and greenhouse gas emissions.
- Community Awareness and Participation: Engage citizens through awareness campaigns, education and community participation to foster a culture of sustainability, empower people to take action and create a sense of collective responsibility for climate change mitigation.

B. Translation to the neighbourhood scale in the URBACT Integrated Action Plan for the Sagrada Familia

The IAP for the Sagrada Familia will seek to create a testing ground at the neighbourhood level in the Sagrada Familia to advance its transformation into a sustainable, resilient and dynamic community that serves as a model for urban regeneration throughout the city.

The Integrated Action Plan in the Sagrada Familia neighbourhood must focus on comprehensive urban regeneration, with an emphasis on mobility, accessibility and community involvement. In view of the objective reality analysed in the diagnostic phase, it seems necessary in principle to address the problems associated with the ageing of housing and income levels in the neighbourhood, in line with the city's objectives for sustainable development and climate action. Community participation will play a key role in fostering a sense of belonging and participation among residents, enhancing the success of initiatives.

1.4. Problems identified by the ULG

A. Composition of the Urbact Local Group (ULG)

At the first meeting of the Urbact Local Group, following a round of introductions in which attendees had the opportunity to get to know the other participants, a stakeholder mapping activity was carried out with the aim of identifying key actors who were not present but who should also be involved in the project. Participants were divided into groups and discussed who should be invited to future meetings in order to broaden the diversity of perspectives and enrich the participatory process.



In addition, the municipal team working on the URBACT project carried out research in the neighbourhood to identify the main stakeholders who could participate in the process, as well as other institutions and external experts who could add value to the project, particularly the University of A Coruña, represented by its main environmental institute, the IUMA. As a result of this work and the contacts and fieldwork, a team was formed comprising the following entities and experts:

IAP Sagrada Familia





IAP Sagrada

| No | ULG | SECTOR | ADDRESS |
|----|--|---------------------------------------|---|
| 1 | GAIA ECODEVELOPMENT | SOCIAL | Rúa Antonio Pereira, 2, 15007 A Coruña |
| 2 | EDUARDO PONDAL ADULT EDUCATION CENTRE | TEACHING | Pl. Nuestra Señora, 5D, 15007 A Coruña, A Coruña |
| 3 | SAGRADA FAMILIA LIBRARY | PUBLIC SERVICE | Rúa Antonio Pereira, 1-3, ground floor, 15007 A Coruña |
| 4 | SAGRADA FAMILIA CIVIC CENTRE | SOCIAL | Praza Nuestra Señora, s/n, 15007 A Coruña |
| 5 | SAGRADA FAMILIA SOCIAL CENTRE | SOCIAL | Rúa Sagrada Familia, 26, 15007 A Coruña |
| 6 | IMPERÁTOR OAR | SPORTS | Cardenal Cisneros, 3-4, 15007 A Coruña |
| 7 | A. VV AND MERCHANTS SAGRADA FAMILIA | VECINAL | Rúa Sagrada Familia, 26, 15007 A Coruña |
| 8 | INTERPAROCHIAL CARITAS PRIMARY CARE | SOCIAL | Rúa Alberto Datas Panero, 37, ground floor, 15007 A Coruña |
| 9 | RENACER | SOCIAL | Rúa Alberto Datas Panero, 33, 15007 A Coruña |
| 10 | PARISH OF SAN ROSENDO AND PARISH CHARITY | RELIGIOUS/SOCIAL | Rúa San Jaime, 23, 15007 A Coruña |
| 11 | ROSALÍA DE CASTRO PRIMARY SCHOOL | EDUCATIONAL | Rúa Río Avia, s/n, 15007 A Coruña |
| 12 | SAGRADA FAMILIA PRIMARY SCHOOL | TEACHER | <u>Ronda de Outeiro 211. 15007 A Coruña</u> |
| 13 | ALAS A CORUÑA | SOCIAL | Rúa Cardenal Cisneros, 68, ground floor right, 15007 A Coruña |
| 14 | AÍŠ CULTURAL ASSOCIATION | SOCIAL | Rúa Río Mandeo, 3, 15007 A Coruña |
| 15 | SAGRADA FAMILIA CHARITABLE CONSTRUCTION ORGANISATION | SOCIAL | Rúa Alberto Datas Panero, 17, 15007 A Coruña |
| 16 | IUMA - UDC | SOCIAL | Oleiros |
| 17 | ASOCIACIÓN DE MULLERES XIRXILAR | SOCIAL | C/ Cardenal Cisneros, 29, 15005 A Coruña |
| 18 | MARÍA DE ISASI ZARAGOZA | EXPERT | A CORUÑA CITY COUNCIL. URBAN GARDENS AND PUBLIC SPACE |
| 19 | CARLOS OTERO ESMORÍS | EXPERT | URBAN GARDENS |
| 20 | MARTA RÍOS RODRÍGUEZ | EXPERT | A CORUÑA CITY COUNCIL |
| 21 | GUILLERMO LEIRA | LOCAL COORDINATOR AND ULG COORDINATOR | A CORUÑA CITY COUNCIL |

B. Areas of work

The lines of work on which the co-creation process was carried out with the actors that make up the local group focused on those aspects that the objective diagnosis seemed to have identified and, based on these, worked on the participants' subjective perception of the real situation in the neighbourhood, which only a continuous presence there can detect. Work was carried out in the following areas:

- ⇒ Housing renovation and energy efficiency, with the aim of improving the quality of housing while reducing energy consumption and emissions.
- ⇒ Sustainable mobility to encourage the use of gentler modes of transport, mainly cycling and walking.
- ⇒ Inclusive accessibility was addressed to ensure that the urban environment caters to all people, regardless of their abilities.
- ⇒ Public space and green infrastructure to improve the sustainability and resilience of the city, with an emphasis on urban green spaces and biodiversity.
- ⇒ Strategies for social and economic development, with the aim of creating opportunities and improving the quality of life of local communities.

C. Local strengths and opportunities

In terms of association and social cohesion, the recently created neighbourhood association has approximately 8 active members and collaborates with around 100 supporters who contribute to the financing of activities. The management team is very active and prolific in generating ideas, which presents an opportunity to carry out a participatory process in the neighbourhood with a guarantee of success due to the excellent relationships they maintain with all the entities in the area, which can lay the foundations for more permanent collaboration in the near future.

Among these associations and organisations, the Fundación Constructora Benéfica Sagrada Familia stands out. It owns a significant number of homes and commercial



premises, as well as the Social Centre, located in a building of around 5000 m² (53,800 ft²), which has established itself as one of the neighbourhood's centres for intergenerational and intragenerational coexistence, offering a wide range of activities. The construction company has shown explicit support for the project, which will enable a number of actions to be promoted in the short term.

The other group of private entities includes those in the social sphere, among which there is a striking number and variety, with different formulas for action, basing their work on accompanying individuals to promote and restore their lost dignity. We would highlight Cáritas, Ecodesarrollo Gaia and Renacer, which could be considered the standard-bearers in terms of proposals for improvement in this field, without ruling out those of a more welfare-oriented nature, due to the mapping of the situation that the Department of Welfare can offer us.

The presence of educational centres in the ULG also guarantees that action can be taken among younger people, who may be the seeds of future change in the neighbourhood.

This associative reality reflects a social reality that is difficult in economic terms, but very diverse culturally and socially, which adds value to the neighbourhood's transformation process.

The Pedestrian Walkway project, which will cross the neighbourhood connecting with Barcelona Street, to give it continuity and allow people to move through the neighbourhood, could be a way to boost the local economy, especially local commerce, which is currently in a state of great weakness. The main activity is located on the perimeter of the neighbourhood, coinciding with the major roads that delimit it.

Outside the neighbourhood's boundaries, but within its perimeter of influence, are the Sagrada Familia pavilion, the Sagrada Familia public school, Vioño Park and Santa Margarita Park, which could be connected by greenways.

Among the opportunities, we can highlight the following:

- This is an opportune moment to advance the associative movement that will allow it to continue in the future through formulas such as INTRABARRIALES,



which bring together the different entities of the ULG to achieve the objectives of the IAP.

- This is an opportune moment to seek new formulas for intervention with the most vulnerable families, especially in terms of housing.
- Work to generate a new centrality in the neighbourhood to promote economic growth as a result of unique actions such as the pedestrian ring road and green corridor.
- Promote a change in citizens' perception of the neighbourhood in order to attract investment.

D. Local challenges/weaknesses and priorities

Working with the local group has brought to light a number of challenges, such as the enormous potential for improvement in terms of housing and the need to carry out projects to improve habitability, accessibility and energy efficiency, thereby improving the living conditions of residents. There are some energy-efficient buildings with ventilated facades that could serve as a reference for other actions.

Similarly, deficiencies in the sewerage system, lack of cleanliness, problems with waste management and lack of maintenance of the few green spaces.

During the ULG meetings, the specific challenges facing the neighbourhood were addressed in three main areas: green spaces and sustainable energy, mobility and housing, and trade and social policies. Below is a summary of the topics discussed, the problems identified and some initial proposals to try to address them:



IAP Sagrada Familia



| No. | GREEN SPACES AND SUSTAINABLE ENERGY |
|-----|---|
| 1 | There is consensus on the need to create more green space in the neighbourhood and improve existing areas. This is a consolidated neighbourhood with few possibilities for new green areas, but it is suggested that reforestation and planting trees on streets is the best option for greening a neighbourhood like this. Planting pots with vegetation could also be introduced, but the pavements are narrow and there is not much space. |
| 2 | The difficulty of finding a balance between parking and trees is pointed out. To increase the number of trees, parking spaces must be eliminated. |
| 3 | The maintenance of trees and the choice of species are also important. Some residents complain that the trees touch the facades and that the branches that cause problems are not pruned. There are also problems with resin staining the streets. In general, residents complain about the maintenance of green areas, trees, shrubs, etc. |
| 4 | Possibility of creating urban gardens in the vicinity of the neighbourhood. It is pointed out that there would probably not be enough space for this in the neighbourhood itself, but perhaps there would be in the surrounding area, for example, in Vioño Park. One of the ULG experts has even made a proposal for indoor gardens. The possibility of creating urban gardens as a meeting place for residents is proposed. |
| 5 | With regard to the pedestrian ring road, it is pointed out that, in addition to pedestrianisation, it is important to take advantage of the works to introduce greenery and trees. The need to renaturalise the neighbourhood through nature-based solutions is a recurring theme. |
| 6 | Plaza Sagrada Familia: this is the main open space in the neighbourhood, but when the underground car park was built, the grass disappeared and was replaced by concrete. It could be greener. |
| 7 | The sports court could be naturalised; it is painted green, but it is all concrete. It is noted that the court is currently underused, and for example, the changing rooms are used for food distribution by the Cocina Económica (soup kitchen) and the municipal cleaning service. This creates some problems of incompatibility of activities, which should be resolved. The need to change the fencing is also noted. |
| 8 | There are small, pleasant green spaces on Belén Street, but it is a street that leads nowhere and people do not pass through it. |
| 9 | In terms of energy, everything needs to be done. There are no solar panels. The orientation is not optimal, as the houses are in the shade. Solar panel installations on the roofs of buildings could be promoted. |
| 10 | It is proposed to collaborate with an energy cooperative to reduce costs. The creation of an energy community could be studied, installing solar panels to serve the neighbourhood. |
| 11 | There are problems of energy poverty in the neighbourhood. Many homes do not even have heating. Efforts should be made to improve thermal insulation, reducing the need for heating. To this end, it would be important to reduce the bureaucracy involved in accessing aid, as it is often necessary to pay money up front, and there are also problems related to digital skills for completing the paperwork. |
| 12 | Prevent water wastage in homes, sustainable plumbing. |
| 13 | Improve rainwater management, introduce sustainable drainage systems (SUDS). There used to be old fountains, streams and watercourses in the neighbourhood that have disappeared and could be restored. |
| 14 | Possibility of carrying out energy audits in residential buildings, community buildings and the buildings of the NGOs participating in the ULG. |
| 15 | Incorporate LED lighting where it has not yet been installed. |
| 16 | Draft a project for comprehensive actions in the neighbourhood's public spaces in the form of a competition for ideas. |
| 17 | Seek funding for the most costly investments, such as through EDIL. |



IAP Sagrada Familia



| No. | MOBILITY AND HOUSING |
|-----|---|
| 1 | It is noted that the main problem in the neighbourhood is its isolation, at all levels. In general, no one passes through the neighbourhood; you only go there if you have a specific reason to do so. At the same time, there are no attractions to draw people in. |
| 2 | There are no bus routes that go through the neighbourhood; they all go around it. |
| 3 | Pedestrian streets are interrupted when they reach the neighbourhood. It is pointed out that the continuation of the Pedestrian Ring, linking up with Barcelona Street, could be fundamental to revitalising the neighbourhood. A pedestrianised street, greener and more natural, could attract people to enter the neighbourhood. |
| 4 | The neighbourhood has narrow pavements and streets, full of parked cars. It is noted that the pavements are not well maintained. In particular, the pavement in front of the Social Centre (Calle Sagrada Familia) is in very poor condition. It is also noted that there are very few benches on the pavements to sit and rest. |
| 5 | There are too many cars in the neighbourhood. 80-85% of the width of the streets is dedicated to cars. |
| 6 | At the same time, there is a parking problem in the neighbourhood. The buildings are old and built on rock, so they do not have underground garages. There are only two or three private car parks in the entire neighbourhood, which are insufficient. The public car park in the square is privately managed and has few spaces (about 70). It is said that it was originally going to be larger, but it was never completed. |
| 7 | Outside the neighbourhood, in the surrounding area, it is also not easy to find a place to park. |
| 8 | It is difficult to find a balance between pedestrianising and widening pavements, which is very necessary, without worsening parking problems. There are proposals to build underground car parks in some buildings, or even to use some of the many empty ground floors. There is also a proposal to create exclusive parking areas for residents, which do not currently exist in the neighbourhood. |
| 9 | As for cycling, there are no cycle lanes within the neighbourhood, although it should be noted that, although there are many cars, most of them are stationary. There is not much car traffic during the day. Traffic is calm and there are no problems cycling on the road. Some people indicate that there should be more control of speed limits for cars (30km/h in general, 20km/h on residential streets). |
| 10 | The new cycle lane on Arteixo Avenue could serve to connect with the city centre, but at the moment the route is not complete. |
| 11 | There is only one Bicicoruña station, in Plaza de San Rosendo. There are calls for another to be installed near the Municipal Library. |
| 12 | It is proposed to promote car-sharing initiatives, for example, for commuting to work in industrial estates. |
| 13 | It is considered that a reorganisation and improvement of bus routes would be very beneficial for the neighbourhood and would reduce dependence on private vehicles. There is no good connection to the university or to the Abente y Lago hospital. The number 14 bus, which serves the neighbourhood, is always full. |
| 14 | In terms of housing, a fundamental problem is accessibility. There are many old buildings without lifts. The issue of substandard housing and the need for improvement plans is discussed. |
| 15 | Another problem is the lack of thermal insulation in homes, as already mentioned in the section on energy. |
| 16 | It would be very important to promote the renovation of homes in the neighbourhood. Financial assistance is available, but the problem is that the money for the renovation has to be paid up front, and many families cannot afford it. |
| 17 | Furthermore, as housing prices in the city are generally very high, many families find themselves in a situation where, if they sell their flat, they cannot buy another one, but if they do not sell it, they do not have the money to renovate it. |
| 18 | It is believed that renovating buildings would be important in attracting people to the neighbourhood and generating more demand for rental flats. |
| 19 | It is also proposed to encourage the conversion of some of the empty commercial premises on the ground floor into housing. To this end, it would be essential to streamline and facilitate the procedures for changing the use of these premises. The proposal is somewhat controversial, as some argue that shops are what bring life to the streets, although it is recognised that if they are empty, they do not fulfil this function. Ways of balancing both proposals would have to be found. |
| 21 | Although there is not much housing available at the moment, prices are low compared to the rest of the city, and students are arriving to rent flats in the neighbourhood. This is seen as a positive development that could help to revitalise the neighbourhood. If there were a direct bus connection to the university, more students would surely come. |
| 22 | Possibility of carrying out a sustainable housing project in the neighbourhood and promoting the agreement with the Sagrada Familia Construction Foundation. |

**No. COMMERCE, SOCIAL POLICIES, COMMUNICATION AND AWARENESS**

| | |
|----|---|
| 1 | There was consensus on the need to implement policies to promote local commerce, with a powerful campaign to encourage consumption in the neighbourhood and thus curb the closure of premises in the neighbourhood, which currently stands at around 900 inactive premises. It is considered that local commerce would generate employment within the community and improve living conditions in the neighbourhood. |
| 2 | In line with the previous proposal, there were some specific proposals that were debated, such as the creation of a local "Amazon". The feasibility of such an initiative was discussed, generating a debate in which some voices argued that this option had proven to be a failure on other occasions. There was almost universal agreement that, regardless of the proposal chosen, practices are needed to compete with the monopoly created by globalisation. |
| 3 | Aware of the difficulties of reversing the closure of such a large number of premises, the possibility of converting some of them into housing was considered, which, together with other measures to promote renting, would alleviate the housing problem in the neighbourhood and make it more attractive to young students. |
| 4 | Another option considered in response to the globalisation of commerce was the possibility of promoting consumer groups and cooperatives in order to obtain advantageous prices through economies of scale. |
| 5 | The support of the administration was considered necessary for the modernisation of local commerce through courses and training in ICTs (computers, e-commerce, etc.). |
| 6 | Some contributions were along the lines of trying to change the negative and sad image caused by the lack of knowledge about the neighbourhood outside through positive messages. The reality of the neighbourhood is very different from how it is perceived outside. They propose a reflection in this regard to try to resolve the situation of the most vulnerable families more efficiently in order to avoid the exposure to which they are subjected. There is talk of a campaign to improve the image of the neighbourhood. |
| 7 | It was proposed that, as a way of revitalising the neighbourhood and empty premises, trades (cooking, carpentry, plumbing, textiles) and learning in the neighbourhood should be promoted in relation to inter- and intra-generational relations. |
| 8 | To address the issue of loneliness, especially among older people, cohousing and intergenerational spaces are proposed. |
| 9 | To tackle school failure, the possibility of creating groups of volunteers to provide socio-educational support during school hours is suggested. |
| 10 | Activities are proposed to promote intercultural permeability (mutual learning) and the strengthening of community infrastructures, such as social centres. |
| 11 | There are proposals to create a neighbourhood brand. |
| 12 | There is a proposal to create repair workshops, recycling workshops in general and plastic recycling workshops in particular, with priority given to social organisations and young people, as well as environmental education workshops in general. The importance of incorporating environmental awareness and education among the objectives was highlighted. |
| 13 | Improve participation and collaboration between organisations by creating an intra-neighbourhood group that brings them together and extends the ULG beyond the URBACT COPE project. |
| 14 | Connect students to neighbourhood activities. |
| 15 | It is proposed to carry out activities to revitalise the neighbourhood: exhibitions, fairs, popular second-hand markets and/or organic markets. |
| 16 | Take into account the reality of migrant families. |
| 17 | There is talk of introducing art as a means of regenerating the neighbourhood, as has been done in other cities. |



IAP Sagrada Familia





1.5. Vision / Main objective

Transform the Sagrada Família neighbourhood into a sustainable, resilient and dynamic community that serves as a model of urban regeneration for the entire city.

The Integrated Action Plan designed for COPE pilot activities in the Sagrada Familia neighbourhood will focus on integrated urban regeneration, emphasising sustainability, mobility, accessibility and community participation. The plan seeks to address issues associated with ageing housing and restricted income levels, aligning with the city's broader goals of sustainable development and climate action.

1.6. Main integration challenge(s)

Community participation will play a key role in fostering a sense of belonging among residents, enhancing the success of the initiatives. The crucial focus will be on:

- Housing renovation and energy efficiency, with the aim of improving housing quality while reducing energy consumption and emissions, involves large investments that will require seeking external funding.
- Sustainable mobility solutions to encourage the use of gentler modes of transport, mainly cycling and walking. The implementation of these measures as a whole is subject to the participation of other agencies and prioritisation by the municipal government.
- Inclusive accessibility, to ensure that the urban environment caters to everyone, regardless of their abilities.
- Green infrastructure, to improve the sustainability and resilience of the city, with an emphasis on urban green spaces and biodiversity.
- Social and economic development strategies, to create opportunities and improve the quality of life of local communities, revitalising the neighbourhood at a economic , commercial and social level. This requires a paradigm shift in the globalised economic model.



2. General logic and integrated approach

2.1. Strategic objectives

Strategic objective 1: Overall improvement of the neighbourhood's environmental sustainability

Strategic Objective 2: Change the narrative of the neighbourhood and the external perception of it

Strategic objective 3: Boost the local economy, making it sustainable, local and inclusive.

2.2. Areas of intervention and specific objectives

⇒ **Strategic objective 1 (SO1):** Overall improvement of the neighbourhood's environmental sustainability

☞ **Area of intervention 1 (AI1):** Renaturalisation of the neighbourhood and environmental quality management

- **Specific Objective (So1):** Increase green space in the neighbourhood for both recreation and community use (urban gardens)

☞ **Area of intervention 2 (AI2):** Improvement of the water cycle and effluent management

- **Specific objective (So2):** Promote sustainable drainage solutions and improve the maintenance of neighbourhood infrastructure

☞ **Area of Intervention 3 (AI3):** Climate change mitigation and adaptation, sustainable and accessible energy

- **Specific objective (So3):** Reduce the neighbourhood's contribution to climate change through mitigation measures linked to energy efficiency, renewable energies and sustainable energy communities, focusing on the eradication of energy poverty.

☞ **Area of Intervention 4 (AI4):** Sustainable mobility

- **Specific objective (So4):** Advance the change in the mobility model by creating more space for pedestrians and promoting soft transport models.

☞ **Area of Intervention 5 (AI5):** Waste Management

- **Specific Objective (So5):** Resolve neighbourhood problems in terms of facilities and promote a culture of recycling and reuse.



⇒ **Strategic Objective 2 (SO2):** Change the narrative of the neighbourhood and how it is perceived by outsiders.

☞ **Area of Intervention 6 (AI6):** Communication, awareness and participation

- **Specific objective (So6):** Change the image of the neighbourhood through community engagement

☞ **Area of Intervention 7 (AI7):** Environmental education

- **Specific Objective (So7):** Work primarily with younger and migrant populations to turn them into drivers of neighbourhood transformation.

⇒ **Strategic objective 3 (SO3):** Boost the local, sustainable, local and inclusive economy.

☞ **Area of Intervention 8 (AI8):** Promotion of local and neighbourhood trade, including traditional crafts and arts

- **Specific objective (So8):** To increase commercial activity in the neighbourhood and create spaces for the transmission of knowledge between different generations, especially in traditional crafts and arts.

☞ **Area of Intervention 9 (AI9):** Housing policies.

- **Specific objective (So9):** To promote the renovation of housing for low-income families and eradicate substandard housing in the neighbourhood.

☞ **Area of Intervention 10 (AI10):** Other social and community policies

- **Specific objective (So10):** Create spaces for social inclusion that promote intercultural permeability and intergenerational relationships.

IAP Sagrada Familia



2.3. Actions:



IAP Sagrada Familia



SO1: OVERALL IMPROVEMENT OF THE NEIGHBOURHOOD'S ENVIRONMENTAL SUSTAINABILITY

AI1: RENATURALISING THE NEIGHBOURHOOD AND ENVIRONMENTAL QUALITY MANAGEMENT

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|---|--|---|--|---------------------|---------|--------------------------------|-----------|
| So1: Increase green space in the neighbourhood for both recreation and community use (urban gardens) | 1. Creation of urban gardens in the Sagrada Familia neighbourhood around Vioño Park and innovative experiences within rounds on a scale of actions adjusted to the possibilities of global renaturalisation of all existing public space in the neighbourhood. | Increase green areas and sustainable water management. Create spaces for intergenerational and intercultural encounters. | Technical project and land availability | INFRASTRUCTURE AREA | 197,000 | PENDING | 2027-2028 |
| | 2. Pilot project for indoor gardens to address the shortage of green spaces and explore the possibilities for urban gardens within the neighbourhood. | Increase in green spaces and sustainable water management. Creation of spaces for intergenerational and intercultural encounters. | Development of a basic project, suitable premises and basic resources for the installation of planting facilities. | ENVIRONMENTAL AREA | 3,000 | URBAC COPE | 2026 |
| | 3. Increase the overall number of trees in the neighbourhood, expand its green spaces and improve their maintenance, | Increase green areas and sustainable water management. Climate change mitigation and adaptation | Project development | INFRASTRUCTURE AREA | | OWN FUNDS MAINTENANCE CONTRACT | 2027-2028 |
| | 4. Project to renovate and renaturalise the Plaza de la Sagrada Familia to improve its permeability and create a neighbourhood meeting place to promote coexistence and generate safe environments | To meet climate change mitigation and adaptation objectives. Creation of a new focal point and attraction for the neighbourhood. | Project | INFRASTRUCTURE AREA | 250,000 | BUILDING | 2026-2027 |
| | 5. Project to renovate the Sagrada Familia sports centre to create a link with the Plaza de la Sagrada Familia, allowing for the coexistence of its sporting and community use with | To meet climate change mitigation and adaptation objectives. Creation of a new centrality and a focal | Project | INFRASTRUCTURE AREA | 402,500 | BUILDING | 2027-2028 |



IAP Sagrada Familia



SO1: OVERALL IMPROVEMENT OF THE NEIGHBOURHOOD'S ENVIRONMENTAL SUSTAINABILITY

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|--|--|---|---------------------|---------------------|----------|---------|-----------|
| | other social, cultural and/or environmental uses. | point for the neighbourhood. | | | | | |
| | 6. Installation of unique and inclusive street furniture adapted for the elderly, children, and people with functional or intellectual diversity | Promoting social cohesion and accessibility. | Project | INFRASTRUCTURE AREA | £150,000 | EDIL | 2028 |
| | 7. Comprehensive environmental monitoring system for the neighbourhood: water, energy, air quality and noise, with a citizen information system (information screens) complementary to the city-wide system. Low-cost systems for the purpose of raising public awareness. | Monitoring of actions and citizen involvement in the environmental transformation of the neighbourhood. | Project | ENVIRONMENTAL AREA | 250,000 | PENDING | 2027-2028 |

AI2: IMPROVEMENT OF THE WATER CYCLE AND EFFLUENT MANAGEMENT

| | | | | | | | |
|--|---|------------------------------|---------|--------------------|---------|---------|-----------|
| So2: Promote sustainable drainage solutions and improve maintenance of neighbourhood infrastructure | 8. Implementation of urban drainage systems and other ways of utilising rainwater runoff. | Sustainable water management | Project | ENVIRONMENTAL AREA | 275,000 | PENDING | 2027-2028 |
|--|---|------------------------------|---------|--------------------|---------|---------|-----------|

AI3: CLIMATE CHANGE MITIGATION AND ADAPTATION, SUSTAINABLE AND AFFORDABLE ENERGY

| | | | | | | | |
|--|---|---|---|------------------------|--------|-----------------------|------|
| So3: Reduce the neighbourhood's contribution to climate change through mitigation measures linked to energy efficiency, renewable energies and sustainable energy communities, focusing on the eradication of energy poverty. | 9. Drafting a feasibility plan for the implementation of renewable energies in the neighbourhood and a sustainable energy community | Meet the objectives of reducing CO2 emissions and combating energy poverty | Feasibility study | ENVIRONMENTAL AREA | 15,000 | OWN FUNDS/URBACT | 2026 |
| | 10. Sustainable homes project in the neighbourhood | Improve energy efficiency and water savings in the residential sector, as well as public awareness. | Preparation of proposal and selection of representative residents | ENVIRONMENT DEPARTMENT | 8,000 | OWN FUNDS/URBACT-COPE | 2026 |
| | 11. Conducting energy audits in residential and community buildings | Laying the foundations for environmental | Basic proposal | ENVIRONMENTAL AREA | 4,000 | OWN FUNDS/URBACT-COPE | 2026 |



IAP Sagrada Familia



SO1: OVERALL IMPROVEMENT OF THE NEIGHBOURHOOD'S ENVIRONMENTAL SUSTAINABILITY

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|--|---|---|---|------------------|--------|-----------------------|----------|
| | (social centre, social housing, civic centre, charitable housing, etc.). | improvement projects in buildings. | | | | | |
| | 12. Development of a Heat Plan for the neighbourhood in accordance with Directive (EU) 2023/1791 of the European Parliament and of the Council of 13 September 2023 on energy efficiency and amending Regulation (EU) 2023/955 to assess potential heat and cold production and distribution systems. | Reduction of energy demand, reduction of CO2 emissions, improvement of air quality, reduction of energy poverty | Development of proposal | ENVIRONMENT AREA | 7,000 | OWN FUNDS/URBA C-COPE | 2026 |
| | 13. Design a network of climate shelters for episodes of high or low temperatures for vulnerable people (the sick, the elderly, those with low incomes). The provision of temperature-controlled spaces in public buildings, with basic services, that are well known and clearly signposted, is a climate adaptation practice that has already been implemented in the state's major cities. | Implement climate change adaptation measures with social inclusion criteria | Develop an analysis of available spaces and generate information and dissemination channels | ENVIRONMENT AREA | 3,000 | OWN FUNDS/URBA C-COPE | 2026 |

AI4: SUSTAINABLE MOBILITY

| | | | | | | | |
|--|---|--|-------------------|---------------|---------|---------|-----------|
| So4: Advance the change in the mobility model by creating more space for pedestrians and promoting soft transport models. | 14. Implementation of bicycle rental points (Bicicoruña Service) in the neighbourhood | Improved access to sustainable means of transport, equal opportunities | Feasibility study | MOBILITY AREA | 100,000 | PENDING | 2026-2028 |
| | 15. Extension of cycle lanes to the neighbourhood | Improved access to sustainable means of transport, equal opportunities | Feasibility study | MOBILITY AREA | 250,000 | PENDING | 2026-2028 |



IAP Sagrada Familia



SO1: OVERALL IMPROVEMENT OF THE NEIGHBOURHOOD'S ENVIRONMENTAL SUSTAINABILITY

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|--|---|--|---------------------|----------------------------|--|-------------------------|-----------|
| | 16. Creation of a green corridor between Vioño Park and Santa Margarita to promote cross-town transit as a complement to the Pedestrian Ring Road, improving the lack of green spaces in the neighbourhood and its renaturalisation, including urban drainage systems. | Increase in green areas and sustainable water management | Project | INFRASTRUCTURE AREA | 300,000-1,000,000 | BIODIVERSITY FOUNDATION | 2026-2028 |
| | 17. Improvement of pedestrian transit areas: Improvement of pavements, installation of benches, improvement of maintenance: <ul style="list-style-type: none"> Redevelopment of Pontedeume Street and González Villar Square Improvement of accessibility on Niño Jesús Street Redevelopment of Río Ulla, Río Sor and Río Arnoia streets | Improved access to sustainable means of transport, equal opportunities | Project | INFRASTRUCTURE AREA | 450,000 | OWN FUNDS | 2025-2026 |
| | 18. Construction of the pedestrian ring road incorporating urban drainage and naturalisation criteria. Creation of an accessible and safe pedestrian corridor. | Increase in green areas and sustainable water management. Meet climate change mitigation and adaptation targets. Creation of a new centre and attraction point for the neighbourhood | Project | INFRASTRUCTURE AREA | Phase I: 694,494 Phase II: £1,134,580 | EDIL | 2025-2026 |
| | 19. Reorganise bus routes in the neighbourhood: analyse the feasibility of having some routes pass through it. | Improve access to sustainable means of transport, equal opportunities | Feasibility study | MOBILITY AREA/TRAM COMPANY | CONCESSION | OWN FUNDS | 2026-2028 |

AI5: WASTE MANAGEMENT



IAP Sagrada Familia



SO1: OVERALL IMPROVEMENT OF THE NEIGHBOURHOOD'S ENVIRONMENTAL SUSTAINABILITY

SoS: Resolve neighbourhood problems in terms of facilities and promote a culture of recycling and reuse

| Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|---|--|-------------------------|------------------------|---------------------|--------------------|-----------|
| 20. Redistribute containers, cardboard and glass, bulky items | Achieve convergence between the neighbourhood and the European Union's recycling targets | Proposal development | ENVIRONMENT DEPARTMENT | CHARGED TO CONTRACT | OWN FUNDS | 2025 |
| 21. Improvement of waste management in the neighbourhood through the incorporation of local recycling centres/green points and community compost bins. The recycling centre will create a meeting place in the neighbourhood around the issue of waste, with spaces for containerisation of different types of waste, as well as spaces such as an environmental classroom, recycling workshops and workshops for the repair and reuse of equipment, especially electronic equipment. This may involve the construction of a space as part of some of the public space renovation works or the renovation of an existing building, in compliance with safety standards. | Achieving convergence between the neighbourhood and the European Union's recycling targets | Development of proposal | ENVIRONMENTAL AREA | 850,000 | PENDING DEFINITION | 2026-2028 |



OE2: CHANGE THE NARRATIVE OF THE NEIGHBOURHOOD AND ITS EXTERNAL PERCEPTION

| | Actions | Objective | Required resources | Responsible | Budget € | Funding | Timeline |
|--|---|--|--|--|----------|-----------------------|-----------|
| AI6: COMMUNICATION, AWARENESS AND PARTICIPATION | | | | | | | |
| So6: Changing the image of the neighbourhood through community engagement | 22. Improve neighbourhood participation: move towards an autonomous ULG: Creation of an "Intrabarral" association. | Strengthen ties between neighbourhood associations to facilitate the achievement of IAP objectives | Working days in the neighbourhood between the different entities | ENVIRONMENT/NEIGHBOURHOOD ASSOCIATION | 1,000 | OWN FUNDS/URBACT COPE | 2026 |
| | 23. Communication campaign about the neighbourhood. Create a neighbourhood brand | Change the image of the neighbourhood and adapt it to reality in order to generate a new centrality for the neighbourhood | Acquisition and provision of materials for neighbourhood activities: tents, roll-ups, pop-ups. | ENVIRONMENT DEPARTMENT/EMPLOYMENT, COMMERCE AND MARKETS DEPARTMENT | 10,000 | OWN FUNDS/URBACT COPE | 2025 |
| | 24. Digital murals (video mapping and LED panels with augmented reality and QR codes) on dilapidated façades at sites of cultural and historical interest | Urban revitalisation and cultural promotion | Project | CULTURE DEPARTMENT | 227,600 | EDIL | 2026-2027 |
| | 25. History and Culture of the Neighbourhoods: Interactive Routes Development of a digital platform with geolocation and augmented reality to promote the cultural heritage and identity of Sagrada Familia. Plaques with QR codes linked to multimedia content will be installed, offering information on the history, urban development and | The initiative seeks to strengthen collective memory and neighbourhood identity, promoting citizen participation in the recovery of intangible heritage and its transmission to future generations. It also contributes to the revitalisation of the urban environment | Project | CULTURE DEPARTMENT | 120,000 | EDIL | 2026-2027 |

IAP Sagrada Familia





| | | | | | | | |
|--|--|--|--|--|--|--|--|
| | important figures of the neighbourhoods. | through innovative tools for interpreting heritage , facilitating digital access to cultural services and reinforcing a sense of belonging in the community. | | | | | |
|--|--|--|--|--|--|--|--|

AI7: ENVIRONMENTAL EDUCATION

| | | | | | | | |
|--|---|--------------------------|--|--------------------|----------------------------------|-----------|------|
| So7: Work primarily with young people and migrants to turn them into drivers of change in the neighbourhood | 26. Environmental education workshops, especially on recycling in general and plastics in particular, with priority given to social organisations and young people. Experiences have already been carried out | Improve public awareness | Prepare proposal and develop materials | ENVIRONMENTAL AREA | ENVIRONMENTAL EDUCATION CONTRACT | OWN FUNDS | 2025 |
|--|---|--------------------------|--|--------------------|----------------------------------|-----------|------|

OE3: BOOSTING THE LOCAL, SUSTAINABLE, LOCAL AND INCLUSIVE ECONOMY

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|---|--|---|--|---|--------|-----------------------|----------|
| AI8: PROMOTION OF LOCAL AND NEIGHBOURHOOD COMMERCE, INCLUDING TRADITIONAL TRADES AND ARTS | | | | | | | |
| So8: Increase commercial activity in the neighbourhood and create spaces for knowledge transfer between different generations in the neighbourhood, especially in traditional crafts and arts. | 27. Sustainable commerce in the neighbourhood: Campaign to promote local commerce. Promotion of cooperatives and/or consumer groups. Carry out activities to revitalise the neighbourhood: exhibitions, fairs, etc. Popular second-hand market and/or organic market | Revive local commerce and promote responsible consumption. Strengthen community ties and inter- and intra-generational relationships. | Prepare proposal. Acquisition and provision of materials for neighbourhood activities: tents, roll-ups, pop-ups. | ENVIRONMENT DEPARTMENT/ EMPLOYMENT, COMMERCE AND MARKETS DEPARTMENT | 14,000 | OWN FUNDS/URBACT COPE | 2025 |





IAP Sagrada Familia

**OE3: BOOSTING THE LOCAL, SUSTAINABLE, LOCAL AND INCLUSIVE ECONOMY**

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|--|---|---|--|---------------------------------------|--------|-----------------------|-----------|
| | 28. Sustainable, local and 2.0 commerce. Application of ICTs in generating new opportunities in local commerce in the Sagrada Familia neighbourhood. E-commerce. Comprehensive programme to strengthen local commerce in Sagrada Familia, combining specialised training and revitalisation actions. Courses will be offered on digital marketing, financial management and adaptation to digital commerce, training merchants in technological tools and innovative strategies. At the same time, themed events, loyalty campaigns and commercial routes will be implemented, encouraging customer attraction, collaboration between businesses and the revitalisation of the neighbourhood's commercial fabric. | Recovery of local commerce | | EMPLOYMENT, COMMERCE AND MARKETS AREA | 90,000 | EDIL | 2026-2028 |
| | 29. Hold repair workshops in premises provided by the Sagrada Familia Charitable Construction Foundation. Adapt premises to create spaces for intergenerational and intragenerational encounters through learning trades, crafts and/or art. | Strengthen community ties and inter- and intra-generational relationships and recycling objectives. | Prepare a proposal and acquire materials for the development of activities. Involve professionals from the sector. Prepare a proposal and acquire materials for the development of activities. | ENVIRONMENTAL AREA | 8,000 | OWN FUNDS/URBACT COPE | 2026 |

AI9: HOUSING POLICIES



IAP Sagrada Familia



OE3: BOOSTING THE LOCAL, SUSTAINABLE, LOCAL AND INCLUSIVE ECONOMY

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|---|---|--|-------------------------|---|-----------------------|-----------------------|-----------|
| So9: Promote the renovation of housing for low-nd resources families and eradicate substandard housing in the neighbourhood | 30. Agreement with Constructora Benéfica Sagrada Familia for the development of the PAI | Strengthen institutional collaboration in the neighbourhood and reinforce the implementation of the PAI | Prepare proposal | ENVIRONMENT | DIRECT IMPLEMENTATION | OWN FUNDS/URBACT COPE | 2026 |
| | 31. Renovation of homes in Sagrada Familia, improving their energy efficiency, using renewable energy sources, improving accessibility (inclusive accessibility will be addressed to ensure that the urban environment caters to all people, regardless of their abilities) and improving water efficiency, to reduce energy consumption and greenhouse gas emissions and reduce energy poverty levels in the neighbourhood. Eradication of substandard housing | Reducing energy demand, promoting self-management, reducing CO2 emissions, improving air quality, reducing energy poverty and ensuring universal accessibility | Project preparation | ENVIRONMENT/URBAN PLANNING/SAGRADA FAMILIA CONSTRUCTION COMPANY | TO BE DEFINED | TO BE DEFINED | 2026-2028 |
| | 32. Plan to address unwanted loneliness and shared housing and create intergenerational spaces. | Improvement of social cohesion | Preparation of proposal | | | | 2026-2028 |

AI10: OTHER SOCIAL AND COMMUNITY POLICIES

| | | | | | | | |
|--|--|---|--------------------------|---|---------|-----------------------|-----------|
| So10: Create spaces for social inclusion that promote intercultural permeability and intergenerational relationships | 33. Plan of activities to promote the presence of students in the neighbourhood and their involvement in the sense of belonging. Promote volunteering in the neighbourhood (e.g. socio-educational support). | Strengthen community ties and inter- and intragenerational relationships. | Develop an activity plan | ENVIRONMENT/LIBRARY /SOCIAL ORGANISATIONS | 7,000 | OWN FUNDS/URBACT COPE | 2026 |
| | 34. Renovation and expansion of the Sagrada Familia Library. A new, more versatile multipurpose | Improvement of social cohesion | Project | WELFARE AREA | 744,663 | BUILDING | 2025-2026 |



IAP Sagrada Familia

**OE3: BOOSTING THE LOCAL, SUSTAINABLE, LOCAL AND INCLUSIVE ECONOMY**

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|--|--|--------------------------------|---------------------|--------------|-----------|---------|-----------|
| | room will be added, optimising space for new cultural, educational and social activities (). | | | | | | |
| | 35. Comprehensive renovation of the Sagrada Familia Social Centre, improving its facilities and living conditions with new spaces such as training rooms, social services offices and an auditorium, reinforcing its role as a key facility for the community and expanding the range of community social services on offer. | Improvement of social cohesion | Project | WELFARE AREA | 1,435,722 | EDIL | 2026-2027 |
| | 36. Creation of the Municipal Citizen Service Centre to implement a cross-cutting municipal service that will attract people from other neighbourhoods. Classrooms and spaces will be set up for the development of the social inclusion programme, training and public services, consolidating the neighbourhood as a benchmark for administrative and social activity. | Improvement of social cohesion | Project | WELFARE AREA | 1,197,900 | EDIL | 2026-2027 |
| | 37. The Sagrada Familia Social Inclusion Programme is aimed at vulnerable families, providing support, access to services and improving quality of life. Social intervention strategies will be developed, facilitating job placement and strengthening the community network in neighbourhoods. This programme will be carried out in the renovated space in Plaza de | Improving social cohesion | Project | WELFARE AREA | 1,250,000 | EDIL | 2025-2029 |



IAP Sagrada Familia



OE3: BOOSTING THE LOCAL, SUSTAINABLE, LOCAL AND INCLUSIVE ECONOMY

| | Actions | Objective | Necessary resources | Responsible | Budget | Funding | Timeline |
|--|--|-----------|---------------------|-------------|--------|---------|----------|
| | Nuestra Señora, where new classrooms and spaces will be set up , and may also be developed in other public facilities transformed within the framework of the PAI. | | | | | | |

3. Initial ideas for local pilot actions and detailed action planning

IAP Sagrada Familia



- ⇒ Pilot project for indoor gardens to address the shortage of green spaces and explore the possibilities for urban gardens within the neighbourhood.
- ⇒ Drafting of a feasibility plan for the implementation of renewable energies in the neighbourhood and a sustainable energy community
- ⇒ Sustainable homes project in the neighbourhood.
- ⇒ Conducting energy audits in residential and community buildings (social centre, social housing, civic centre, charitable housing, etc.).
- ⇒ Improving neighbourhood participation: moving towards an autonomous ULG: Creation of an "Intrabarrial" association.
- ⇒ Communication campaign about the neighbourhood. Create a neighbourhood brand.
- ⇒ Environmental education workshops, especially on recycling in general and plastics in particular, with priority given to social organisations and young people.
- ⇒ Sustainable commerce in the neighbourhood: Campaign to promote local commerce. Promotion of cooperatives and/or consumer groups. Carry out activities to revitalise the neighbourhood: exhibitions, fairs, etc. Popular second-hand market and/or organic market.
- ⇒ Carry out repair workshops in premises provided by the Sagrada Familia Charitable Construction Foundation. Adaptation of premises for the creation of inter- and intra-generational meeting spaces through the learning of trades, crafts and/or art.
- ⇒ Agreement with the Sagrada Familia Charitable Construction Foundation for the development of the PAI.
- ⇒ Plan of activities to promote the presence of students in the neighbourhood and their involvement in the sense of belonging. Promote volunteering in the neighbourhood (e.g. socio-educational support).

These first 10 selected actions are described in more detail below:

ACTION 2: Pilot project for indoor urban gardens for neighbourhood use

Description

The scarcity of green spaces and lack of space for an outdoor urban garden in the Sagrada Familia neighbourhood, combined with the availability of unused buildings in the neighbourhood, calls for alternative and innovative uses. The boom in indoor cultivation is due to the enormous progress made in indoor lighting technology, which allows plants to complete their life cycle in conditions that are almost identical to natural ones. This has triggered the commercial exploitation of indoor cultivation to the point where huge volumes are being grown in industrial warehouses.

same can be said for advances in humidity and ventilation control, and in cultivation techniques themselves. We will initially focus on two of these techniques, which we will combine to make the most of the space and at the same time educate users:

- Growing in suitable containers on the surface. We are referring to pots and containers of different sizes, as well as growing tables.
- Vertical cultivation: Using stacked layers to maximise space, vertical farming can significantly increase yield per square metre compared to traditional farming methods.

Main person in charge:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|---|
| • Strategic objective | 1 |
| • Area of Intervention | 1 |
| • Specific Objective | 1 |

Finance and resources:

To be implemented with own funds

AMOUNT: €3,000

Participants:

The action will be carried out in collaboration with the Sagrada Familia Charitable Construction Company

Preparation for the action:

It is necessary to have a venue available that meets the criteria required to carry out this action

Risks:

Infeasibility of the spaces and budget required for development.

SUMMARY OF ACTIVITIES: STEPS 18 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outcomes | Related activities | Problems/concerns |
|------------------------|-------------------|----------------|------------------------------------|---|
| Drafting of proposal | 30/5/2026 | Project | Preparation meetings | Feasibility |
| Search for premises | 10/6/2026 | Venue | Construction agreement | Difficulties in finding a suitable location |
| Recruitment | 30/6/2026 | Contract | | Budget limit |
| Premises refurbishment | 30/9/2026 | Suitable space | | Compliance with technical requirements |
| Monitoring programme | 30/9/2026 onwards | User agreement | Environmental education programmes | Active participation of neighbourhood organisations |

MONITORING INDICATORS

Cultivation structures installed, participants, training sessions.

UNITS

Structure, person, training session

ACTION 9: Drafting of a feasibility plan for the implementation of renewable energies in the neighbourhood and a sustainable energy community

Description:

Preparation of a study on the neighbourhood's renewable energy production potential and the technical and economic feasibility of implementing renewable energies in the neighbourhood, with the ultimate goal of establishing a sustainable energy community in Sagrada Familia that integrates property owners and other stakeholders. The proposal requires a thorough analysis due to the high degree of uncertainty associated with this type of project.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

- Strategic objective 1
- Area of Intervention 3
- Specific Objective 3

Finance and resources:

To be implemented with own funds.

AMOUNT: €15,000

Participants:

The action will be carried out in collaboration with the Sagrada Familia Charitable Construction Company and the Neighbourhood Association.

Preparation for the action:

The condition of the existing buildings must be analysed.

Risks:

Technical unfeasibility and lack of agreement among owners.

SUMMARY OF ACTIVITIES: STEPS 4 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outcomes | Related activities | Problems/concerns |
|--|---------------------|--------------------|--------------------|---|
| Agreement between the different agents | 15/6/2026 | Agreement document | ULG meetings | Lack of involvement between the parties |
| Preparation of proposal | 30/6/2026 | Project | Search for funding | Execution amount |
| Contracting | 30/6/2026 | Contract | | Credit sufficiency |
| Execution of proposal | 30/6/2026-30/9/2026 | Feasibility Plan | ULG Meetings | Feasibility of the proposal |
| Presentation of the Plan | 15/10/2026 | Communication Plan | ULG Meeting | |

MONITORING INDICATORS

Study conducted, agents involved, progress towards energy community

UNITS

Study, agent, percentage of progress

IAP Sagrada Familia

ACTION 10: Sustainable homes project in the neighbourhood

Description:

A project that aims to bring various effective and practical consumption alternatives to households in A Coruña in order to achieve a change in habits that can be extended to society as a whole, quantifying the evolution and success of the actions using simple tools available to all profiles.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

- | | |
|------------------------|---|
| • Strategic objective | 1 |
| • Area of Intervention | 3 |
| • Specific Objective | 3 |

Finance and resources:

To be implemented with own funds.

AMOUNT: €8,000

Participants:

Neighbourhood Association

Preparation for action:

Preparatory meetings with neighbours and search for potential beneficiaries

Risks:

Finding a limited sample of participants that renders this action irrelevant

SUMMARY OF ACTIVITIES: STEPS 12 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outcomes | Related activities | Problems/concerns |
|------------------------------------|--------------------------|-----------------------------|--|--------------------------------------|
| Preparation of proposal | 30/5/2026 | Terms of reference document | | Budget |
| Involvement of the local community | 15/6/2026 | Supporting document | ULG meeting | Lack of community support |
| Contracting of works | 30/6/2026 | Contract | | Budget availability |
| Execution of works | 30/6/2026 to 30/6/2026 | Monitoring results | Environmental education workshops and audits | Community commitment |
| Presentation of work | 30/11/2026 and 15/7/2026 | Information document | | Improvement of monitoring indicators |

MONITORING INDICATORS

Participating households, actions taken, participants, reduction in consumption

UNITS

Household, action, person, %

IAP Sagrada Familia

ACTION 11: Conducting energy audits in residential and community buildings

Description:

A sample of different buildings and premises in the neighbourhood will be surveyed to determine their energy status and establish a baseline for any improvement measures in the neighbourhood.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|---|
| • Strategic objective | 1 |
| • Area of Intervention | 3 |
| • Specific Objective | 3 |

Finance and resources:

To be implemented with own funds.

AMOUNT: €4,000

Participants:

Sagrada Familia Neighbourhood Association and Charitable Construction Company

Preparation for action:

Preparatory meetings with neighbours and search for potential beneficiaries

Risks:

Finding a limited sample of participants that renders this action irrelevant

SUMMARY OF ACTIVITIES: STEPS 4 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outcomes | Related activities | Problems/concerns |
|--|------------------------|--------------------|--|--|
| Conducting pre-audits | 12/3/2026 | Pre-audit document | ULG meetings | Commitment from citizens and neighbourhood organisations |
| Selection of buildings for detailed audits | 15/6/2026 | Selection document | Meetings with Constructora Sagrada Familia | Representativeness of buildings in relation to the neighbourhood's building stock. |
| Conducting audits | 30/6/2026 to 30/9/2026 | Audits | Feasibility study for a sustainable energy community | Quality of the information obtained. |

MONITORING INDICATORS

Number of buildings audited, reports

UNITS

Building, report

IAP Sagrada Familia

ACTION 22: Improve neighbourhood participation: move towards an autonomous ULG: Creation of an "Intrabarrial" association.

Description

The aim is to lay the foundations for ensuring that the local group that emerged from URBACT (ULG) continues to exist once the project is completed, through a structure similar to those that exist in other neighbourhoods, such as the "Intrabarrial" presented at one of the local meetings.

This figure can coordinate and join forces in achieving the neighbourhood improvement objectives.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|---|
| • Strategic objective | 2 |
| • Area of Intervention | 6 |
| • Specific Objective | 6 |

Finance and resources:

To be implemented with own funds.

AMOUNT: €1,000

Participants:

Neighbourhood Association and other members of the ULG

Preparation for action:

Preparatory meetings with neighbours and other neighbourhood organisations

Risks:

Lack of a common working objective that may not inspire participants

SUMMARY OF ACTIVITIES: STEPS 3 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outcomes | Related activities | Problems/concerns |
|-------------------------------|------------------------|-------------------------------|--------------------|--|
| Proposal implementation | 15/6/2026 | Terms and conditions document | ULG meeting | Clarity of objectives |
| Creation agreement (statutes) | 15/6/2026 to 30/9/2026 | Statutes | ULG Meeting | Reaching an agreement that is valid for all parties |
| ULG follow-up | 30/9/2026 onwards | | | Inability to inspire enthusiasm or achieve the expected objectives |

MONITORING INDICATORS

Intra-neighbourhood creation, entities, meetings

UNITS

Intra-neighbourhood, organisation, meeting

IAP Sagrada Familia

ACTION 23: Communication campaign about the neighbourhood. Create a neighbourhood brand

Description

A communication campaign will be developed to complement the revitalisation activities that will be carried out in the neighbourhood in order to change the distorted external perception of the neighbourhood.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|---|
| • Strategic objective | 2 |
| • Area of Intervention | 6 |
| • Specific Objective | 6 |

Finance and resources:

To be implemented with own funds.

AMOUNT: €10,000

Participants:

Neighbourhood Association and other members of the ULG

Preparation for action:

Preparatory meetings with neighbours and other neighbourhood organisations

Risks:

Lack of campaign penetration

SUMMARY OF ACTIVITIES: STEPS 6 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outputs | Related activities | Problems/concerns |
|------------------------|--------------------------|----------------------------------|------------------------|--|
| Project preparation | 30/10/2025 | Project | ULG meeting | Budget constraints |
| Recruitment | 31/12/2025 | Contract | | Credit availability |
| Project implementation | 30/10/2025 to 31/12/2025 | Communication plan and materials | Neighbourhood meetings | Potential for penetration throughout the city with budgetary constraints |

MONITORING INDICATORS

Impact of the campaign (reach and participation)

UNITS

Person, interaction

IAP Sagrada Familia

ACTION 26: Environmental education workshops.

Description:

Environmental education workshops will be held, focusing on recycling in general and plastics in particular, with priority given to social organisations and young people. The workshops will seek to raise awareness among the local population about the factors causing the current climate crisis and will form part of and be integrated with other activities carried out in the neighbourhood.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|---|
| • Strategic objective | 2 |
| • Area of Intervention | 7 |
| • Specific Objective | 7 |

Finance and resources:

To be implemented with own funds.

AMOUNT: ENVIRONMENTAL EDUCATION CONTRACT

Participants:

Neighbourhood Association and other members of the ULG, schools

Preparation for action:

Preparatory meetings with neighbours and other neighbourhood organisations

Risks:

Lack of critical mass to carry out these activities

SUMMARY OF ACTIVITIES: STEPS 6 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outputs | Related activities | Problems/concerns |
|--------------------------------|--------------------------|--------------------|--|--|
| Workshop design | 31/10/2025 | Planning document | Meetings with educational centres and target organisations | Lack of involvement from organisations. Problems with scheduling for schools in the area |
| Recruitment (where applicable) | 15/10/2025 | Contract | Review of the contract | Coordination with existing contract |
| Search for suitable spaces | 31/10/2025 to 31/12/2025 | Suitable locations | Neighbourhood campaign | Possibility of having suitable spaces available |

MONITORING INDICATORS

Number of workshops and participants

UNITS

Workshop, person

IAP Sagrada Familia

**ACTION 27: Sustainable trade in the neighbourhood****Description:**

Campaign to promote local trade by seeking alternatives that generate attraction to the neighbourhood, in combination with other more far-reaching actions in the field of innovative reinforcement as set out in this action plan, as well as exploring other types of community experiences such as cooperatives and/or consumer groups.

As driving forces in this field, activities will be carried out to revitalise the neighbourhood: exhibitions, fairs, popular second-hand markets and/or organic markets, etc., outdoor forums, etc.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|---|
| • Strategic objective | 3 |
| • Area of Intervention | 8 |
| • Specific Objective | 8 |

Finance and resources:

To be implemented with own funds.

AMOUNT: €14,000

Participants:

Neighbourhood Association and other members of the ULG

Preparation for action:

Preparatory meetings with residents and other neighbourhood organisations

Risks:

Lack of critical mass to carry out these activities

SUMMARY OF ACTIVITIES: STEPS 4 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outputs | Related activities | Problems/concerns |
|----------------------------|------------------------|----------------------------|-----------------------------|---|
| Preparation of proposal | 16/5/2026 | Project | Environment Day Celebration | Citizen involvement |
| Approval of the proposal | 20/5/2026 | Approval agreement | | Incompatibility with municipal priorities |
| Contracting | 22/5/2026 | Contract | | Budget availability |
| Start of activities | 7/6/2026 | Activities on public roads | ULG meeting | Climate and citizen engagement |
| Continuation of activities | 7/6/2026 to 30/10/2026 | Activities on public roads | | Climate and citizen engagement |

MONITORING INDICATORS

Number of activities and participants

UNITS

Activity, person

IAP Sagrada Familia



ACTION 29: Repair and trade training workshops

Description:

Carry out repair workshops in premises provided by the Fundación Constructora Benéfica Sagrada Familia. Adaptation of premises to create spaces for intergenerational and intragenerational encounters through learning trades, crafts and/or art.

Main person in charge:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|---|
| • Strategic objective | 3 |
| • Area of Intervention | 8 |
| • Specific Objective | 8 |

Finance and resources:

To be implemented with own funds.

AMOUNT: €8,000

Participants:

Neighbourhood Association and other members of the ULG

Preparation for action:

Preparatory meetings with residents and other neighbourhood organisations

Risks:

Lack of critical mass to carry out these activities and difficulty in finding trainers

SUMMARY OF ACTIVITIES: STEPS 5 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outcomes | Related activities | Problems/concerns |
|---|-------------------------|--------------------|---|---|
| Search for a suitable space | 15/6/2026 | Proposal document | | Lack of a suitable space in the neighbourhood |
| Where applicable, agreement with Constructora Sagrada Familia | 30/6/2026 | Agreement document | Comprehensive agreement for activities in the neighbourhood | Difficulties in reaching a suitable agreement |
| Contracting the renovation | 15/7/2026 | Suitable premises | Other activities and environmental education workshops | Budget availability |
| Search for suitable monitors | 15/7/2026 | Staff | | Lack of suitable personnel |
| Implementation | 15/7/2026 to 30/11/2026 | | | |

MONITORING INDICATORS

Number of workshops and participants

UNITS

Workshop, person

IAP Sagrada Familia

ACTION 30: Agreement with the construction company for the development of the PAI

Description:

Develop a collaboration agreement that allows the activities initiated within the framework of the URBACT COPE project to continue once they have been completed, with the necessary resources available to do so, mainly in terms of space.

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|----|
| • Strategic objective | 3 |
| • Area of Intervention | 10 |
| • Specific Objective | 10 |

Finance and resources:

It will be implemented using own funds.

AMOUNT: DIRECT IMPLEMENTATION
WITH OWN STAFF

Participants:

Constructora Benéfica Sagrada Familia

Preparation for action:

Meetings with the construction company to prepare

Risks:

Availability of suitable spaces and sustainability of proposals over time

SUMMARY OF ACTIVITIES: STEPS 2 MONTHS OF IMPLEMENTATION

| Activity | Dates | Outings | Related activities | Problems/concerns |
|-----------------------|-----------|--------------------|----------------------|--------------------------------|
| Needs analysis | 30/5/2026 | Analysis document | | Covering the range of needs of |
| Draft agreement | 15/6/2026 | Agreement document | Preparatory meetings | Find points of consensus |
| Approval of agreement | 15/7/2026 | Approval agreement | | |

MONITORING INDICATORS

Agreements signed and spaces secured

UNITS

Agreement, space

IAP Sagrada Familia



ACTION 33: Encourage student participation in neighbourhood dynamics

Description

Plan of activities to promote the presence of students in the neighbourhood and their involvement in fostering a sense of belonging. Promote volunteering in the neighbourhood (e.g. socio-educational support).

Main responsible party:

ENVIRONMENT DEPARTMENT

Links to the strategy:

| | |
|------------------------|----|
| • Strategic objective | 3 |
| • Area of Intervention | 10 |
| • Specific Objective | 10 |

Finance and resources:

To be implemented with own funds.

AMOUNT: €7,000

Participants:

Neighbourhood Association, Library and Social Centre

Preparation for action:

Work on interaction with young people through spaces such as the Library

Risks:

Seasonality of the student population, who are generally just passing through the neighbourhood

SUMMARY OF ACTIVITIES: STEPS BY MONTH OF IMPLEMENTATION

| Activity | Dates | Outings | Related activities | Problems/concerns |
|--|--------------------------------|---------|--------------------|-------------------|
| Analysis of possibilities | 30/5/2026 | | | |
| Holding of the Volunteer Fair | 7 May 2026 | | | |
| Involvement in different neighbourhood organisations | 7 May 2026 to 31 December 2026 | | | |

MONITORING INDICATORS

Number of activities and students involved

UNITS

Activity, student

IAP Sagrada Familia

4. Implementation framework

4.1 Governance

The governance model for implementing the Integrated Action Plan (IAP) is based on the collaborative culture fostered during the COPE project and leverages the city's existing organisational structures. The Sagrada Familia neighbourhood, the territorial focus of the COPE project, currently shows strong dynamism in community organisation, collaborative networks and civic participation. This provides a solid basis for establishing a sustainable participatory governance model capable of ensuring continuity beyond the URBACT support period.

The governance framework is structured around three main pillars:

- Institutional coordination led by the City Council.
- Operational implementation through the Action Plan (PAI) of the Integrated Local Development Strategy (EDIL) for Sagrada Familia – Os Mallos.
- Continuous community participation, with the URBACT Local Group (ULG) potentially evolving into stable intra-neighbourhood structures.

The COPE project actions have already been integrated into A Coruña's long-term development strategies, ensuring continuity and stable funding. Some of these actions, particularly those related to urban naturalisation, environmental improvement and the improvement of public spaces, will be implemented through the Coruña Verde plan. Likewise, the IAP for Sagrada Familia – Os Mallos, within the EDIL, explicitly states that it constitutes an instrument for implementing the COPE Project's Integrated Action Plan, maintaining the participatory approach developed throughout the process. Both EDIL and Coruña Verde receive financial support from the European Regional Development Fund (ERDF), ensuring:

- The sustainability of the proposed actions beyond URBACT support.
- Alignment with strategic planning and municipal budgets.
- Operational continuity with existing community services and municipal teams.



- Formal monitoring structures integrated into municipal governance.

In addition, decisions and agreements have recently been adopted in the city that reinforce its governance model in terms of organisational design and European fund management, such as the creation of the Municipal European Funds Committee, the EDIL IAP Promotion and Monitoring Commission and the EDIL and IAP Interdepartmental Working Group.

Some COPE actions integrated into municipal strategies and plans are as follows:

- Renovation of the Civic and Social Centre.
- Citizen Services Centre in Plaza Nuestra Señora.
- Improvement of the Municipal Sports Pavilion.
- Energy audits of municipal buildings.
- Green infrastructure and sustainable drainage.
- Communication and branding campaigns.
- Connectivity improvements: green corridor between Sta. Margarita Park and Vioño Park.
- Humanisation and greening of Sagrada Familia Street.

4.2 Continued participation of local actors

Based on the positive commitment observed at the third ULG meeting and considering the practice presented by Ferrol as a possible reference, Sagrada Familia could explore the creation of a stable and representative community structure to support the long-term implementation of the COPE IAP. This line of work remains open for evaluation and development by local actors.

The good practice presented served as inspiration to strengthen community participation in Sagrada Familia. ULG members learned about the "Intrabarrial", a non-formal collaborative structure that coordinates actions and supports local development in the neighbourhood, which could serve as a reference for possible future participatory structures.

During the ULG meetings, the entities expressed interest in developing a more coordinated community structure, contributing to the IAP according to their areas of activity: social support, education, environmental action, youth and seniors, cultural





initiatives, community spaces, and urban agriculture. They also highlighted the importance of improving mutual knowledge, strengthening connections between local organisations, and creating regular opportunities for exchange.

What different local actors can contribute:

- Academic institutions: include teaching staff and support educational and outreach initiatives.
- Social centre: actions focused on young people and the elderly.
- NGOs: support for migration, the environment and vulnerable groups; proposals to improve housing accessibility.
- Constructora Benéfica Sagrada Familia: spaces for activities and improvements to facilities.
- Urban garden networks: innovative approaches to indoor farming where there is no outdoor space.

In subsequent meetings, priority was given to communication to improve the neighbourhood's external image and reinforce its identity and public perception, highlighting core values such as multiculturalism, diversity, social cohesion, inclusion, passion, identity and sense of belonging.

4.3 Overall costs and financing strategy

The implementation of COPE actions within A Coruña's development strategies has a clear and sustainable financing framework. Costs are integrated into municipal budgets and strategic plans, ensuring financial continuity and operational viability.

Sources of funding:

- European ERDF funds. The Sagrada Familia - Os Mallos IAP has a budget of €14,550,506.00, of which 60% is financed by European ERDF funds. The same applies to Coruña Verde, which has a budget of €3,467,350.94 and receives € 2.080.410,56 from the Biodiversity Foundation (ERDF funds).
- Municipal budgets: co-financing, coverage of operating costs and long-term maintenance.
- Complementary public and private resources: additional funds through agreements or specific grants.



This guarantees:

- Sustainability beyond URBACT support.
- Alignment with municipal strategic objectives.
- Operational continuity through existing technical teams and services.
- Financial management and formal monitoring within municipal structures, including the Municipal European Funds Committee and the EDIL Interdepartmental Group.

This general funding strategy promotes:

- Alignment with municipal budget cycles.
- Integration with existing municipal programmes.
- The use of national and regional funding frameworks.
- The identification of European funding opportunities.

4.4 General timetable

The following is the planned timetable for the actions:

| Action | 2025 | | 2026 | | | | 2027 | | | | 2028 | | | | 2029 | | | |
|--|------|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| OE1: OVERALL IMPROVEMENT IN THE ENVIRONMENTAL SUSTAINABILITY OF THE NEIGHBOURHOOD | | | | | | | | | | | | | | | | | | |
| 1 | | | | | | | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | | | | | | |
| 10 | | | | | | | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | | | | | | | |
| 13 | | | | | | | | | | | | | | | | | | |
| 14 | | | | | | | | | | | | | | | | | | |
| 15 | | | | | | | | | | | | | | | | | | |
| 16 | | | | | | | | | | | | | | | | | | |
| 17 | | | | | | | | | | | | | | | | | | |
| 18 | | | | | | | | | | | | | | | | | | |

| | | 2025 | | 2026 | | | | 2027 | | | | 2028 | | | | 2029 | | | |
|---|--------|------|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | Action | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| | 19 | | | | | | | | | | | | | | | | | | |
| | 20 | | | | | | | | | | | | | | | | | | |
| | 21 | | | | | | | | | | | | | | | | | | |
| SO2: CHANGE THE NARRATIVE OF THE NEIGHBOURHOOD AND ITS EXTERNAL PERCEPTION | | | | | | | | | | | | | | | | | | | |
| | 22 | | | | | | | | | | | | | | | | | | |
| | 23 | | | | | | | | | | | | | | | | | | |
| | 24 | | | | | | | | | | | | | | | | | | |
| | 25 | | | | | | | | | | | | | | | | | | |
| | 26 | | | | | | | | | | | | | | | | | | |
| SO3: STRENGTHENING THE LOCAL, SUSTAINABLE, LOCAL AND INCLUSIVE ECONOMY | | | | | | | | | | | | | | | | | | | |
| | 27 | | | | | | | | | | | | | | | | | | |
| | 28 | | | | | | | | | | | | | | | | | | |
| | 29 | | | | | | | | | | | | | | | | | | |
| | 30 | | | | | | | | | | | | | | | | | | |
| | 31 | | | | | | | | | | | | | | | | | | |
| | 32 | | | | | | | | | | | | | | | | | | |
| | 33 | | | | | | | | | | | | | | | | | | |
| | 34 | | | | | | | | | | | | | | | | | | |
| | 35 | | | | | | | | | | | | | | | | | | |
| | 36 | | | | | | | | | | | | | | | | | | |
| | 37 | | | | | | | | | | | | | | | | | | |

4.5 Risk assessment

Analysis of threats to the implementation of the COPE PAI, with probability and impact estimates and mitigation measures



| Risk | Probability | Impact | Mitigation measures |
|-----------------------------|-------------|--------|---|
| Low community participation | Low | High | Strengthening communication and promotion campaigns; regular ULG meetings to encourage participation |
| Delays in funding | Medium | High | Phased budget planning; identification of complementary sources; continuous monitoring of approval deadlines and disbursements. |

| | | | |
|---|--------|--------|--|
| Lack of institutional coordination | Low | Medium | Establishment of interdepartmental monitoring committees; regular meetings; clear communication protocols. |
| Technical problems in the implementation of actions | Medium | Medium | Having the appropriate technical equipment, regular review and maintenance of installations, etc. |
| Conflicts between actors or stakeholders | Low | Medium | Promotion of inclusive participation; consensus rules; mediation in the event of conflicts; monitoring of commitments. |
| Changes in municipal regulations or policies | Low | High | Continuous monitoring of regulations; flexible adaptation of projects; communication with policy makers to anticipate changes. |
| Lack of long-term sustainability | Medium | High | Integration into municipal strategies (EDIL, Coruña Verde); formal agreements with local actors; diversification of funding sources. |

4.6 Monitoring and reporting

1. General framework: Municipal Urban Observatory (OUM)

A Coruña has a consolidated system for monitoring urban policies: the Municipal Urban Observatory (OUM). This body centralises data and indicators in key areas (housing, mobility, economy, environment, demography, etc.) and provides a comprehensive overview of urban development.

As part of the COPE project, the OUM will integrate the indicators of the Integrated Action Plan (IAP), allowing for the evaluation not only of the specific progress of the project, but also of its contribution to the Local Urban Agenda and the Local Integrated Development Strategy (EDIL).

The inclusion of these indicators in the OUM guarantees rigour, continuity and comparability, consolidating the project's impact within the municipality's sustainability policies.





2. System of Indicators by Strategic Objectives

The IAP is organised around three Strategic Objectives (SO). Each action linked to them has a detailed monitoring matrix that facilitates clear and consistent evaluation.

Each action will incorporate:

- Monitoring indicators: quantifiable variables such as participating households, energy savings, participating businesses or volume of reused waste.
- Unit of measurement: households, percentage of savings, etc.
- Specific target: target value to be achieved in the defined period.
- Baseline: starting point of the indicator to measure the actual impact.
- Responsible parties and frequency: areas or members of the ULG responsible for collecting and analysing data, as well as the frequency of monitoring.

3. Periodic Reports and Continuity of Monitoring

To ensure transparency and continuity of the process once URBACT funding has ended, a stable communication and evaluation structure will be established, notably maintaining the ULG as a post-project body, which is expected to be consolidated into an Intrabarrial, reinforcing collaborative governance and ensuring that the IAP's actions remain active and supervised.

This system guarantees clear accountability and continued social participation.

4. Strategic connection with the EDIL IAP

The sustainability of COPE's IAP is ensured through its integration into the Action Plan of the Local Integrated Development Strategy (EDIL), mainly funded by the ERDF 2021-2027.

Incorporating COPE's actions into this framework allows for institutionalised monitoring, as the EDIL's IAP becomes the official evaluation mechanism, fed by data collected by the OUM.

In this way, COPE actions are integrated in a stable and operational manner into municipal planning, ensuring their sustained impact over time.

