

Plasencia

a place to live



Integrated Action Plan

URBACT - Residents of the Future

URBACT



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Integrated Action Plan
URBACT - Residents of the Future
2023 - 2025

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This Integrated Action Plan is the result of teamwork, between the years 2023 and 2025, in which the following stakeholders have participated.

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ULG Meeting May 12, 2025

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 Mangualde (Portugal)
 Alba Iulia (Rumanía)
 Iisalmi (Finlandia)

Saldus (Letonia)
 Trebinje (Bosnia y Herzegovina)
 Saint – Quentin (Francia)
 Mantova (Italia)



Greeting from the Mayor

Participation of Plasencia in European networks such as URBACT represents an opportunity to share experiences, learn from other cities, and jointly face urban challenges. Network collaboration makes it possible to identify innovative solutions and transfer good practices that strengthen local policies and improve citizens' quality of life.

The Integrated Action Plan is one of the main results of this joint work. It is a strategic document that defines future-oriented solutions based on participation, sustainability, and efficiency. Its value lies in combining collective reflection with practical action, offering a coherent and realistic vision of urban development.

Plasencia is also a city that brings together all the conditions to be an attractive place to live: heritage, nature, quality services, and an active and committed community. Its human scale, privileged environment, and cultural and economic dynamism make it a balanced, open city with a promising future.

Networking, visionary planning, and the well-being of our residents are the pillars upon which we continue building the Plasencia of tomorrow.

FERNANDO PIZARRO. MAYOR OF PLASENCIA



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INTRODUCTION

Many of our grandparents arrived in Plasencia decades ago in search of a better life.

They came from working hard in the countryside, a place that offered few opportunities for progress, and sought in the city better living conditions and, above all, a better future for their children, trusting in education but also in the possibilities that a dynamic place like Plasencia (the economic and administrative center of the north of the region) offered them. Here many of our parents were born and raised, and here they eventually built their own families. However, for some time now, the city has stopped being attractive for many, who believe they can find in other places the right setting for their life projects, a general trend throughout the country that has been a concern in recent years under the dilemma of the so-called “empty Spain,” even more so after the terrible wildfire season last summer. Population tends to move toward large cities and the coast, a trend that also affects small and medium-sized cities across Europe. Despite that negative direction, we continue to believe that Plasencia is an excellent place to live — a city that, thanks to its size, location, services, customs, and its close bond with nature, allows for a much more comfortable and human way of life than large cities do, and that there are still many possibilities to reverse that trend. For that reason, we decided to join the project “Residents of the Future” to work jointly with other small and medium-sized European cities to counter depopulation.

The result of this project is this Integrated Action Plan, which, under the slogan “Plasencia to Live,” aims to present the city as a place where

it is worthwhile to develop a life project. Our natural environment, our public education and health services, and our strategic position that connects us with important cities in a short time are just a glimpse of the potential we have to offer to all those looking for a place to live where quality of life, tranquility, local food, hospitality, and short distances prevail. But this does not mean that all the work is done. We need to improve infrastructures, offer sustainable, efficient, and moderately priced housing, integrate our natural surroundings into the urban center in an orderly way, and present an image of the city that is attractive, lively, and welcoming. To achieve this, this action plan provides interesting future projects.

This document arises from a deep reflection by the citizens plan that has gathered, in a horizontal way, the recommendations of the local URBACT group that has accompanied us for two and a half years, reflecting on the city model we have and the one we want.

For this reason alone, it deserves to be put into practice and not remain a lifeless document.

Plasencia does not want to be left halfway; it wants to achieve the goal of growth it has been pursuing for so many years. We need to grow in population sustainably and, perhaps in the future (almost as a dream) reach 50,000 inhabitants as a way to gain more resources, offer more services, and improve our reputation as a city.

Let us once again make Plasencia that place full of possibilities that brought so many of our grandparents here decades ago.





SECTIONS



SECTION 1

CONTEXT AND VISION OF THE CITY

LOCATION AND TERRITORIAL CONTEXT

Plasencia is located in the north of the **Autonomous Community of Extremadura**, about 250 km from Madrid and around **70 km from the border with Portugal**. Nestled between the Jerte, La Vera and Ambroz valleys, the city has valuable historical heritage, with an old quarter crossed by the historic **Silver Route**, and is surrounded by natural landscapes, such as those of the **Jerte River**, which offers magnificent bathing areas in summer, or the nearby **Monfragüe National Park**, a biosphere reserve since 2003, which adds tourist appeal to the city.

The urban centre, mostly pedestrianised, reinforces the city's high quality of life, with a lively **range of shops, cafés and restaurants**. Investment in mobility includes parking areas connected by escalators and lifts, as well as digitalised bus stops that facilitate access to public transport.



GENERAL APPROACH TO THE PROJECT

The URBACT “Residents of the Future” network aims to address the challenge of population loss in small and medium-sized European cities. It seeks to explore ways to increase the attractiveness of these cities in order to encourage the arrival of new investment and residents. With the post-COVID digital era introducing new ways of working, living and communicating, cities must redefine their advantages over large metropolitan areas and develop holistic, citizen-centred solutions to attract new talent and bring back at least part of the population that had to leave.

Urban depopulation is the result of a combination of social, industrial and environmental factors. In the case of Plasencia, the most decisive factor is the lack of job opportunities. The city has struggled to attract large industries or companies capable of generating a significant number of jobs. In the absence of industry, Plasencia is essentially a service-based city that serves not only its own residents but also the wider surrounding rural population.

Tourism has grown significantly in recent years, contributing to the local economy, but it tends to generate seasonal and highly specialised jobs, so the sector does not fully meet the employment expectations of people with university degrees or technical training. As a result, many young professionals leave the city in search of better opportunities, generally in large metropolitan areas or coastal regions, where labour markets are perceived as more dynamic. In addition, there is a widespread tendency to undervalue local opportunities, reinforcing the idea that the future lies outside Plasencia.

Population loss has profound socio-economic consequences, primarily the reduction of economic activity. Demographic changes also lead to an ageing population, as young people leave

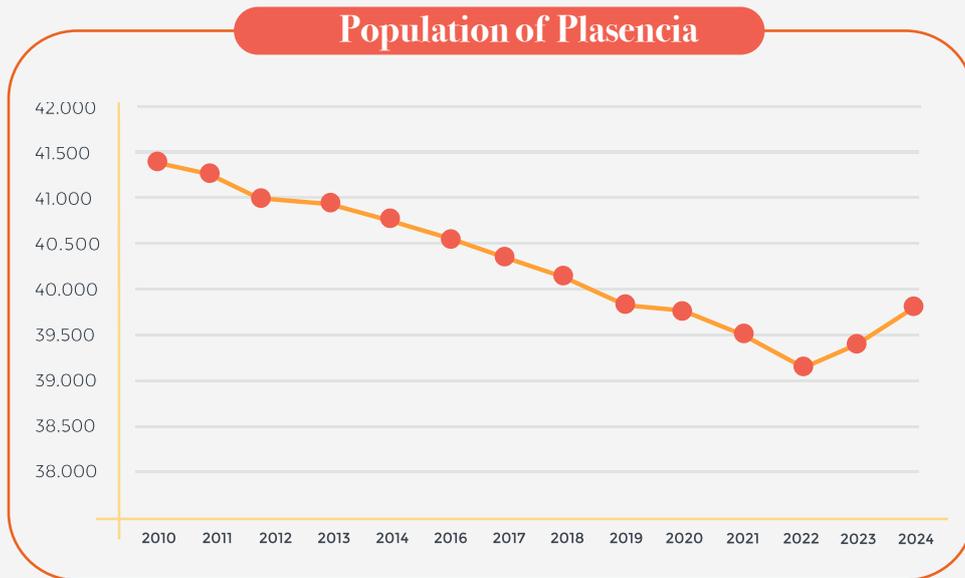


to study or work, leaving behind a growing proportion of inactive older people.

This trend contributes to the stigmatisation of declining cities, damaging their reputation both nationally and internationally. The situation undermines the city's aspirations to reach 50,000 inhabitants, a threshold which, under the current Local Government Regulatory Law, would give it access to a higher level of external funding, allowing it to cover the cost of services such as urban public transport for passengers or the urban environment, which Plasencia provides despite not being, under that same legislation, obliged to offer them.

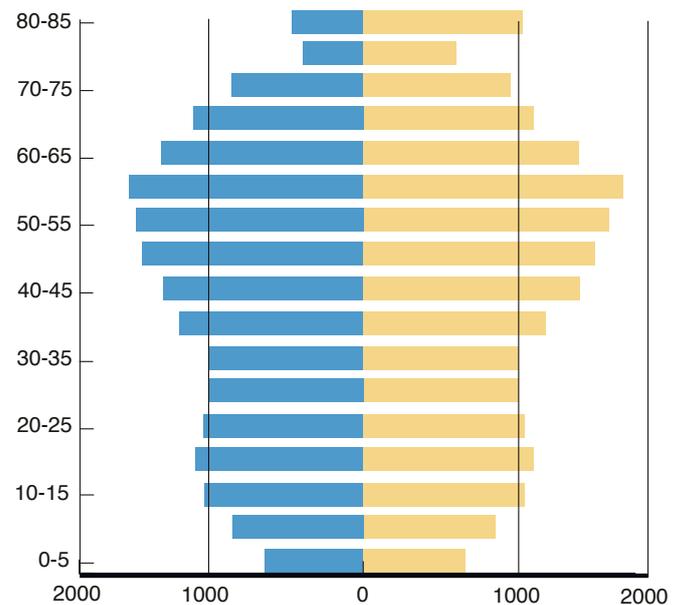
CITY CONTEXT AND VISION QUANTITATIVE APPROACH TO THE CURRENT SITUATION

Demographic and population statistics



The recent demographic trend shows that Plasencia had 41,447 inhabitants in 2010, a figure that has been decreasing until reaching 39,247 in 2022. However, during the last few years – after the launch of the **“Residents of the Future”** project – this trend has begun to stabilise, with slight signs of recovery. It is still not clear whether this is due to a definitive reversal of that trend or to a temporary statistical adjustment. Factors such as the rise of teleworking and changes in post-pandemic lifestyle preferences may have contributed. Nevertheless, a deeper analysis is required to determine whether this is a sustainable reversal or a cyclical correction.

On the other hand, if we look at the population pyramid, drawn up on the basis of INE data for the year 2022, we can see that, as was already pointed out in the general overview, it is typical of an ageing population, clearly in decline, with a small young population, insufficient in itself to ensure generational replacement. Fi-



nally, if we look at the origin of the city's inhabitants, we can see that most of them are of national origin, **with a foreign population that does not reach 5%, with (according to INE figures for 2024) those of American origin standing out (909 inhabitants, barely 2.25%), followed by those from the European Union (270 inhabitants), Africa (258 inhabitants), the rest of Europe (135 inhabitants) and, lastly, Asia and Oceania (120 inhabitants)**, a foreign presence that is notably lower than the national average, which INE itself estimated, at the end of 2024, at 18.2%.

Economic and employment profile

The economy of Plasencia is based mainly on the services sector, with 82.8% of companies (most of them with fewer than 10 workers) according to 2024 data from the Central Business Register (DIRCE) of the INE, with commerce, transport and hospitality standing out within this sector, accounting for around 50% of the total. Within the secondary sector (17% of the total), more than 70% are companies in the field of construction (development, refurbishment, civil works, installations, etc.) and only slightly less than 30% are truly dedicated to industry (manufacturing, production, industrial workshops, agri-food, etc.), which represents barely 5% of the business fabric. The DIRCE does not provide data on companies in the primary sector (agriculture, livestock farming, fishing, forestry, mining, etc.), which seems to indicate that, in Plasencia, the activity of this sector is not organised in the form of companies, but rather as individual holdings (self-employed farmers, cooperatives, etc.), which may reveal a limited weight.

In summary, Plasencia has a very service-oriented business fabric, **with a particular concentration in commerce, hospitality and professional services, but with little industrial and technological base.** This brings dynamism in local consumption and employment, although it represents a structural weakness in terms of productive diversification and economic resilience.

As regards employment, at the end of 2024 the unemployment rate in the city stood at

14.95% (datosmacro.com), a figure slightly lower than the 15.26% indicated by the INE Labour Force Survey for the region of Extremadura, but higher than that indicated by the same survey for the country as a whole, 10.61%, which shows persistent economic challenges and a prolonged difficulty over time in creating employment. Although the city has repeatedly tried to position itself as an industrial hub, these efforts have not succeeded in attracting large companies that generate mass employment.

Finally, the housing situation in the city reveals an increase in prices for new and used housing (10.3% in the last year, according to the real estate portal idealista.com), as well as in rents (5.2% in this last year according to the same source), which means a shortage of affordable accommodation, due largely to the absence of new developments since the 2007–2008 financial crisis and to the existence of a significant stock of vacant but deteriorated housing, which leaves it outside the market.

The urban policies of Plasencia are aligned with the development objectives of the EU, with an emphasis on balanced territorial development and equal opportunities.

Relevant existing strategies and policies

Among its key strategies are:

- **Sustainable Integrated Urban Development Strategy**, which addresses urban challenges and promotes sustainability in order to improve quality of life.
- **Regional Smart Specialisation Strategy**, which drives economic diversification through technology and creative industries.
- **Business Support Points**, which support entrepreneurship and facilitate the creation of new companies to stimulate economic activity.

Preliminary conclusions

Within this context, the city's Integrated Action Plan aims to focus on alternative economic strategies. Instead of relying exclusively on industry – which it does not renounce either – Plasencia wishes to promote the growth of creative industries and entrepreneurship, making use of its existing base of small businesses and self-employed professionals. In addition, it seeks to become an attractive destination for teleworkers, as it offers a high quality of life and lower costs compared to larger cities.

This diversification strategy recognises past failures in industrial attraction and bets on existing local strengths, such as small creative businesses, local craftsmanship and a growing digital economy. By improving infrastructures for entrepreneurs and digital nomads, Plasencia aspires to generate sustainable economic opportunities in line with its potential.

In summary, Plasencia is characterised by:

- 1** Being located in an agricultural area.
- 2** Being a service-oriented city.
- 3** Having great tourism potential.
- 4** Population loss and ageing.
- 5** The crisis in the construction sector and small retail.
- 6** Having around 15% unemployment.
- 7** 82% of companies having fewer than 10 employees.
- 8** A small and integrated foreign population.

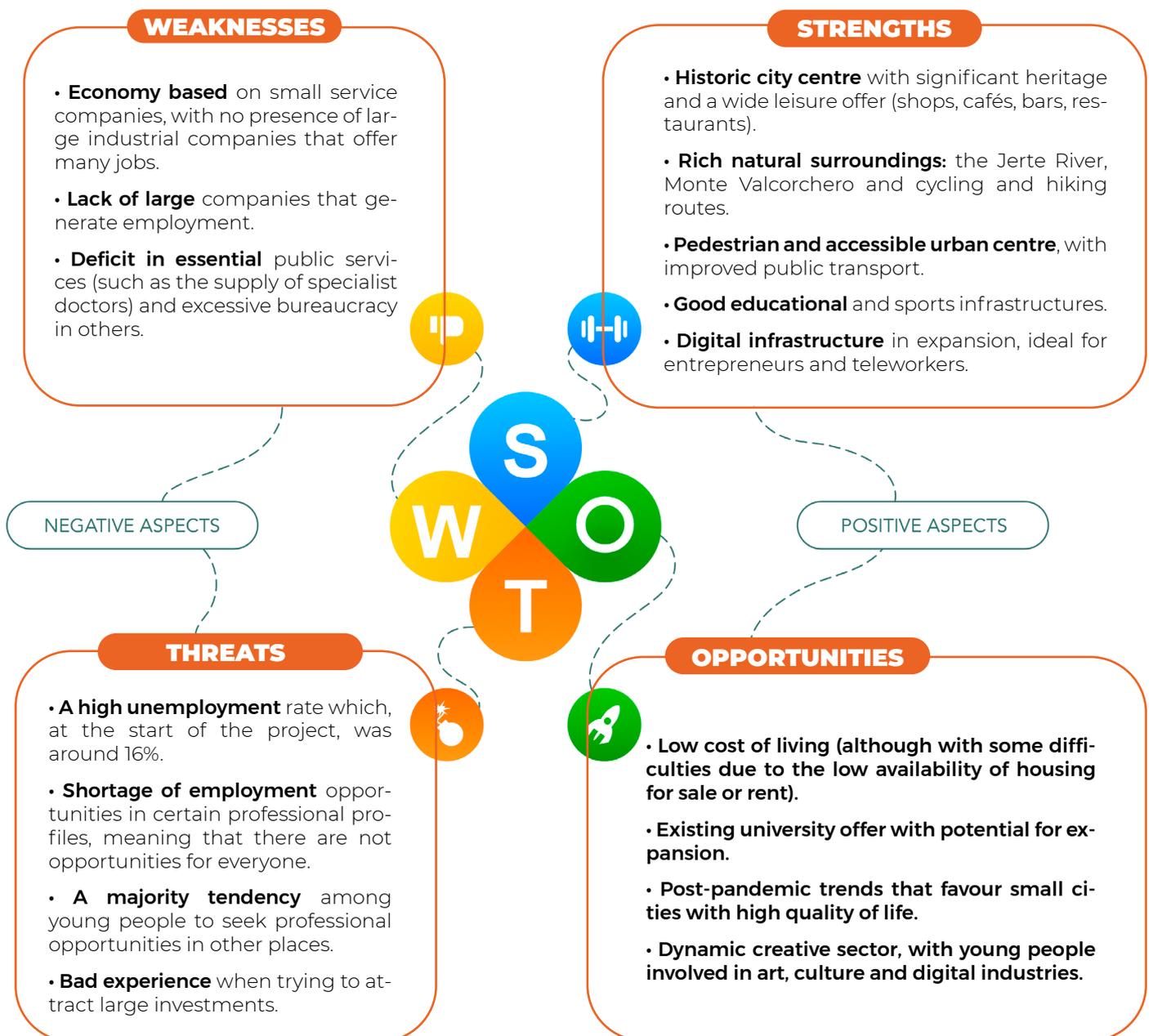
A QUALITATIVE APPROACH: THE WORK OF THE ULG

As required by the dynamics of URBACT projects, for the development of the “*Residents of the Future*” project in the city, a local group was formed, made up of the following members (name – organisation – role – sector):

- Fernando Pizarro García** – Plasencia City Council – Mayor – Administration
- José Antonio Hernández** – Plasencia City Council – Councillor for Urban Planning and European Funds – Administration
- Fernando Doncel** – Europa+i – ULG Coordinator – European Projects Consultancy
- Luis Manuel Rodríguez** – Plasencia City Council – URBACT Project Manager – Administration
- Juan Ramón Santos** – Plasencia City Council – URBACT Project Manager – Administration
- Mónica Burgos Sánchez-Ocaña** – Peces Gordos Estudio – Creative Company
- Jose Antonio Pico Monge** – Peces Gordos Estudio – Creative Company
- Fernando Barrero Fonticova** – Ocupando el Espacio – Creative Company
- Pedro Ramírez Díaz** – IPMS Spain – NGO
- Pilar Heras Blázquez** – La Pajarita Pájara – Creative Company
- Andrea Paoletti** – La Pajarita Pájara – Creative Company
- Marcial Herrero Jiménez** – University of Extremadura
- Marian Castillo Vásquez** – PlanVE – Communication Company
- Raquel Málaga Prieto** – Architect
- Wendoline García Ponce** – 24 Fotogramas Association – NGO
- Alexandria Mancino** – Euexia Association – NGO
- Álvaro Cano Rodríguez** – Euexia Association – NGO
- Roberto Manchado Rubio** – Shin Gumi Events - ONG
- Laura Fernández Heras** – Mega Gumi Association – Service Company

Weaknesses, Threats, Strengths, Opportunities

As a starting point for its work, the URBACT Local Group of Plasencia had the following SWOT analysis, drawn up by the project coordinators in the City Council in the initial phase of the implementation of *“Residents of the Future”* in the city:



SECTION 1

Taking into account this preliminary analysis, **the current priorities for the city were the following:**

- 1 Attract new residents**
- 2 Increase economic diversification and resilience**
- 3 Improve quality of life**
- 4 Promote sustainability**
- 5 Position Plasencia as an attractive city for remote work**
- 6 Develop vocational training and lifelong learning**

The Problem Tree

As a first tool for analysing the city's situation, in a meeting held in November 2023, the URBACT Local Group used **the problem tree**. An initial brainstorming session was carried out to detect problems that could be related to population loss, in which the lack of employment and business opportunities, the housing shortage, insufficient public transport, competition from other municipalities in attracting residents, inadequate leisure and cultural offer, and the negative perception of the region by its own inhabitants were highlighted.

Next, the group decided to work thoroughly on the three problems identified as most important (*housing, transport and lack of employment and business opportunities*), using the problem tree.

Regarding housing, it was established that the main problem was the difficulty of accessing it; pointing out as causes the scarce supply of housing for sale or rent, its high price, the poor quality of rental housing and the lack of support for young people; and, as consequences, low levels of housing sales and rentals in the city, prices that tend to rise even further due to the scarce supply, and difficulties in accessing housing, especially for people with fewer resources.

As for transport, it was estimated that the main problem was the insufficient supply of public transport; with the identified causes being lack of public investment, old and slow trains with poor connections and timetables, and an inefficient ticketing system, as well as insufficient urban transport; a situation whose consequences would be little use of the existing service (which is also poorly known), the feeling of isolation, difficulties in professional development and a bad image of the city that would make it unattractive for investment and tourism.

Lastly, **regarding the lack of labour and business opportunities,** the issue was addressed largely from the perspective of companies, establishing as the main problem that they cannot hire the people they would like to due to the exodus of professionals, uncertainty in business volume and fear of growing beyond their economic possibilities, which leads to high temporary employment, low qualification of workers in general, and companies not growing.



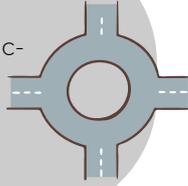
SECTION 1

Urbactpoly

For a more detailed analysis of the city's situation, at the meeting of the **URBACT Local Group in February 2024**, the game **"Urbactpoly"** was used, a tool developed by the project coordinators in Plasencia with the aim of working, in a playful and participatory way, on the city and its neighbourhoods, encouraging citizen involvement in the search for solutions. **The activity aimed, initially, to diagnose the housing situation in the different neighbourhoods of the city**, but the debate extended to streets, parks, car parks and other urban elements, **in order to identify problems and propose solutions arising from the citizens themselves.**

Through the game, the following key aspects of the city were analysed:

Condition of streets and neighbourhoods (infrastructure, accessibility, parking, lighting, etc.).



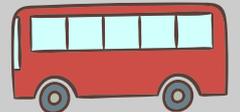
Housing situation (prices, quality, conservation, availability for rent or sale, etc.).



Condition of parks and green areas (maintenance, conservation of flora and fauna, opening hours, etc.).



General situation of the city (city centre, outskirts, public transport, security, nearby car parks, etc.).



Strategies to attract new residents and prevent depopulation.



Ways to improve the city's brand and attract digital nomads.



With the excuse of the game, a deep debate was held on housing and other key aspects of the city, with contributions that made it possible to enrich the diagnosis of the situation and generate concrete ideas for improvement that were incorporated into Section 2 of the Integrated Action Plan.

GENERAL VISION

The **URBACT Local Group meeting** in September 2024 focused on discussing the general vision, the ultimate goal to be achieved with the development and implementation of the Integrated Action Plan. From the dialogue among ULG members, it emerged that the objective would be to achieve a city that has improved its image while maintaining its identity; more sustainable; with renewed streets and parks and better integrated into its environment; with a better provision of services and better communication with the outside world through public transport; that has become more dynamic and attractive for entrepreneurs, companies, remote workers and digital nomads; and that has managed to attract new residents, reversing the trend of population decline and reaching 50,000 inhabitants, a figure that considerably increases the city's funding possibilities from the State.

After the discussion, the Local Group summarised that entire vision in the following two sentences:

Enhance the factors that make Plasencia an attractive city, ideal for living, a special place for a relaxed life, with facilities to be competitive at a global level in digital and creative environments.

The city projects itself as a dynamic centre for small businesses, remote professionals and entrepreneurs, ensuring sustainable growth while preserving its unique identity.



SECTION 2

GENERAL LOGIC AND INTEGRATED APPROACH

INTRODUCTION

The overall vision projected by the **URBACT Local Group (ULG)** as a conclusion of the first section of its Integrated Action Plan established, as the ultimate goal of the *“Residents of the Future”* project, to *“enhance the factors that make Plasencia an attractive city, ideal for living, a special place for a relaxed life, with facilities to be competitive at a global level in digital and creative environments.”* In order to become real, our vision requires a strategic intervention that involves the need to strengthen public services, urban planning and the physical and digital connectivity of Plasencia; expand job opportunities in emerging sectors; and foster an innovative community, all of which are key aspects to attracting new residents and investments. Furthermore, in this context, the digital and creative economy represents an unexplored opportunity that, with the appropriate support, can transform the city into a pole of attraction for professionals and entrepreneurs.

Within this process, this second section of the Plan aims to establish the areas of intervention to transform Plasencia into a benchmark city for living, working and developing new projects, taking advantage of its local strengths and responding to future challenges. To this end, through different and measurable actions that develop the strategic objectives helping to achieve the overall vision, the Plan seeks to generate a favourable ecosystem to attract talent, entrepreneurs and investors, consolidating Plasencia as a space of opportunities in the global context.

TESTING ACTIONS

As a result of the meetings of the URBACT Local Group, and of the preliminary analysis of strategic objectives, areas of intervention, specific objectives and actions, the *“Residents of the Future”* team in the city decided to implement the following **testing actions**, all of them related to the need to improve the image of Plasencia as a place to live, aimed both at its own inhabitants and at potential future residents:

1

New image of the city aimed not at attracting tourism (as has been done on other occasions), but at promoting Plasencia as a place of residence. The team considers this a “testing action”, since the objective is to see whether it is well received and, if so, to consolidate it as the city’s image.



2

Promotional video «100% of Plasencia», intended to showcase, in a fresh and fun way, our particular lifestyle. The objective would be, on the one hand, dissemination on social networks to improve the city’s image and, on the other hand, to link it to another of the actions envisaged in our Integrated Action Plan, the welcome kit for new residents. The idea would be to propose it to the city’s newcomers as a way of integrating them, making them feel welcome and introducing them to our customs and traditions.

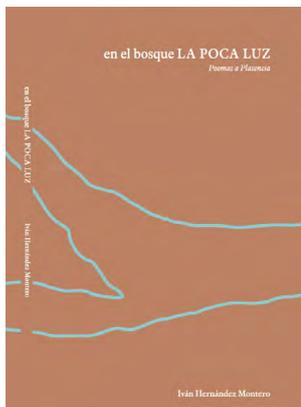
3

Promotional images to raise awareness on social media of the advantages the city has as a place of residence. The aim would be to highlight, fundamentally, its status as a fifteen-minute city, with a lively and friendly historic centre and a strong relationship with nature that make it an ideal place to live, work and start a family.



4

Campaign linking art and city promotion. A dissemination campaign linked to art. The aim is to take advantage of the publication, by the City Council, of the book “En el bosque LA POCA LUZ”, by the Plasencia poet Iván Hernández Montero, which revolves around the places where the city merges with nature and, therefore, highlights one of the aspects that make it more attractive — its extraordinary natural environment — in order to make it known and improve its image as a place to live, with the ultimate objective of assessing whether the support and funding of artistic and literary initiatives can also serve to spread the city’s image as a place of residence. To this end, a broad press campaign is proposed to publicise the book and, in turn, the city, with the intention of achieving articles and news in radio, newspapers or cultural supplements.



SECTION 2

For the design of new image of the city, the graphic design firm La Pajarita Pájara was contracted; for the production of the promotional video, the company 28prods was hired; for the creation of the promotional images, the company Peces Gordos was contracted; and it was decided that the press campaign for the book “En el bosque LA POCA LUZ” (In the Forest, THE DIM LIGHT) would be carried out by the Plasencia City Council itself.

To gauge public acceptance of the various initiatives, it was decided to present them publicly as part of the “**Open the Doors of the City**” event, held on June 5, 2025, at the Las Claras Cultural Center.

Thanks to the press conference held to announce it and the outreach efforts of the University of La Laguna (ULG), around 70 people attended, enthusiastically welcoming the campaign and praising the work and explanations of the various creatives involved in the project.

The reception of the audience of the different materials was outstanding. One of the key moments of the night took place at the end, when many of the participants in the activity spontaneously took photographs with a 3D reproduction of the new city logo created for the event, all of them with smiles of satisfaction, photographs that have later been shared on social networks by their protagonists, thus achieving an unexpected impact of the event on Instagram or Facebook.



Assessment of results

As already mentioned, around 70 people attended the presentation and launch event of the testing actions, and they enthusiastically welcomed the successive proposals. In addition, the launch was reinforced with a dissemination campaign on social media through the URBACT Plasencia profiles on Instagram and Facebook.

According to the report by La Pajarita Pájara (the company contracted for the dissemination of the activities of the “Residents of the Future” project in Plasencia on social media), the post about the presentation event of the testing actions reached 1,801 views on Instagram; the video “100% de Plasencia” achieved 9,651 views in

one week on that same network, results that are considered positive; and the new city logo as a place to live achieved a total of 4,362 views, with none of the three actions having much impact on Facebook, probably due to a certain general decline of that platform.

The impact on social media of these actions is good and is improving, since reels and stories related to the project continue to be published, reaching new audiences. However, we are considering contracting paid advertising on social media to increase reach and also incorporating dissemination on LinkedIn, where — as the communication officer of the network has sometimes commented — this type of news seems to have greater resonance.

With regard to the press campaign for the book “En el bosque LA POCA LUZ”, nearly thirty submissions were made to different media outlets (television, press, radio) at the beginning of summer, but also to poets and literary critics, and so far only one reference has been achieved, on 20 July, in the radio programme “El bosque habitado” on Radio 3.

This is not a bad result, since it is one of the national public radio channels, with listeners throughout the country, but it is still not enough to assess whether the funding of artistic or literary initiatives can serve to improve the image of Plasencia as a place to live.

What was decided to continue supporting, however, was the use of the logo as the image of the city as a place of residence, the promotional campaigns based on the designs by Peces Gordos, and the promotion of the video “100% de Plasencia”, which would also be incorporated into one of the actions considered from the outset: a welcome kit for new residents that includes, among others, free tickets for the theatre, vouchers for the municipal swimming pool and public transport, or a free course at the Universidad Popular, as well as informational material on the services and activities offered by the city, and which would be delivered at a public welcome event for newcomers.



SECTION 2

SUMMARY TABLE OF OBJECTIVES, AREAS AND ACTIONS

Based on the work of the Urbact Local Group and the results of the testing actions, the following table of objectives, areas and actions is proposed:

AREA OF INTERVENTION	STRATEGIC OBJECTIVE	SPECIFIC OBJECTIVES	ACTIONS	FINANCING
<p>1</p> <p>Public Services</p>	<p>Improve accessibility and the relationship with the citizen of the city's public services</p>	<p>Make public services more visible</p> <hr/> <p>Make municipal public services more accessible</p>	<p>1.1 Welcome Kit for new residents</p> <p>1.2 Informative website of public services</p> <p>1.3 Digitisation of municipal services</p> <p>1.4 Increase citizen attention resources.</p>	<ul style="list-style-type: none"> - Own funds – City Council - Europa Digital - PRTR - Public Administrations Digitalisation Plan - Public-private partnership
<p>2</p> <p>Communication</p>	<p>Dar a conocer Plasencia como una ciudad ideal para vivir.</p>	<p>Create a city brand</p> <hr/> <p>Promote the city as a place to live</p>	<p>2.1 Dissemination of the promotional video about the Plasencia lifestyle</p> <p>2.2 Consolidation of the new city image</p> <p>2.3 Population retention campaign</p> <p>2.4 Nationwide advertising campaign</p>	<ul style="list-style-type: none"> - Plasencia Tourist Sustainability Plan - Own funds – City Council - URBACT – Residents of the Future - Smart Tourist Destination



AREA OF INTERVENTION	STRATEGIC OBJECTIVE	SPECIFIC OBJECTIVES	ACTIONS	FINANCING
<p>3 Urban Planning</p>	<p>Offer solutions to the housing problem in Plasencia</p>	<p>Increase the availability of housing for sale and rent</p> <hr/> <p>Facilitate young people's access to housing</p> <hr/> <p>Establish a balance between residential and tourist accommodation</p>	<p>3.1 Hackathon among professionals of the sector for searching housing solutions</p> <p>3.2 Municipal re-regulation of tourist accommodation</p> <p>3.3 Establish an intergenerational co-housing programme</p> <p>3.4 Construction of a pilot micro-neighbourhood with affordable, modern housing integrated into the natural environment, for rent, aimed at young people but also creators, teleworkers and digital nomads.</p>	<ul style="list-style-type: none"> - LIFE - UIA - INTERREG - Own funds - HORIZON EUROPE - PRTR - Public-private partnership
<p>4 Digital transformation</p>	<p>To promote Plasencia as a competitive city in digital and creative environments</p>	<p>Attracting remote workers and digital nomads</p> <hr/> <p>Promoting the establishment of creative industries</p>	<p>4.1 Presence at industry events</p> <p>4.2 Establishment of a grant and/ or tax exemption program.</p> <p>4.3 Creation of a coworking space.</p>	<ul style="list-style-type: none"> - INTERREG - Digital Europe - Connect Europe - Own Funds - PRTR - Regional Government Grants



SECTION 2

AREA OF INTERVENTION	STRATEGIC OBJETIVE	SPECIFIC OBJETIVES	ACTIONS	FINANCING
<p>5 Environment</p>	<p>Improve the quality of life of citizens through their relationship with natural resources</p>	<p>Encourage the consumption of locally sourced food</p> <hr/> <p>Develop a culture of sustainable green growth</p>	<p>5.1 Campaign promoting local food and the traditional market</p> <p>5.2 Design a comprehensive plan for improving green areas in the city (including improvement of parks, tree planting campaign, and tree replacement to recover or create green corridors)</p>	<ul style="list-style-type: none"> - LIFE - URBACT - Own funds - Regional government subsidies - Public-private partnership
<p>6 Gender Equality</p>	<p>Adopt measures to achieve equality of treatment and opportunities for all genders</p>	<p>Work on gender equality for residents</p>	<p>6.1 Draft a Gender Equality Plan for municipal workers</p> <p>6.2 Awareness campaign for adolescents and young people in educational centres</p>	<ul style="list-style-type: none"> - Own funds - Creative Europe - Erasmus+ - Regional government subsidies

STRENGTHENING THE DIGITAL AND CREATIVE ECOSYSTEM OF PLASENCIA: THE ROLE OF KEY ACTORS

The transformation of Plasencia into an attractive city to live, work and develop new projects in the digital and creative field cannot be achieved without the involvement of the key actors operating in the city. In this sense, cooperation between the education sector, the business fabric and the local administration will be essential to consolidate an ecosystem that facilitates the attraction and retention of talent.

The role of educational centres

Plasencia has training centres specialised in key areas for the development of digital and creative industries. Among them, the IES Valle del Jerte stands out, offering training in computer science and cybersecurity, and the IES Sierra de Santa Bárbara, which provides baccalaureate programmes in visual arts and performing arts. In addition, the University of Extremadura is present in the city with studies in Business Administration and Management, a field that could be integrated into the strategy of supporting entrepreneurship in these emerging sectors.

To make the most of these resources, initiatives such as the following could be developed:

- 1** Surveys and studies on professional needs: identifying which conditions would enable students training in these centres to develop their careers in Plasencia.
- 2** Creation of mentoring and internship programmes: linking students with local companies and entrepreneurial projects in the city.
- 3** Promotion of new degrees or specialisations: collaborating with the University of Extremadura to design training programmes focused on digital and creative industries.

SECTION 2

Involvement of the business sector

To ensure the consolidation of a digital and creative ecosystem, it is essential to involve the local business fabric and attract external investment. **Some key actions could be:**

- 1 Creation of a cluster of digital and creative industries: a network that facilitates collaboration among companies, educational institutions and entrepreneurs.
- 2 Innovation and coworking spaces: enabling spaces where emerging companies and self-employed professionals can develop projects collaboratively.
- 3 Incentives for the establishment of new companies: implementing measures such as tax exemptions, subsidies for technology start-ups or administrative facilities for business registration.
- 4 Organisation of events and sectorial fairs: positioning Plasencia as a reference point in the digital and creative industry through conferences, congresses and exhibitions.

The role of the local administration

The Plasencia City Council can play a facilitating role in making this vision a reality **through actions such as:**

Design of public policies to support entrepreneurship: simplification of procedures, creation of financing programmes and access to infrastructures.

Strengthening of digital connectivity: ensuring a robust telecommunications infrastructure to enable the development of digital businesses.

Communication and promotion strategy: actively promoting the image of Plasencia as an innovative and attractive city for global talent.



SECTION 3

DETAILED ACTION PLAN

AREA OF INTERVENTION 1: PUBLIC SERVICES

Acción 1.1: Welcome Kit + Challenges

General description

The objective of this action is linked **not only to public services, but also to Plasencia's city branding**, which aims to strengthen its image as a welcoming place that greets its new residents and wants to share with them, from the beginning, its particular way of life: that of a small city, integrated into nature, where daily life takes place largely on the streets, where services and work are close by and where people therefore have time to enjoy leisure and social relationships. With this aim, every year a public welcome event will be held for new residents, at which a welcome kit will be delivered to those wishing to participate. It will contain general information about the city (tourism, services, youth, culture, etc.), as well as tickets for the theatre, the film library, the gym and the municipal swimming pool, a transport pass and other benefits allowing new arrivals to enjoy the services and advantages the city offers from day one. During the event, they will also be invited to participate in a dynamic set of cultural and social challenges related to our way of life (those presented in the video "100% de Plasencia"), which they must share on social media, with the aim of promoting their integration, their knowledge of the surroundings and their emotional connection with the city — as a means to foster their integration, but also to promote on social media the image of Plasencia as a welcoming city.

IMPLEMENTATION STEPS

Design the content of the Welcome Kit (passes, tickets, service guide).

Coordinate the supply of such contents with the different municipal services (theatre, municipal swimming pools, public transport, Universidad Popular, etc.).

Dissemination of the “100% de Plasencia” challenge as a challenge for new residents.

Decide on a hashtag and design the participation system on social media.

Organise the delivery event (location, promotion, logistics).

Establish a database for monitoring new residents.

Implement a system for collecting feedback and satisfaction.

IMPLEMENTATION SCHEDULE

Q1 2026: Design of contents, agreements with local agents, design of challenges

Q2 2026: Launch of the first edition of the Welcome Kit + Delivery event

From Q2 2026 onwards: Evaluation and improvements; possible annual or semi-annual editions

RESPONSIBILITIES

Main responsible: Plasencia City Council – European Projects Office

Key collaborators:

- 1 Alkázar Theatre, Popular University, Tourism Department, Sports Department, Urban transport companies
- 2 Private companies (cinemas, shops, bars, restaurants...)
- 3 Immigrant associations

ESTIMATED COSTS

Production of physical kits (materials, printing): €7.500

Municipal tickets and passes (indirect cost): €2.500

Organisation of welcome event: €2.500

Communication, design and social media management: €1.000

Total estimated: €13.500,00

FUNDING SOURCES

- 1 Own funds – City Council
- 2 Europa Digital
- 3 PRTR
- 4 Public Administrations Digitalisation Plan

INDICADORES DE SEGUIMIENTO

Number of Welcome Kits delivered:	Meta ≥ 100 by Q1 2027
Participation in “Challenges” events:	Meta ≥ 60 people
Level of satisfaction of new residents (survey):	Meta ≥ 75% positive
One-year retention rate among kit recipients:	Meta ≥ 60%

EVALUACIÓN DE RIESGOS Y MITIGACIÓN

RISK	MITIGATION
Low participation in challenges	Provide incentives (raffles, merchandising)
Lack of involvement from local agents	Involve them from the design phase and offer them visibility
High production cost of kits	Mixed financing and simplified materials

AREA OF INTERVENTION 1: PUBLIC SERVICES

Action 1.2: Informational website on public services

General description

Creation and maintenance of a specific web portal aimed at new residents (although it may also serve the general public) with clear, updated and accessible information on municipal public services: education, health, transportation, culture, sports, administrative procedures, etc. The website will serve as a welcome and guidance tool and will be integrated into the digitalisation strategy of the City Council.

IMPLEMENTATION STEPS

Internal audit to identify all available public services and associated responsible departments.

Design of the website architecture and navigation structure (by thematic areas).

Contracting or technical development of the website (responsive design and AA accessibility or higher).

Drafting and validation of accessible content in clear language.

Integration with other digital services of the City Council (electronic office, cultural agenda, etc.).

Launch and dissemination of the website, especially among new residents.

Continuous maintenance and regular updating of content.

IMPLEMENTATION SCHEDULE

Q1-Q2 2027: Audit, website architecture and content drafting
Q2-Q4 2027: Technical development, usability testing, launch and dissemination **Desde**
From Q4 2027: Maintenance and regular updating

RESPONSIBILITIES

Main responsible: Plasencia City Council – IT Department

ESTIMATED COSTS

Technical consulting: design + development: €10.000

Drafting and validation of content: €2.000

Hosting and maintenance (annual): €1.000

Total estimated: €13.000

FUENTES DE FINANCIACIÓN

1 Own funds – City Council

2 Europa Digital

3 PRTR

4 Public Administrations Digitalisation Plan

MONITORING INDICATORS

Number of monthly visits to the website:	Meta \geq 1.000 during first 3 months
% of municipal services reflected on the website:	Meta \geq 95%
% of satisfied users (online survey):	Meta \geq 80%
Content update frequency:	\geq once per month

RISK ASSESSMENT AND MITIGATION

RISK	MITIGATION
Low participation from municipal departments	Appoint a content manager per area and coordinate through IT Department
Technical difficulty or delays in development	Hire a provider with experience in public administrations
Low visibility or usage	Integrate in communication campaigns, include QR in Welcome Kit, promotion through social media and local press

AREA OF INTERVENTION 1: PUBLIC SERVICES

Action 1.3: Digitalisation of municipal services

General description

Modernisation of the administrative processes of the Plasencia City Council, completing the integral digitalisation of local public services. The aim is to facilitate citizens' procedures, improve internal efficiency and strengthen the perception of Plasencia as a modern, efficient city, attractive to new residents and digital entrepreneurs.

IMPLEMENTATION STEPS

Diagnosis of processes susceptible to digitalisation and analysis of priorities.

Development of a municipal roadmap for the progressive digitalisation of services.

Training of municipal staff in digital tools and procedures.

Acquisition or development of accessible and secure digital processing platforms.

Information campaign for citizens about new digital services.

Launch and dissemination of the website, especially among new residents.

Evaluation and adjustment of the implemented services.

IMPLEMENTATION SCHEDULE

Q1-Q2 2026: Diagnosis and planning
Q3-Q4 2026: Progressive implementation of digitalised services
From Q4 2026: Evaluation, maintenance and continuous improvement

RESPONSIBILITIES

Main responsible: Plasencia City Council – IT Department

Key collaborators:

- 1 European Projects Office
- 2 General Secretariat and municipal departments
- 3 External technological providers

ESTIMATED COSTS

Diagnosis and strategic consultancy: €6.000
Development and implementation of platforms: €35.000
Staff training: €5.000 €
Information campaign: €2.000 €

Total estimated: €48.000,00

FUENTES DE FINANCIACIÓN

- 1 Own funds – City Council
- 2 Europa Digital
- 3 PRTR
- 4 Public Administrations Digitalisation Plan

MONITORING INDICATORS

Number of online procedures available:	Meta ≥ 30 hroughout 2026
% of citizens using new digital channels:	Meta ≥ 50%
Average reduction in processing time:	Meta ≥ 30%
Number of municipal employees trained:	Meta ≥ 80% of total

RISK ASSESSMENT AND MITIGATION

RISK	MITIGATION
Internal resistance to change	Training and progressive involvement of teams
Technical difficulties in integration	Detailed prior diagnosis and choice of modular solutions
Low usage by citizens	Information campaigns and complementary face-to-face support

AREA OF INTERVENTION 1: PUBLIC SERVICES

Action 1.4: Increase public service resources for citizen attention

General description

Modernisation of the administrative processes of Plasencia City Council, completing the process of full digitalisation of local public services. **The aim is to make citizens' procedures easier, improve internal efficiency and strengthen the perception** of Plasencia as a modern, efficient city that is attractive for new residents and digital entrepreneurs. Increase the supply of affordable housing for sale or rent in Plasencia.

STEPS FOR IMPLEMENTATION

Analysis of workloads and critical points in face-to-face, online and telephone service.

Increase of staff at citizen service counters (with a special focus on basic procedures).

Ongoing training of staff in empathetic service and problem solving.

Extension of opening hours or service channels (telephone, prior appointment, municipal WhatsApp, etc.).

Improvement and simplification of internal procedures to speed up responses to citizens.

Inclusion of satisfaction surveys as a mechanism for continuous improvement.

IMPLEMENTATION SCHEDULE

Q3-Q4 2026: Needs assessment and design of the improvement plan.
Q1-Q3 2027: Staff reinforcement, training and start of implementation.
Q4 2027: Evaluation of results, adjustments and full implementation.

RESPONSIBILITIES

Main responsible: Plasencia City Council (Councillor's Offices for Human Resources and for Relations with Citizens)

Key collaborators:

1 General Secretariat of the City Council

2 IT Department

3 Municipal technicians and staff

4 Neighbourhood associations

ESTIMATED COSTS

Hiring of additional staff (2 positions): €80.000/year

Specialised training in citizen service: €3.000

Acquisition of technological tools: €5.000

Total estimated for two years: €176.000,00

FUNDING SOURCES

- 1 Own funds – City Council

- 2 Europa Digital

- 3 PRTR

- 4 Public Administrations Digitalisation Plan

MONITORING INDICATORS

Average waiting time in face-to-face service:

Meta < 10 minutes

Number of procedures resolved at first attention:

Meta ≥ 75%

Number of active citizen service channels:

Meta ≥ 4

Level of citizen satisfaction (surveys):

Meta ≥ 80%

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Difficulty in hiring qualified staff

Proper planning of selection processes or hiring of interim staff

Internal resistance to change

Training, internal communication and joint monitoring

Saturation of digital channels

Multichannel balance and periodic review of response times



AREA OF INTERVENTION 2: COMMUNICATION

Action 2.1: Promotion of the video “100% from Plasencia”

General description

Promotion on social media of the video “100% de Plasencia” to improve the image of the city as a place of residence, also integrating it into the challenges of the Welcome Kit. It will serve as a guide for new residents and as promotional material to attract visitors and new inhabitants.

STEPS FOR IMPLEMENTATION

Online dissemination of the video (social media, municipal website, campaigns)



IMPLEMENTATION SCHEDULE

Q1 2026: Dissemination campaigns on social media

Q2 2026: Integration in the Welcome Kit delivery event.

RESPONSABLES

Main responsible: Plasencia City Council

Key collaborators:

- 1 Companies specialised in digital marketing
- 2 European Projects Office and Communication Department
- 3 Local media for dissemination

ESTIMATED COSTS

Dissemination on social media, website and events: €5.000

Total estimated: €5.000,00

FUNDING SOURCES

- 1 Plasencia Tourist Sustainability Plan

- 2 Own funds

- 3 URBACT – Residents of the Future

- 4 Smart Tourist Destination

MONITORING INDICATORS

Number of views of the video (online):	Meta ≥ 2.000 before Q3 2026
Number of shares/redistribution on social media:	Meta ≥ 100
Level of recognition of the video among new residents:	Meta ≥ 60%

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Disconnect between the content of the video and local values	With citizen participation in the script design
Excessive production costs	Collaborating with local production companies or with young creators
Lack of effective dissemination	Communication strategy and multiple channels

AREA OF INTERVENTION 2: COMMUNICATION

Action 2.2: Consolidation of the new city image

General description

Consolidation and dissemination of the new corporate image for the city of Plasencia aimed at positioning it as an attractive place to live, work and develop personal and professional projects. The new image will seek to convey modernity, quality of life, a healthy environment, closeness and opportunities, differentiating it from the institutional identity of the City Council. This action will be the axis of future communication campaigns, among them the installation of a large logo in the public space, in a prominent place in the city, which invites visitors to take photographs.

STEPS FOR IMPLEMENTATION

Drafting of a corporate identity manual for its coherent use in all media.

Mini training course on the use of the new image in communications and advertising materials produced by the City Council.

Making the logo available to citizens, for its use in the advertising of private initiatives or in the production of merchandising.

Installation of a large logo in the public space.

IMPLEMENTATION SCHEDULE

Q3-Q4 2026: Drafting of the corporate identity manual
Q1 2027: Training and making it available to citizens
Q2 2027: Installation of a large logo in the public space

RESPONSIBILITIES

Main responsible: City Council of Plasencia (Communication Department)
Key collaborators:

- 1 European Projects Office
- 2 External creative agency or design studio
- 3 Representatives of citizen, business and cultural associations
- 4 Local media for dissemination tasks

ESTIMATED COSTS

Drafting of the corporate identity manual: €1.500
Mini training courses: €600
Construction and installation of a large logo: €17.500

Estimated total: €19.600

FUNDING SOURCES

1 Plasencia Tourist Sustainability Plan

2 Own funds

3 URBACT – Residents of the Future

4 Smart Tourist Destination

MONITORING INDICATORS

% of municipal communication elements adapted to the new image:

Meta \geq 70% throughout 2026

Number of campaigns that use the new image:

Meta \geq 3 throughout 2026

Degree of recognition of the image in citizen surveys:

Meta \geq 60%

Dissemination on the internet of photographs with the logo:

Meta \geq 200 people

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Citizen rejection of the new image

Incorporate participatory processes from the beginning

Incoherent use of the image on different media

Create identity manual and internal training sessions

Lack of continuity in implementation

Include mandatory use clause in future municipal campaigns

AREA OF INTERVENTION 2: COMMUNICATION

Action 2.3: Campaign for population retention

General description

Communication campaign mainly aimed at young people (students, recent graduates, young professionals) with the objective of raising awareness about the advantages of Plasencia as a place to develop a complete life project: employment, housing, leisure, natural environment, digital connectivity, etc. The aim is to counteract the narrative that “you have to leave in order to prosper”, strengthening roots and the feeling of belonging.

STEPS FOR IMPLEMENTATION

Preliminary research (surveys, focus groups) to identify perceptions, barriers and values of young people.

Design of a positive, realistic and aspirational narrative of life in Plasencia.

Creation of graphic and audiovisual materials adapted to young audiences (short videos, testimonials, reels, podcast, etc.).

Identification of young local ambassadors who already develop their professional life successfully in the city.

Dissemination on social media, educational centres, youth events, digital platforms and local media.

Possible development of a specific website or microsite with resources, examples, testimonials and local opportunities.

IMPLEMENTATION SCHEDULE

Q4 2026: Research and campaign design
Q1 2027: Production of materials
Q2 2027 – Q4 2027: Launch and execution of campaign

RESPONSIBILITIES

Main responsible: City Council of Plasencia (Department of Youth and Communication Department)

Key collaborators:

- 1 European Projects Office
- 2 Secondary Schools, University of Extremadura
- 3 Youth and cultural associations
- 4 Young local ambassadors
- 5 Media

ESTIMATED COSTS

Preliminary research and field work: €2.000
Audiovisual production and graphic design: €10.000
Multichannel dissemination campaign (networks, centres, events): €5.000

Estimated total: €17.000

FUNDING SOURCES

- 1 Plasencia Tourist Sustainability Plan
- 2 Own funds
- 3 URBACT – Residents of the Future
- 4 Smart Tourist Destination

MONITORING INDICATORS

Digital reach of the campaign:	Meta ≥ 20.000 impressions
Number of views of videos/testimonials:	Meta ≥ 5.000
Youth participation in linked events:	Meta ≥ 150 people
Perception surveys before/after:	Improvement ≥ 30% in the assessment of Plasencia

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Connection with the real values of the target audience	Preliminary research and co-production with young people
Campaign seen as institutional or artificial	Use of close language, real testimonials and dissemination in natural channels for young people
Campaign isolated without continuity	Integration in the communication strategy of the city and link with other actions (cohousing, coworking, Welcome Kit)

AREA OF INTERVENTION 2: COMMUNICATION

Action 2.4: National communication campaign “Plasencia to live”

General description

Development of a national communication campaign to position Plasencia as an attractive city to live in, work remotely, undertake business and develop a quiet and balanced life. The campaign will be particularly aimed at young professionals, families, remote workers and digital nomads who are looking for alternatives to large cities, based on the images already designed within the testing actions.

STEPS FOR IMPLEMENTATION

Definition of key messages and target audiences.

Design of a visual identity and campaign slogan (“Plasencia to live”).

Production of graphic, audiovisual and testimonial materials.

Multichannel strategy: social media, specialised media, digital platforms.

Agreements with influencers and national media.

Implementation of the campaign in phases (local test, national rollout).

Measurement of impact and adjustments based on results.

IMPLEMENTATION SCHEDULE

Q4 2027: Identity design and campaign planning
Q1-Q2 2028: Production of materials and pilot test
Q3-Q4 2028: National deployment and evaluation

RESPONSIBILITIES

Main responsible: City Council of Plasencia (Communication Department)

Key collaborators:

- 1 European Projects Office
- 2 External communication and marketing companies
- 3 Volunteer citizens (for testimonials)
- 4 Local and regional media

ESTIMATED COSTS

Graphic and audiovisual design: €15,000
Hiring of external agency: €15,000
Advertising in media and platforms: €75,000
Monitoring and evaluation: €5,000

Estimated total: €110,000.00

FUNDING SOURCES

1 Plasencia Tourist Sustainability Plan

2 Own funds

3 URBACT – Residents of the Future

4 Smart Tourist Destination

MONITORING INDICATORS

N° of impressions and views of the content:

Meta ≥ 500.000

N° of visits to the new resident attraction website:

Meta ≥ 20.000

Mentions in national media:

Meta ≥ 15

N° of new contacts/interested parties received:

Meta ≥ 200

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Low national visibility

Collaborate with recognised agencies and media and use effective digital targeting

Limited perception of Plasencia

Use real testimonials and differential elements of the local lifestyle for young people

Impact difficult to measure

Incorporate analytics tools and clear contact forms



AREA OF INTERVENTION 3: URBAN PLANNING

Action 3.1: Mini Housing Hackathon

General description

Organisation of an intensive co-creation event to bring together property owners, architects, developers, real estate agents and local administration in search of innovative solutions to increase the supply of affordable housing for sale or rent in Plasencia.

STEPS FOR IMPLEMENTATION

Define objectives and format of the event.

Identify and call key actors of the real estate and social sector.

Select physical space or digital platform for the development of the hackathon.

Design the working methodology (tables, dynamics, timing).

Hold the event and document the proposals generated.

Prepare final report and follow-up plan with applicable actions.

IMPLEMENTATION SCHEDULE

Q1 2027: Preparation, call and methodological design
Q2 2027: Execution of the event and analysis of results

RESPONSIBILITIES

Main responsible: City Council of Plasencia (Urban Planning Department)
Key collaborators:

- 1 College of Architects
- 2 Local construction companies and developers
- 3 Neighbourhood associations
- 4 Social organisations
- 5 European Projects Office (for strategic coordination)

ESTIMATED COSTS

Event logistics (materials, catering): €1.000
Fees or compensation for experts and facilitators: €2.000
Communication, dissemination and follow-up: €1.000

Estimated total: €4.000

FUNDING SOURCES

1 LIFE

2 UIA

3 Own funds

4 HORIZON EUROPE

5 PRTR

MONITORING INDICATORS

N° of participants in the event:

Meta \geq 20

N° of innovative proposals collected:

Meta \geq 5

Derived actions applied before Q2 2028:

Meta \geq 2

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Low participation of the private sector

With prior incentives and alliances

Lack of applicability of generated ideas

With a clear institutional follow-up plan

Logistical problems of the event

With early planning and local partnerships

AREA OF INTERVENTION 3: URBAN PLANNING

Action 3.2: Municipal regulation of tourist accommodation

General description

The growing proliferation of tourist accommodation, not only in Plasencia, but in all national and international tourist destinations, is negatively impacting the availability and the price of habitual housing. This action aims to develop a municipal regulation that guarantees the balance between tourist promotion and the right to access affordable and stable housing, especially in the historic centre and other stressed areas. The regulation will define location criteria, zoning limitations, licensing requirements and control measures, prioritising residential use over tourist use in critical areas.

STEPS FOR IMPLEMENTATION

Updated diagnosis of the stock of tourist accommodation and its geographical distribution.

Identification of areas of special residential pressure and development of a map of stressed areas..

Drafting of a regulatory proposal by the municipal technical services..

Participatory public consultation with citizens, neighbourhood associations, owners, real estate agencies and the tourism sector.

Approval of the regulation by the Plenary of the City Council.

Information and awareness campaign for its dissemination.

Start of inspection, monitoring and effective enforcement.

IMPLEMENTATION SCHEDULE

Q1 2027: Technical diagnosis and development of the pressure map
Q2-Q3 2027: Drafting of the regulatory proposal and participatory process
Q4 2027: Legal approval and dissemination campaign
Q4 2027 onwards: Implementation and continuous monitoring

RESPONSIBILITIES

Main responsible: City Council of Plasencia (Urban Planning Department)

Key collaborators:

- 1 Municipal Technical Office
- 2 European Projects Office
- 3 Neighbourhood associations
- 4 Representatives of the tourism and hospitality sector
- 5 Local media

ESTIMATED COSTS

Technical report and mapping of stressed areas: €3.000

Legal drafting of regulations and technical consultations: €3.000

Participatory sessions and dissemination of results: €2.000

Public communication campaign (leaflets, social media, radio spots): €2.000

Estimated total: €10.000

FUNDING SOURCES

1	LIFE	4	Own Funds
2	UIA	5	HORIZON EUROPE
3	INTERREG	6	PRTR

MONITORING INDICATORS

N° of tourist dwellings registered under the new regulation:	Meta ≥ 90% by Q4 2028
Reduction in the number of licences in stressed areas:	Meta ≥ 20% before Q1 2029
Increase in long-term residential rental supply:	Meta ≥ 10% before Q3 2029
N° of inspections carried out annually:	Meta ≥ 50

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Resistance from the tourism sector or political pressure	Open consultation, data transparency, and regulatory balance
Legal difficulties in the application or judicialization	Rigorous drafting according to case law and experiences from other cities
Insufficient staff for inspection	Collaboration with Local Police and punctual reinforcement of the urban inspection area

AREA OF INTERVENTION 3: URBAN PLANNING

Action 3.3: Intergenerational co-housing programme

General description

Creation of a pilot intergenerational co-housing programme in Plasencia that allows young people and elderly people in a situation of loneliness or in need of mutual support to live together in the same residential space. The objective is **to facilitate access to housing for the young population**, promote supportive relationships between generations, optimise existing residential resources and combat unwanted loneliness.

STEPS FOR IMPLEMENTATION

Identification of municipal or private housing or buildings that can be adapted to the co-housing model.

Development of a legal, organisational and coexistence model for the programme (rules of use, access criteria, mediation).

Coordination with social services, associations of the elderly, youth and housing.

Design and renovation of common spaces to foster community life.

Selection of the first coexistence groups and support during the start-up.

Evaluation of the social impact and scaling up of the programme if it is successful.

IMPLEMENTATION SCHEDULE

- Q1-Q2 2027:** Feasibility study and design of the organisational model
- Q3 2027 –Q2 2028:** Adaptation of the building, selection of participants
- Q3 2028:** Start of coexistence and monitoring
- Q4 2028:** Evaluation of the pilot and proposals for improvement or extension

RESPONSIBILITIES

Main responsible: City Council of Plasencia

Key collaborators:

- 1 European Projects Office
- 2 Youth, elderly, neighbourhood and business associations
- 3 Cáritas or other entities with experience in social housing
- 4 Professionals in social and housing mediation
- 5 Owners or cooperatives interested in the cession of dwellings

ESTIMATED COSTS

Preliminary study and technical-legal design: €25.000
Renovation of building and equipment: €3.000.000
Professional support and mediation during the project: €18.000

Estimated total: €3.043.000.00

FUNDING SOURCES

1 LIFE

2 UIA

3 INTERREG

4 Own Funds

5 HORIZON EUROPE

6 PRTR

7 Public-Private Collaboration

MONITORING INDICATORS

N° of beneficiaries in the pilot phase:

Meta \geq 6 (minimum 3 young people + 3 elderly people)

Level of satisfaction of the participants (surveys):

Meta \geq 80%

N° of conflicts or incidents managed satisfactorily:

Meta \geq 90%

Continuity of the programme after the pilot:

Yes/No (with viability report)

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Incompatibility of lifestyles or intergenerational conflicts

Professional mediation, appropriate selection and prior training

Lack of interest from young or elderly people

Specific campaign to attract motivated profiles, incentives for participation

Difficulty in finding suitable housing

Study of vacant properties from the municipal stock or collaboration with social or private entities



AREA OF INTERVENTION 3: URBAN PLANNING

Action 3.4: Pilot micro-neighbourhood for young people and digital nomads

General description

This pilot micro-neighbourhood is perhaps the most ambitious and innovative action proposed by our URBACT Local Group. The city, like our country and, in general, Europe, has a serious housing problem. The supply is insufficient, the condition of the housing is not always good and prices, due to scarcity, but also to the opening of tourist flats and perhaps (although to a much lesser extent than in large cities) to real estate speculation, have risen significantly in recent years, and this represents a serious problem, especially for young people, but also for new residents, among them the numerous workers who arrive in the city each year with temporary contracts in public services such as education or healthcare (doctors, nurses, teachers).

The action would consist in the design and construction of a small neighbourhood with modern, sustainable dwellings and with an affordable rental price in a green environment and which would also have a creative coworking space (object of another of the actions of this Action Plan) from which to work. The dwellings would be intended for young people, entrepreneurs, remote workers, digital nomads and creatives with the objective of, by increasing the supply, helping to mitigate rental prices while creating community and strengthening the image of Plasencia as an innovative city.

STEPS FOR IMPLEMENTATION

Selection of the location (proximity to green areas and connectivity).

Drafting of the urban and architectural preliminary design.

Study of technical and economic feasibility.

Search and negotiation with private developers for co-financing.

Management of access to European and national funds.

Drafting of the executive project and construction tender.

Construction of housing and common spaces (coworking, workshops).

Design of selection criteria and allocation of dwellings.

Dissemination campaign and attraction of target residents.

IMPLEMENTATION SCHEDULE

Q3-Q4 2026: Feasibility study, preliminary design, start of fundraising.

Q1-Q4 2027: Executive project, tendering and agreements with developers.

Q1 2028 – Q2 2029: Construction and equipment.

Q1-Q2 2030: Resident selection and start-up.

RESPONSIBILITIES

Main responsible: City Council of Plasencia (Urban Planning Department)

Key collaborators:

- 1 Local real estate developers
- 2 European Projects Office (identification of funds)
- 3 Department of Social Services and Department of Youth for the design of access criteria

ESTIMATED COSTS

Drafting of technical projects: €60.000

Construction and urban development (10–15 dwellings): €8.000.000

Equipment of common areas (coworking, workshops): €150.000

Attraction and dissemination campaign: €10.000

Estimated total: €8.220.000

FUNDING SOURCES

1 LIFE

2 UIA

3 INTERREG

4 Own Funds

5 HORIZON EUROPE

6 PRTR

7 Public-Private Collaboration

MONITORING INDICATORS

N° of dwellings built and inhabited:

Meta \geq 10

Occupancy by young people and digital professionals:

Meta \geq 75%.

Reduction in the average rental price in the surroundings:

Meta \geq 10%

N° of applications received:

\geq 50

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Lack of interest from the private sector

Tax incentives, cession of public land.

Delays in urban planning procedures

Early planning and external technical support.

Low final demand

Specific communication and aid for relocation.



AREA OF INTERVENTION 4: DIGITAL TRANSFORMATION

Action 4.1: Presence at sectoral events

General description

Participation of the City Council of Plasencia in events, fairs and congresses related to remote work, digital innovation, life in rural environments, entrepreneurship and the creative industries. The objective is to position Plasencia as an attractive destination for teleworkers, startups and mobile professionals, highlighting its quality of life, natural environment, digital connectivity and reduced cost of living.

STEPS FOR IMPLEMENTATION

Identification and selection of key events at national and international level (technology fairs, entrepreneurship forums, digital nomad meetings, etc.)

Preparation of adapted promotional materials (leaflets, presentations, merchandising, video “100% from Plasencia”, etc.)

Design of a representative “stand” or exhibition space showcasing Plasencia as a friendly city for remote work

Logistics coordination and travel of the technical team

Interaction and networking with key actors at the events

Post-event follow-up: collection of contacts, analysis of results, sending additional information

EXECUTION SCHEDULE

Q1 2027: Identification of events and design of promotional material

Q2-Q3 2027: Participation in at least 2 events (1 per quarter)

Q4 2027: Impact assessment and strategy redesign for future editions

RESPONSIBILITIES

Lead partner: City Council of Plasencia

Key collaborators:

1 Tourism Office and Communication Department

2 Local technology and creative companies

3 Coworking spaces and innovation hubs

4 Municipal officers for strategic support

ESTIMATED COSTS

Cost of attending trade fairs (travel, accommodation, registration): €25.000

Design of promotional stand: €15.000

Design and production of promotional materials: €6.000

Merchandising and digital presence: €3.000

Estimated total: €49.000.00

FUNDING SOURCES

1	INTERREG	4	Own funds
2	Europa Digital	5	PRTR
3	Conecta Europa	6	Regional government grants

MONITORING INDICATORS

N° of sectoral events attended:	Meta ≥ 2 before Q4 2027
N° of qualified professional contacts collected:	Meta ≥ 100
N° of enquiries received after each event about residence in Plasencia:	Meta ≥ 25/event
N° of visits to the specific web portal for digital nomads:	Meta ≥ 2.000 visits before Q3 2026 after each event

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Participation in events poorly aligned with the target audience	Prior analysis of the profile of the event and attendees
Low visibility of the stand or unattractive message	Professional design of material and use of real resident testimonials
Lack of continuity or follow-up after events	CRM system to collect contacts and automate post-event communications

AREA OF ACTION 4: DIGITAL TRANSFORMATION

Action 4.2: Establishment of a grant scheme and/or tax exemptions

General description

Implementation of an economic incentive programme, through direct municipal grants or tax exemptions, aimed at companies in the field of the creative industries (audiovisual, design, software, culture, advertising, etc.) that decide to set up in Plasencia or expand their activity from the city.

This programme seeks to position Plasencia as a competitive and welcoming environment for creative talent, in line with the city's digital and economic transformation strategy.

IMPLEMENTATION STEPS

Diagnosis of the current creative fabric and benchmarking of similar models in other cities.

Definition of eligibility criteria (type of company, sector, commitment to the territory).

Design of the regulatory bases for the grant/exemption programme.

Administrative procedure for the amendment of local tax by-laws, if applicable.

Opening of a public call and dissemination through regional and national creative networks.

Technical assistance for interested companies.

Award decision and allocation.

Monitoring and justification of results.

IMPLEMENTATION SCHEDULE

Q3-Q4 2027: Diagnosis and programme design
Q1-Q3 2028: Administrative approval and legal processing
Q4 2028: Launch and promotion of the call
Q1-Q2 2029: Award, implementation and monitoring of results

RESPONSIBILITIES

Lead partner: City Council of Plasencia (Department of Economy and Finance)
Key collaborators:

- 1** European Projects Office and municipal technicians (technical coordination and promotion)
- 2** Business associations and creative clusters
- 3** University of Extremadura (dissemination and advisory support)

ESTIMATED COSTS

Technical design and promotion: €6.000
Initial amount for the aid scheme: €100.000
Administrative and monitoring costs: €4.000

Estimated total: €110.000

FUNDING SOURCES

1	INTERREG	4	Own funds
2	Europa Digital	5	PRTR
3	Conecta Europa	6	Regional government grants

MONITORING INDICATORS

Output indicators:	
Nº of applicant companies:	meta ≥ 10
Nº of beneficiary companies:	meta ≥ 5
Nº of creative activities generated in the city:	meta ≥ 15 throughout 2029
Outcome indicators:	
Increase in employment in creative sectors:	+10%
Beneficiary satisfaction level (survey):	≥ 80% satisfechos
Definitive establishment of new companies after one year:	≥ 60%

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Low participation of companies	Intensive dissemination campaign, collaboration with business associations and the regional incubator network.
Administrative delays	Early coordination with municipal legal and technical services.
Administrative delays Perception of unequal treatment or lack of transparency	Clear selection criteria, mixed jury with external stakeholders, and publication of scoring grids and minutes.

AREA OF ACTION 4: DIGITAL TRANSFORMATION

Action 4.3: Creative Co-Working Space

General description

Creation of a physical shared workspace for freelance professionals, digital entrepreneurs, and local or newly arrived creatives. This coworking space will be equipped with work areas, meeting rooms, artistic workshop spaces and shared services that foster collaborative work and innovation. It is a key element for consolidating an ecosystem that attracts and retains talent in emerging sectors.

PASOS PARA LA IMPLEMENTACIÓN

Selection of a suitable municipal building or space to be refurbished.

Architectural design and interior layout of the coworking space.

Technological equipment and furnishing of the space.

Technological equipment and furnishing of the space.

Design of the activity programme (training, networking, exhibitions).

Creación de una marca y estrategia de comunicación del espacio.

Official launch and management system (bookings, fees, services).

Establishment of an advisory committee with local actors from the creative ecosystem.

IMPLEMENTATION SCHEDULE

Q3 2027 – Q4 2028: Design and refurbishment of the space.

Q1-Q2 2029: Equipment, promotion and preparation for opening.

Q3-Q4 2029: Official launch and start-up.

RESPONSIBILITIES

Lead partner: City Council of Plasencia.

Key collaborators:

1 Local technology and creative companies.

2 Youth and self-employed associations.

3 UEx – University of Extremadura.

4 European Projects Office.

ESTIMATED COSTS:

Refurbishment of the space: €4.500,000.

Technological equipment and furniture: €600.000.

Branding, communication and launch: €20.000.

Staff (annual): €100.000.

Animation / activation activities (annual): €30.000.

Estimated total: €5.250.000.00.

FUNDING SOURCES

1 INTERREG

2 Europa Digital

3 Conecta Europa

4 Own funds

5 PRTR

6 Regional government grants

MONITORING INDICATORS

Nº of registered users throughout 2030:

Nº of activities organised:

Monthly occupancy rate of the space:

User satisfaction (surveys):

Meta ≥ 50

Meta ≥ 20

Meta ≥ 70%

Meta ≥ 80% satisfaction

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Low initial demand

Intensive promotion and flexible introductory fees.

Medium-term financial sustainability

Develop a mixed model combining subsidies and user fees.

Low participation from the creative sector

Involve these stakeholders from the design and management phase of the space.



AREA OF ACTION 5: ENVIRONMENT

Action 5.1: Campaign to promote local food and the city's traditional market

General description

Launch of a campaign to promote the consumption of local food, focused on the historical, economic, environmental and social value of Plasencia's traditional weekly market (active since the foundation of the city at the end of the 11th century). The campaign seeks to raise awareness among citizens, especially younger generations and new residents, about the importance of consuming local products, supporting nearby farmers and revitalising direct-sale spaces as a driver of urban sustainability.

IMPLEMENTATION STEPS

Research and collection of data and stories about the traditional market and local producers.

Design of the campaign's visual identity and key messages (slogan, visual style, narratives).

Production of graphic and audiovisual materials (posters, short videos, testimonials).

Organisation of themed events (cooking workshops, guided tours of the market, tastings, show-cooking).

Creation of signage and infographics about seasonal products and their local origin

Dissemination of the campaign through social media, local media, the municipal website and educational centres.

Assessment of participation and impact through surveys and digital metrics.

IMPLEMENTATION SCHEDULE

Q1 2027: Preparatory phase (documentation, campaign design, contact with producers).

Q2 2027: Campaign launch and first public events.

Q3 2027: Ongoing activities, digital reinforcement and actions in schools/ secondary schools.

Q4 2027: Evaluation of results and redesign for annual continuity.

RESPONSIBILITIES

Lead partner: City Council of Plasencia (Departments of Environment and Commerce).

Key collaborators:

- 1 Street vendors taking part in the market.
- 2 Local producers and agricultural cooperatives.
- 3 Regional hospitality and catering schools.
- 4 Educational centres for pedagogical activities.
- 5 Local media (radio, press, blogs).

ESTIMATED COSTS

Graphic design and audiovisual production: €2.000.

Printed materials and signage in the market: €2.000.

Organisation of events (workshops, show-cookings): €3.000.

Dissemination and social media management: €2.000.

Coordination and evaluation: €1.000.

Estimated total: €10.000.

SOURCES OF FUNDING

- | | |
|--------------------|---------------------------------------|
| 1 LIFE | 4 Regional government grants |
| 2 URBACT | 5 Public-private collaboration |
| 3 Own funds | |

MONITORING INDICATORS

N° of attendees at organised events:	Meta ≥ 300 people
Engagement on social media (online campaign):	Meta ≥ 2.000 views / ≥ 300 interactions
Increase in visits to the market (estimated through surveys or indirect data):	Meta ≥ +10%
Participation of local producers in activities:	Meta ≥ 20

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Low level of citizen participation	Attractive, intergenerational activities such as tastings, challenges or prizes.
Limited visibility of the traditional market among new residents	Including this campaign in the Welcome Kit and in the “100% Plasencia” video.
Logistical difficulties for events	Advance planning and collaboration with local organisations for set-up and animation.
Budget constraints	Seeking sponsorships and optimising reusable resources (digital materials, voluntary collaborations).



ACTION AREA 5: ENVIRONMENT.

Action 5.2: Comprehensive Plan for the Improvement of Green Areas

General description

One of the concerns of the members of the Urbact Local Group when reflecting on the situation of the city was the condition of its green areas. **Plasencia has numerous parks and streets, squares and avenues lined with trees**, but in recent years, for various reasons, some specimens have had to be removed and then not replaced and, while there are well-maintained and well-used parks, true hearts of city life, such as **Isla Park or Coronación Park**, there are others, mainly Los Pinos Park, that are hardly used, even though, due to their size and characteristics, they could be an excellent place for leisure and interaction among residents. For this reason, one of the actions proposed by the local group is the design and **implementation of a strategic plan to revitalize Plasencia's urban green areas**, increase the number of trees, improve the accessibility of the parks, promote their use by citizens and strengthen their role as key elements in the strategy for a green, attractive and healthy city. The aim is to **improve quality of life, support sustainability and attract new residents** by offering them a well-cared-for natural environment integrated into the city itself.

IMPLEMENTATION STEPS

Diagnosis of the current state of parks and green areas (especially Los Pinos Park).

Drafting of the Comprehensive Improvement Plan: actions, objectives, timetable.

Definition of "green corridors" and priority spaces.

Preparation of a tree-planting programme (citizen campaigns).

Plan for the replacement of street trees.

Execution of works for adaptation, maintenance and installation of street furniture.

Programming of social, cultural and educational activities in green spaces.

Assessment of environmental impact and citizen perception.

IMPLEMENTATION SCHEDULE

Q4 2026: Diagnosis and design of the comprehensive plan.

Q1-Q2 2027: Planting campaigns and initial adaptation in Los Pinos Park.

Q3 2027 - Q4 2028: Progressive implementation of the plan in other areas and corridors

RESPONSIBILITIES

Responsible principal: Ayuntamiento de Plasencia (Concejalía de Medio Ambiente)

Colaboradores clave:

1 Neighbourhood and environmental associations.

2 Educational centres (for activities and campaigns).

3 Municipal technicians.

4 Local Group for European funds (EUI, ERDF, Interreg, etc.).

5 Parks and gardens service

ESTIMATED COSTS:

Redacción del plan integral: 25.000 €

Campañas de plantación (árboles, material, personal): 30.000 €

Obras de mejora de zonas verdes (ej. Parque de los Pinos): 500.000 €

Mobiliario urbano y señalética: 50.000 €

Actividades educativas y comunitarias: 25.000 €

Total estimado: 630.000.00 €

SOURCES OF FUNDING

- | | |
|---------------------------|--|
| <p>1 LIFE</p> | <p>4 Regional government grants</p> |
| <p>2 URBACT</p> | <p>5 Public-private collaboration</p> |
| <p>3 Own funds</p> | |

MONITORING INDICATORS

Improved green area surface:	Meta ≥ 25.000 m ²
N° of trees planted or replaced:	Meta ≥ 800
Citizen participation in campaigns:	Meta ≥ 500 people
Level of citizen satisfaction (surveys):	Meta ≥ 75% positive

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Low citizen involvement.	Encourage participation with school campaigns and family events.
Subsequent maintenance difficulties.	Plan maintenance from the outset and coordinate with the municipal service.
Delays due to weather or logistical conditions.	Implement in phases with flexible schedules



ACTION AREA 6: GENDER EQUALITY

Action 6.1: Municipal Gender Equality Plan

General description

Complete the development and implementation of a Gender Equality Plan aimed at the staff of the City Council of Plasencia, with progressive extension to citizen campaigns. **This plan will address equity in working conditions, training in gender perspective** and will be linked to the next action, aimed at raising awareness among the young population, **especially in educational centres.**

STEPS FOR IMPLEMENTATION

Diagnosis of the gender situation in the City Council (remuneration, access to positions, work-life balance).

Drafting of the Municipal Gender Equality Plan (objectives, measures, timetable).

Creation of an Equality Committee to oversee implementation.

Mandatory equality training for municipal employees.

Design and implementation of awareness campaigns for young people (primary and secondary schools).

Annual monitoring with indicators and review of the plan every two years.

IMPLEMENTATION SCHEDULE

Q1-Q2 2026: Diagnosis of the internal situation and drafting of the plan.
Q3-Q4 2026: Internal training and establishment of the committee.
Q4 2026 onward: Campaigns in educational centres and follow-up.

RESPONSABILITES

Main responsible body: City Council of Plasencia (Department of Environment).
Key partners:

- 1 Human Resources Department.
- 2 Local educational centres.
- 3 Feminist and social associations in the municipality.
- 4 Women's Institute of Extremadura (IMEX).

ESTIMATED COSTS

Diagnosis and drafting of the plan: €8.000
Training for municipal staff: €10.000
Campaigns in educational centres: €6.000
Monitoring and evaluation: €4.000

Estimated total: €28.000

SOURCES OF FUNDING

1 Own fund

3 LIFE

2 EUROPA CREATIVA

4 Regional government grants

MONITORING INDICATORS

Nº of municipal employees trained in equality:	Meta ≥ 200
Nº of participating educational centres:	Meta ≥ 5
Reduction of internal gaps (comparative diagnosis):	Meta ≥ 15%.
Perceived usefulness of the plan by workers:	Meta ≥ 80% positive

RISK ASSESSMENT AND MITIGATION

RISKS	MITIGATION
Low staff engagement.	Prior awareness-raising and visible political support from the Mayor's Office.
Campaigns perceived as irrelevant by young people.	Participatory design with students and teachers.
Lack of continuity of the plan.	Institutionalise it through a full council agreement and an annual budget allocation.

ÁREA DE ACTUACIÓN 6: IGUALDAD DE GÉNERO

Acción 6.2: Gender equality awareness campaign for young people

General description

Development of an educational and awareness campaign on gender equality aimed at teenagers and young people in educational centres in Plasencia. The objective is to foster egalitarian attitudes, prevent gender-based violence and promote respectful relationships from an early age through participatory dynamics, workshops and tailored materials.

STEPS FOR IMPLEMENTATION

Pedagogical design of the campaign in collaboration with professionals in gender education.

Creation of teaching materials (videos, posters, activity guides).

Prior training for those responsible for the sessions.

Selection of participating educational centres (secondary schools, schools).

Delivery of classroom sessions, including participatory and reflective activities.

Launch of a social media campaign aimed at young people, with reliable content.

Participatory evaluation of the campaign through surveys and forums in the centres.

IMPLEMENTATION SCHEDULE

- Q1 2027:** Design of content and planning with educational centres.
- Q2 2027:** Training of trainers and creation of materials.
- Q3 2027:** Implementation of the campaign in educational centres.
- Q4 2027:** Impact evaluation and redesign for future editions

RESPONSABILITIES

Main responsible body: City Council of Plasencia (Department of Equality).
Key partners:

- 1** Educational centres in the city (primary and secondary education).
- 2** Local associations specialising in gender equality.
- 3** University of Extremadura (University Centre of Plasencia).
- 4** European Funds Office.

ESTIMATED COSTS

Design and production of materials: €2.500
Training of educational staff and facilitators: €1.500
Fees for external professionals (trainers): €4.000
Online and social media dissemination: €1.000
Evaluation and redesign: €1.000

Estimated total: €10.000

SOURCES OF FUNDING

1

Own funds

3

Erasmus +

2

EUROPA CREATIVA

4

Regional government grants

MONITORING INDICATORS

Nº of participating educational centres:

Meta ≥ 5

Nº of young people reached directly:

Meta ≥ 300

Level of satisfaction/perceived positive impact:

Meta ≥ 75%

Social media interaction (online campaign):

Meta ≥ 1.000 views and ≥ 200 interactions

RISK ASSESSMENT AND MITIGATION

RISKS

MITIGATION

Resistance from some schools or families.

Through preliminary meetings and culturally sensitive adaptation of the content.

Lack of interest from young people.

By designing participatory, gamified activities with attractive visual language.

Lack of coordination between institutions

By establishing an inter-institutional working group with a defined schedule and clear contact points.



SECTION 4

IMPLEMENTATION FRAMEWORK

GOVERNANCE AND MANAGEMENT OF THE PLAN

The implementation of the **Integrated Action Plan for Plasencia** is based on a collaborative governance model, open and with various actors, in which the City Council assumes the leadership but with active participation of the URBACT Local Group (ULG) and other key stakeholders in the territory.

The proposed operational structure is as follows:

Management Committee. Chaired by the Mayor, it includes those responsible for Urban Planning, Economic Development, Housing, Social Services, Environment and Culture. It meets twice a year to validate progress and strategic adjustments.

Technical Coordination Unit. Municipal staff dedicated to the daily management of the implementation, monitoring, funding applications and interdepartmental coordination.

URBACT Local Group. Expanded to include representatives of neighbourhood associations, business networks, youth organisations and environmental groups. It meets quarterly with thematic working groups on housing, economy, youth and environment.

Stakeholders Forums. Open public sessions to share progress and collect contributions, organised twice a year.

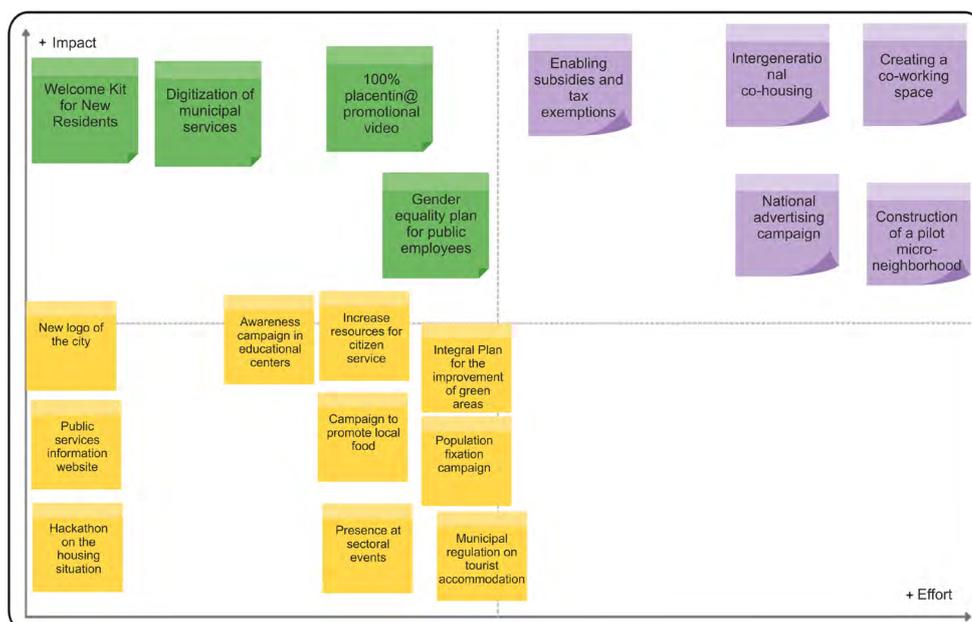
The monitoring of the Action Plan will be carried out through an interdepartmental monitoring mechanism in order to establish a permanent coordination structure that oversees the fulfilment of the objectives, establishes the deadlines for the implementation of the actions and verifies the implementation of the operational structure. It will meet once a year and will be made up of:

- | | |
|--|--|
| <ul style="list-style-type: none"> Mayor of Plasencia Councillor for European Funds Councillor for Urban Planning Councillor for Culture Councillor for Youth Municipal Secretary Municipal Auditor | <ul style="list-style-type: none"> Head of Procurement Municipal Architect European Funds Coordinator Culture Technician Youth Technician Independent external advisers (if necessary) |
|--|--|

TIMING: IMPACT AND EFFORT ANALYSIS

Using the impact-effort matrix tool with the aim of scheduling the implementation of the actions of the Integrated Action Plan, the results are as follows:

IMPACT AND EFFORT MATRIX



SECTION 4

1. Short-term priority. Quick wins

Actions with high impact and low effort, easy to implement and that generate visible results quickly, and which, in the case of the Integrated Action Plan of Plasencia, are the following:

Public services

- **Welcome Kit** for new residents, since it represents an immediate improvement in citizen reception and reinforces the image of Plasencia as a friendly city. (Action 1)
- **Digitalisation** of municipal services, since it is, in reality, a matter of completing a process that is already underway, and it also reinforces the image of the city. (Action 3)

Comunicación

- **Dissemination of the promotional video** about the Placentian way of life. (Action 5)

Gender Equality

- **Gender Equality Plan** for municipal workers, for the same reason, since it is a process that is already underway, in a field transversal to any integrated action plan, and which also improves the image of Plasencia. (Action 18)

These three actions would be implemented during the first year of execution of the plan in order to generate trust and show quick progress of the project.

2. Medium-term priority. Intermediate actions

Actions with relevant impact and moderate effort, ideal to consolidate advances, which, in our case, organised by areas, would be the following:

Public services

- **Informative website** of public services. (Action 2)
- **Increase the resources** for citizen service. (Action 4)

Communication

- **Consolidation** of the new image of the city. (Action 6)
- **Campaign** for population retention. (Action 7)

Urban planning

- **Hackathon** of solutions for housing. (Action 9)
- **Municipal regulation** of tourist accommodation. (Action 10)

Digital transformation

- **Presence** in sectoral events. (Action 13)

Environment

- **Campaign** to promote local food. (Action 16)
- **Comprehensive Plan** for the Improvement of Green Areas. (Action 17)

Gender equality

- **Awareness campaign** in educational centres. (Action 19)

These actions will be executed in a staggered manner during the second year of the implementation of the Plan (12–24 months), incorporating quick wins (such as communication or environmental campaigns) that give them visibility and increase their impact.

3. Long-term priority. Strategic projects

Actions with high impact but high effort, which require planning, resource acquisition and sustained investment:

Communication

- National advertising campaign. (Action 8)

Digital transformation

- Creation of a coworking space. (Action 15)
- Establishment of a line of grants and/or tax exemptions. (Action 14)

Urban planning

- Intergenerational co-housing programme. (Action 11)
- Construction of a pilot micro-neighbourhood with affordable housing. (Action 12)

These actions will be addressed as strategic city projects, with the objective of implementing them between the third and fifth year of the execution of the plan, seeking external funding (European, national and regional funds, public-private consortia, etc.) and generating institutional alliances. In this case too, quick wins that provide visibility and increase impact will be incorporated.

COMMUNICATION AND PARTICIPATION PLAN

The objectives of the communication and citizen participation plan of the Integrated Action Plan for Plasencia within the “Residents of the Future” project would be the following:

- **Inform** interested parties about progress in its implementation and about the opportunities it opens for citizens.
- **Promote** active citizen participation.
- **Promote** the image of Plasencia as a city to live in at national and international level.

SECTION 4

Its target audience would be the citizens themselves, with special attention to young people, as well as entrepreneurs, investors, tourists and potential residents of the city, and the following channels would be used:

- **Digital:** City website, social media profiles, interactive panels, webinars.
- **Traditional media:** radio, press, television.
- **In-person:** Workshops, open days, cultural and sports events.
- **Storytelling:** Personal stories of people who choose Plasencia as their home.

The Integrated Action Plan incorporates a total of four communication and dissemination actions of the city's image, showing the importance these actions have for us to raise awareness of the advantages of Plasencia as a place to live, but, in addition, the execution of the short-, medium- and long-term actions will be complemented with communication campaigns that give visibility to the different measures, maintain citizen support for the project and improve its impact.

These communication campaigns will include:

1.- Press conferences called by the City Council, as this is a cheap procedure that achieves a great impact, due to the good response from the media.

2.- Dissemination on social media. Mainly on Instagram, LinkedIn and Facebook, through the profile of the City Council of Plasencia and that of Residents of the Future. For greater effectiveness, the services of a company expert in community management will be hired.

3.- Advertising campaigns. In the actions that entail greater effort, to give them more visibility and maximise their impact, making the investment profitable, advertising campaigns will be commissioned through external services.

4.- Posters. In cases where it is considered appropriate for the dissemination of the actions, the communication campaigns may be completed with the design, printing and distribution of information posters.

In addition, the following mechanisms for citizen participation will be implemented: online surveys, idea contests, participatory budgets for micro-projects, apart from the URBACT Local Group itself, which will be maintained for the monitoring and development of the project.

MONITORING AND EVALUATION SYSTEM

The monitoring of the plan will be continuous, based on indicators defined in each specific action (see Section 3), and complemented with:

- **Semi-annual progress reports** prepared by the European Projects Office.
- **Mid-term evaluation** in the first semester of 2028, with external participation.
- **Perception surveys** directed at citizens, new residents, companies and local actors.
- **Citizen oversight panel** with rotating representation of the population and key entities.

MAIN RISKS AND MITIGATION STRATEGIES

The success of the plan will depend largely on the capacity to anticipate and manage risks. The following have been identified as the most relevant:

IDENTIFIED RISK	PROPOSED MITIGATION
Low involvement of some sectors or local actors	Involvement from the design stage and reinforcement of internal and external communication
Shortage of funding or delays in the arrival of European funds	Design of mixed funding alternatives and pre-financing with own funds
Saturation of the municipal administration at key moments	Temporary reinforcement of teams and external support for administrative management
Citizen perception of lack of impact or visibility	Periodic information campaigns and public visibility of the plan's achievements
Changes in the political or economic context at national or regional level	Strategic flexibility, prioritisation of key actions and institutional agreements

FUNDING AND SUSTAINABILITY

The plan foresees diversified funding that combines:

- **European structural and innovation funds** (ERDF, EUI, Interreg, Next Generation EU).
- **Annual municipal budget, with specific items for strategic actions.**
- **Private contributions**, especially in housing, coworking and promotional campaigns projects.
- **Regional and national** subsidies related to digitalisation, youth, housing and sustainability.

In addition, partial self-financing of certain projects will be promoted through fees (coworkings, events), sponsorships or public-private collaboration models.

The sustainability of the plan will be ensured through the continuous training of the staff involved in its development, in order to maintain its initial spirit and the knowledge necessary for its implementation, the consolidation of collaborative networks and the institutionalisation of the good practices that derive from its implementation.

The consolidated financial framework of the Integrated Action Plan amounts to 17,766,100.00 euros, distributed as follows:

Municipal funds:	€3.553,220 (20%)
Regional government:	€2.664.915 (15%)
National programmes:	€2.664.915 (15%)
EU funds:	€7.994.745 (45%)
Private sector contributions:	€888.305 (5%)

Finally, the resource mobilisation strategy will include the following mechanisms:

- **Adapting funding applications to the annual EU and national calls.**
- **Promoting public-private collaborations.**
- **Promoting sponsorships for cultural and sports initiatives.**
- **Exploring innovative financing (impact bonds, cooperative investment, etc.).**

Plasencia

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