



# Plan Estratégico de **Zaragoza** y su **entorno**

English version

**EBRÓPOLIS**



June of 2006

# Strategic Plan for Zaragoza and its Surroundings

*New Strategic Vision*

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## INTRODUCTION

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Revising and updating the Strategic Plan for Zaragoza and its surroundings has coincided with one of the most important periods of development the Aragonese capital has ever known throughout the two thousand years of its history: under the auspices of an International Exhibition, Expo 2008, which will involve all sorts of noticeable changes, including infrastructure, along with territorial, socio-economic, and functional transformations.

One of the most obvious changes, due to social dynamics, is the configuration of a new royal city – by which we mean the environment in which the people of Zaragoza go about their daily lives. This broadens with each passing day, with its borders varying, depending on the matter in hand: work, education, business, leisure, etc.

This newly inhabited area offers a new territorial perspective, which is therefore different from the one that was approved unanimously by the Strategic Plan in 1998: at that time an area of influence was established taking in 24 municipalities on account of their level of cohesion and distance, set by a 30-minute isochrone, from the city of Zaragoza.

Reality, however, together with the need for the territory to be articulated according to strategies and not the other way around, means that the new Strategic Plan will not seek to fix a sealed perimeter/territorial border for the Zaragoza region and thus it will not be confined to specific administrative limits. To give an example, it should be noted that, apart from Zaragoza, up to 49 municipalities were considered at the work sessions, which amounts to 90% of the population of the whole province.

Parallel with this new, indispensable territorial consideration, reviewing the Plan is supported by two highly strategic visions. One of these is aimed at gaining a certain amount of international acclaim for the new “metropolitan royal city” so as to guarantee that it is showcased as much as possible for the elements that

set it apart, thereby allowing Zaragoza and its surroundings to achieve a suitable rank amongst the cities of the world. In order to aspire to such a position, thanks to the effect of Expo 2008, it is essential to define and transmit the Zaragoza brand that identifies the city. And as a city with ambitions for becoming a hub of communications, external relations and contacts will need to be fomented with other cities, whether in Spain or abroad, with whom it shares common strategic objectives and with whom mutual complementary benefits or services can be generated.

The other essential focus consists of working with the conviction that the only kind of development possible is sustainable development, growth that manages resources in such a way that the quality of life for the people of Zaragoza is improved without detriment to the interests and needs of future generations.

Zaragoza hopes to take a quantum leap forward at all levels, wishing to do so by offering itself as an example to others, demonstrating its respect for the environment. Showing support for sustainable development was already a novel element introduced in the strategic proposals put forward in 1998 and is based on the efficient management of resources with respect for biodiversity. Water treatment should logically be one of the emblematic actions in this field.

Concern for the environment should also impregnate any activity designed to promote economic progress. Zaragoza and its surroundings have made use over the past few years of new opportunities for development (that have materialised in initiatives like PLAZA, and Parque Tecnológico de Reciclado (the Technological Recycling Plant), amongst others) and now aim to revitalise the industrial fabric by opening it up to newly emerging sectors based on the potential that is yet to be exploited by the local economy.

Thus, Zaragoza should work to become a European railway city, consolidating its current strength in logistic matters, and being seen as a reference for innovation, quality and safety in the food and agricultural industry, harnessing the exceptional tradition of its vegetable garden and the prestige enjoyed by its laboratories.

The updated Plan also intends to turn Zaragoza into a reference for renewable energies, by developing new Technologies and promoting research in biofuels and other alternatives such as hydrogen, which will offer a fresh solution to the energy problems at the beginning of this century.

The sustainable development proposed by the Strategic Plan should necessarily foster a model for balanced growth between Zaragoza and the municipalities within its radius, which means maintaining the compact, heterogeneous and multi-functional nature of the city, with good access and a polycentric, cohesive development of the towns nearby, which should not lose their own identity.

At the same time it should also be borne in mind that the problems arising from the current growth phenomenon in the area and the fact that administrative limits are being exceeded on a daily basis, along with their solutions, cannot be restricted by territory, and therefore it will be necessary to tackle many of the common problems jointly.

Likewise, Expo 2008 and other complementary activities provide an excellent opportunity for rethinking what the city should be like after the event, and how these facilities might be re-used, by orienting all types of infrastructure towards the Zaragoza of the future and preventing the area used for the event, the city centre or any other district in the city from being turned into desolate wasteland

For this reason, active policies are proposed aimed at revitalising the consolidated urban area and preventing its decline. These activities will contribute towards encouraging the true integration of immigrants and should be supplemented by training programmes that are respectful of the multi-cultured nature of the population with roots going back to childhood.

Ensuring the continued implementation of social services of good quality adapted to the latest demographic trends – such as the increase in the immigration phenomenon or the considerable aging of the indigenous

population – is precisely one of the main proposals of the new strategy that has been designed for Zaragoza and its surroundings.

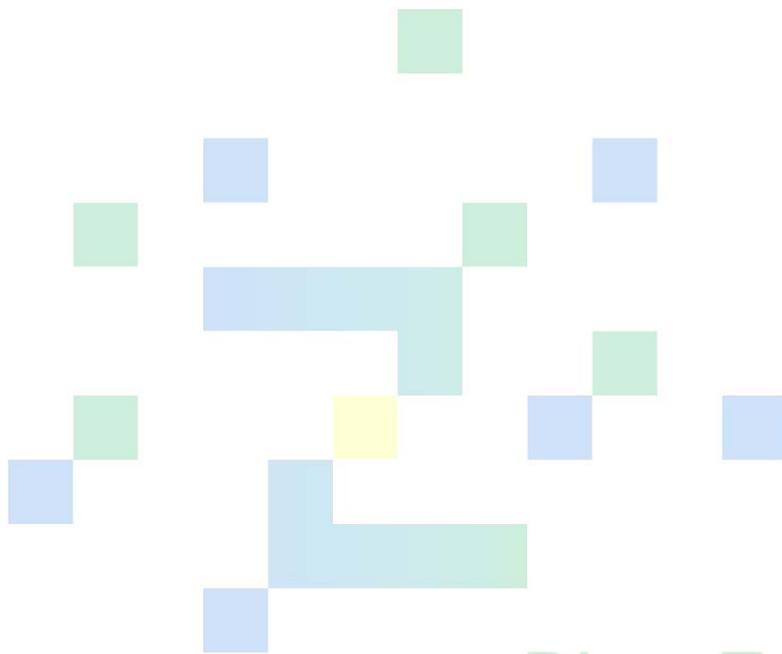
This desire for modernisation should also include a decisive interest in new Technologies and insertion in our Knowledge-based Society, enhancing people's skills and preparation, promoting a greater relationship between the education and manufacturing systems and fomenting a culture favourable to innovation and scientific and technological progress, in which new technologies are employed on a daily basis by everyone living in Zaragoza. This is one of the basic principles behind the *Milla Digital* (Digital Mile). The new “City of Knowledge” will favour the implantation of companies supplying advanced services in a multi-purpose urban environment with installations of the utmost quality.

In order to achieve this highly coveted environmental, cultural, educational, social and economic development, Zaragoza and its surroundings require good, tailor-made infrastructures of all kinds, which will provide first-class accessibility, by integrating everything into a single system for mobility and transportation, in which the flow of communications is compatible with the quality of the environment and in which adequate relations are fostered with nature while at the same time providing the region with suitable infrastructure.

The progress favoured in such diverse spheres, supported by the obvious impetus of Expo 2008, should make it easier for the centre of Zaragoza to achieve one of the most important distinguishing features in the updated Strategic Plan: gaining visibility for Zaragoza and its surroundings in such a way that they occupy a strong position internationally.

For this reason, finding ways to adequately define and disseminate a Zaragoza brand that symbolises the city, based on its own identity, is a huge challenge for a royal city that aspires to change its scale of importance on both a national and international level and to become a real communications hub.

Likewise, it will also be necessary to pamper overseas relations treating them with extreme care, and to increase contacts considerably with other Spanish or foreign cities, with whom we have strategic objectives in common and where mutually complementary activities can be generated. The Ebro Valley, European and Latin American metropolitan areas are examples of those regions with whom a preferential relationship should be set up.



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## INSTITUTIONAL DECLARATION

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*In Zaragoza, on 7th June 2006*

### **BETWEEN:**

The representatives of the thirteen bodies and institutions that reached an agreement on 18th May 1994, set out in a Founding Declaration, to form EBRÓPOLIS (the Association for the Strategic Development of Zaragoza and its Area of Influence), with the aim of drawing up and implanting a Strategic Plan for the city and its surroundings, with said commitment being ratified by same in 1998 by means of a new Declaration drawn up for the purpose of unanimously approving the Strategic Plan, who

### **DECLARE:**

- ⇒ Throughout its twelve years of existence, EBRÓPOLIS has accomplished the purpose for which it was originally set up, by drawing up and approving the Strategic Plan for Zaragoza and its Area of Influence and promoting the attainment of its objectives.
- ⇒ The Association has complied at all times with the original mandate of using consensus as an essential criterion for designing the future of the royal city.
- ⇒ The intention has likewise been respected of favouring a large proportion of society and encouraging the public and private cooperation of public institutions working together with social and economic agents.
- ⇒ EBRÓPOLIS has managed to become a real point of convergence for all those interested in promoting the idea of Zaragoza and its surroundings as an attractive place to invest in and a pleasant place to live in.
- ⇒ The Strategic Plan has demonstrated its worth throughout this time as a planning tool, by making it easy for Zaragoza and its municipalities to progress in a harmonious and well-balanced fashion.
- ⇒ In 2004, once the halfway point had been reached on the road to the year 2010, which had been set for implanting the Strategic Plan, it was deemed necessary to work to update it with a view to adapting the strategic proposals to the latest circumstances, both locally and internationally.
- ⇒ The formality of the process that was followed, the high level of participation achieved, the broad consensus of opinion that was reached and the interest of the contributions that were registered make it possible to hope that the new strategy for the future of Zaragoza and its surroundings might serve as a reference for decision-making in this area.

- ⇒ This new strategic vision rests on four enormous pillars, which should also serve to articulate the activity of the 13 organisations promoting EBRÓPOLIS: a new territorial concept that is broader and more flexible; the defence of sustainable development in all spheres; the integration of society and its citizens and an unquestionable desire to opt for showcasing the city to the outside world.

For these reasons, **we renew the objectives set out in the Founding Declaration** of those people represented here, **declaring our most determined support for the new stage of the Strategic Plan** for Zaragoza and its Area of Influence and **solemnly undertake to promote the implantation** of the new strategic vision.

**Zaragoza City Council**

*The Rt. Hon. Mayor Juan Alberto Belloch*

**Regional Council of Aragon**

*Mr Eduardo Bandrés*

**Provincial Council of Zaragoza**

*Mr Javier Lambán*

**Caja Inmaculada**

*Mr Rafael Alcázar*

**Cámara Oficial de Comercio e Industria de Zaragoza (Zaragoza Chamber of Commerce and Industry)**

*Mr Manuel Teruel*

**Confederación de Empresarios de Zaragoza (Confederation of Industrialists in Zaragoza)**

*Mr Javier Ferrer*

**Confederación de la Pequeña y Mediana Empresa de Zaragoza (SME Confederation in Zaragoza)**

*Mr Aurelio López de Hita*

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**Federación de Asociaciones de Barrio de Zaragoza (Federation of Neighbourhood Associations in Zaragoza)**

*Mr Miguel Ángel Mallén*

**IberCaja**

*Mr Amado Franco*

**Unión de Asociaciones de Vecinos Cesaraugusta (Cesaraugusta Union of Neighbourhood Associations)**

*Ms M<sup>a</sup> Antonia Morales*

**Unión General de Trabajadores – Aragón (General Workers' Union)**

*Mr Julián Lóriz*

**Unión Sindical Comisiones Obreras de Aragón (Trade Union)**

*Mr Julián Buey*

**University of Zaragoza**

*Mr Felipe Pétriz*

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## STRATEGIC LINES, OBJECTIVES, SUBOBJECTIVES AND ACTIONS

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The Plan is structured along eight strategic lines of work with their corresponding objectives, subobjectives and actions. Five of them concern strategies for sustainable development and three are related to external positioning.

### I- SUSTAINABLE DEVELOPMENT:

This is organised into five strategic lines of work aimed at social, economic, and educational and cultural progress, together with territorial and environmental development.

#### 1. SOCIAL PROGRESS: Ensure that social needs are covered by attending to new demographic trends

##### 1.1. Favour an adequate climate for the adaptation and integration of immigrants through programmes that are respectful of intercultural phenomena rooted in childhood

1.1.1. Foster integration amongst different age groups, different cultures, etc in conjunction with the diversity of use given to the land so that the area continues to be used for multi-functional purposes

ACTION:

- Balance the distribution of the immigrant population in schools and neighbourhoods

1.1.2. Encourage their access to public services, particularly with respect to justice, health, social services and education, by setting up transversal resources of a linguistic nature and adaptation to the local culture

ACTIONS:

- Stimulate mechanisms for hiring immigrant workers in the most realistic manner, in anticipation of foreseeable needs

- o Foment available housing for temporary immigrant workers
- Develop specific Spanish-language-teaching programmes

**1.2. Guarantee a public system, with the participation of other agents, attending to all the elderly in accordance with their level of autonomy and financial situation**

1.2.1. Extend home-care visits and teleconsultation

ACTIONS:

- Increase teleconsultation services to above the national average until a rate of coverage of over 3% of the affected population is reached
- Extend home-care visits to reach a rate of coverage of over 3.10% of the population concerned

1.2.2. Broaden scope of attention offered to the elderly

ACTIONS:

- Increase the number of supervised apartments
- Create new day centres until a rate of coverage of over 0.50% of the affected population has been reached
- Increase the amount of accommodation for elderly dependants financed by public funding until 2% of the affected population has been reached
- Organise aid to adapt old people's houses to bring them into line with their needs or, where necessary, to help them move to another house with more suitable conditions

**1.3. Develop active policies favouring access to housing for social groups with most problems**

ACTION

- Conduct studies on neighbourhoods and the situation of vacant or unoccupied housing

### 1.3.1. Design programmes for housing campaigns

#### ACTION:

- Support the public promotion of housing so as to guarantee offers that go beyond the mere interests of the market
- Facilitate access to rented accommodation
  - o Design formulas agreed with municipal administrations and landlords to facilitate the availability of rented accommodation
  - o Specific programmes for renting out accommodation to immigrants

1.3.2. Increase the number of inspections involved in the allocation and use of public housing

### **1.4. Gauge and organise medical and social resources in accordance with the new needs of the population, guaranteeing the user accessibility to the system, to attention and information, and also the opportunity to choose and receive individual treatment**

1.4.1. Guarantee top-quality social and medical attention, with the assurance that such services will be adequately funded

#### ACTIONS:

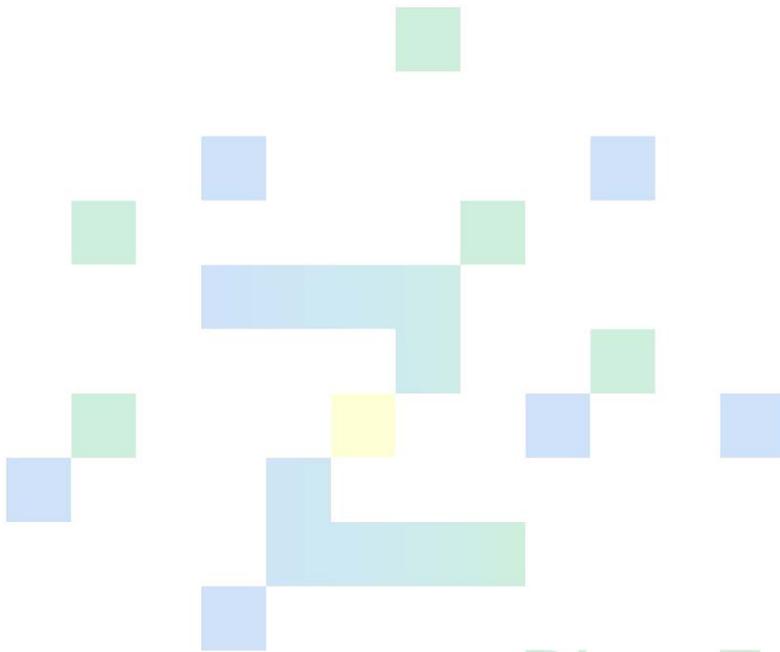
- Facilitate the availability of adequate information at all times for users of the health system
- Reduce the average number of health card users assigned to professionals, bringing this to below the threshold currently considered to be feasible
- Foster the research and incorporation of new Technologies and biotechnology in the field of medical attention

1.4.2. Reorganise the distribution of medical attention in the area

#### ACTIONS:

- ACTION programmes:

- Foment specific programmes for chronic patients and dependants
- Promote prevention and health education programmes
- Substantially increase the number of intermediate resources<sup>1</sup> available to attend to the mentally ill
- Redistribute resources in the area, adapting them to new population densities



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<sup>1</sup> Day centres, house visits, etc.

## **2. CULTURAL AND EDUCATIONAL PROGRESS: fomenting the Knowledge-based Society**

### **2.1. Improving people's preparation in progress towards a better prepared and more cohesive society**

2.1.1. Analysing school performance in the context of compulsory education

#### **ACTIONS:**

- Set up meetings between educational and occupational career advisors to improve on strategies for action aimed at guiding young people in making the right decisions concerning their training and profession, particularly in the case of young people with special needs
- Prepare a White Paper on School Performance, investigating determining factors with the commitment of public authorities and the education community

2.1.2. Improving people's knowledge of foreign languages

#### **ACTIONS:**

- Provide support from the public authorities to training centres and take advantage of local television networks to offer language courses designed to meet the conditions of the workers
- Draw up joint action plans concerning knowledge of languages together with professional associations in the sectors that are directly involved (taxis, bars, restaurants, hotels)

### **2.2. Investigate the current system of science-technology-company-society further so as to consolidate a culture that tends towards innovation and technological development**

2.2.1. Improve on the relationships and coordination between the various agents linked to R+D+i and in particular amongst research centres and scientific institutions themselves

ACTION:

- Design and consolidate communication networks and forums of debate

2.2.2. Spread the culture of innovation throughout the business world by promoting research centres

ACTIONS:

- Investigate industrial needs in R+D+i, on the scale of both the individual and the sector itself, and anticipate technological hazards, by developing technological surveillance tasks
- Inform companies of the existence of research centres, technological institutions and organisations that support innovation, by encouraging the dissemination of their work through participation in trade fairs, congresses, conferences and meetings
  - o Promote the image of Aula Dei as a Science and Technology Campus specialising in food and agricultural studies, bringing the public's attention to each service offered, recognising the value of its technical institutes and research centres as a whole, taking advantage of links with the Faculty of Veterinary Science and stimulating the installation of firms working in biotechnology
  - o Create a joint corporate image for the research institutes forming part of *Tecnoebro* built around the *Centro Politécnico Superior*, identifying it as a technological campus and channelling demand for its services through a single point of access

### 2.2.3. Promote a better level of interaction between the educational and productive systems

#### ACTIONS:

- Favour the presence of research-workers in companies to carry out tasks involving R+D+i
- Promote sectoral studies, in partnership with universities on industrial needs
- Explore deficiencies in university training by designing postgraduate courses that will enhance job opportunities
- Develop vocational training courses in keeping with the needs of the workers that have been identified previously
  - o Conduct research on the productive system to determine the training deficiencies of the workforce and to design courses of a specific nature and content
  - o Set up meeting places to guarantee the interrelationship of any watchdogs that are currently involved in the job market
- Stimulate the signing of cooperation agreements between universities and businesses, organisations of a social nature and research institutes to encourage opportunities for practicals and job experience
- Guarantee the transfer of knowledge from the research institutes to the companies and foster cooperation with respect to R+D+i

## **2.3. Generalise the use of ICTs in society, companies and administration**

### 2.3.1. Guarantee infrastructures for telecommunications

#### ACTIONS:

- Extend full coverage for mobile phones to include Zaragoza's territory in its entirety
- Guarantee all local citizens broad-band access to services on the Internet

- Adopt the necessary measures and facilities to incorporate future innovations in those already in existence
- Monitor the state of telecommunications infrastructures in urban and industrial areas so that they can be suitably equipped
- Provide incentives for installing automated equipment in newly-erected houses and buildings

2.3.2. Increase training for the elderly and disabled in handling information and communication technologies (ICTs) and provide incentives for manufacturing office computer systems and applications adapted to their special needs

**ACTIONS:**

- Negotiate with companies that manufacture or market ICTs that the elderly and the disabled can acquire in favourable conditions
- Propose that companies manufacturing equipment involving ICTs adapt these appliances to the needs of the elderly and disabled
- Organise training courses in computer literacy, particularly for the elderly and the disabled

2.3.3. Support the creation of networks offering goods and services provided by companies over the Internet, and in particular in the area of tourism and the external projection of Zaragoza and its surroundings

2.3.4. Design campaigns to spread knowledge of how to make proper use of ICTs, especially Internet

### **3. ECONOMIC PROGRESS: Revitalise an industrial fabric that is sustainable and receptive to emerging sectors**

#### **3.1. Promote companies with a high level of added value, particularly in emerging sectors**

##### 3.1.1. New technology sector

###### ACTIONS:

- Support the audiovisual sector (image, sound and data) especially in the creation of content
- Complete the definition of the project known as *Milla Digital* (Digital Mile), in coordination with the various administrative offices and the participation of the local people and social agents, for the installation of businesses and services involving ICTs
  - o Constantly publicise the Digital Mile Project amongst the general public
  - o Create work spaces to capture and asses ideas on content and equipment required by the Digital Mile project to convert Zaragoza and the surrounding area into a reference for ICTs
  - o Attract business projects and encourage the setting up of companies that carry out intensive activities involving knowledge, offer advanced services or those that entail research or are concerned with ICTs, by harnessing the efforts of organisations and administrative bodies working in public administration

##### 3.1.2. Renewable energy sector

###### ACTION:

- Promote the business activity of generating renewable energies

### 3.1.3. Advanced services sector

#### ACTIONS:

- Set up a forum on *outsourcing*<sup>2</sup>
- Take advantage of knowledge relating to logistics, renewable energies and environmental management to favour consulting services regarding such matters
- Support pioneers with respect to the provision of services to business companies

### 3.1.4. Create or promote companies in the rail sector

3.1.5. Promote advanced production, distribution, quality, safety and agricultural traceability systems in food and agricultural companies

## **3.2. Foment and support pioneering spirit, particularly amongst young people**

#### ACTIONS:

- Design a calendar of events each academic year on the part of the economic, political, social and cultural, public and private entities, so that students in Zaragoza and the surrounding area can become better acquainted with their functions and activities
- Promote the interrelationship of university departments and the private productive system so that professors and professionals can exchange knowledge and experience and, in particular, encourage each to work in the other's field of activity
- Stimulate agreements between public authorities and credit houses to favour the setting up of businesses on the part of enterprising young people, by making mechanisms for

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<sup>2</sup> Arranging for services to be performed outside the company or organisation. Mode of hiring employees in which an organisation outsources specific activities of the company capable of functioning independently, so as to reduce costs and improve services

technical consultation available for their start-up and consolidation

- Support the creation of technologically-based *Spin-off-type*<sup>3</sup> businesses to transfer the knowledge acquired in the research centres

### **3.3. Promote and provide incentives for R+D+i**

#### 3.3.1. In the rail sector

##### ACTION:

- Promote lines of work involving R+D+i concerning both interior design for rolling stock and also propulsion systems

#### 3.3.2. In the food and agricultural sector

##### ACTIONS:

- Promote CITA (Centro de Investigación de Tecnología Agraria), the Research Centre for Agrarian Technology
- Promote R+D+i in Dietetics and Nutrition
- Foment R+D+i in Gastronomy

#### 3.3.3. In the renewable energy sector

##### ACTIONS:

- Develop innovation centres for hydrogen, especially with respect to how it might be stored
- Promote the creation of laboratories to obtain hydrogen from solar and wind power
- Favour Technologies on the clean use of carbon
- Foment R+D+i for photovoltaic cells
- Promote R+D+i for the design of wind farms and generators
- Advance in research on using endogenous resources to generate renewable energies, particularly with respect to biomass and biofuels

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<sup>3</sup> Created by research-workers

3.3.4. Embark on innovative lines of research for economic development and social welfare, in which Zaragoza and the surrounding area can occupy a leading position

**ACTIONS:**

- Develop lines of research relating to health, by taking advantage of technological innovations in biotechnology and nanotechnology, - as well as making the public authorities aware of the need to commence with those relating to mental health
- Investigate the potential for the application of laser techniques

3.3.5. Promote R+D+i measures in traditional economic sectors

**3.4. Promote indigenous food and agricultural areas and products<sup>4</sup>**

3.4.1. Associate products with the brands “Zaragoza” and “Valle del Ebro”

**ACTIONS:**

- Foment fresh-cut produce (“*the fourth-range market*”)<sup>5</sup>
- Design specific strategies for the various different market gardens in Zaragoza
- Create a brand image for the products from the Ebro Valley, making it easy to identify their traditional name with a brand known for its quality

3.4.2. Improve distribution networks

3.4.3. Establish *mentoring*<sup>6</sup> systems for the primary sector

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<sup>4</sup> E.g. Onions from Fuentes de Ebro, oil from Belchite, tomatoes from Utebo, etc.

<sup>5</sup> Fresh produce canned and prepared for consumption

<sup>6</sup> Transfer of knowledge by experienced professionals

#### **4. TERRITORIAL DEVELOPMENT: Develop a balanced rate of growth between the city and its surroundings**

##### **4.1. Unite and balance out Zaragoza and the municipalities in the surrounding serviceable area with fluctuating borders, by promoting their common polycentric development as a whole and municipalities in their functional area, with variable limits, by promoting their joint polycentric development**

4.1.1. Develop actions that contribute to favouring internal mobility within Zaragoza and the surrounding area

###### **ACTIONS:**

- Establish and improve infrastructures, equipment and instruments and boost efficient communication between municipalities and other centres in the functional area of Zaragoza:
  - o Execute the items contained in the “mobility pact” in order to improve communication networks between the city and surrounding area
  - o Prepare an informative study agreed by consensus between the state and regional administrations – with municipal and provincial participation - on the Fifth Ring Road
  - o Install street lighting on the ring roads, construct pedestrian walkways, etc.
  - o Plan the implantation of different-level crossings in specific points of the city, particularly on the Third Ring Road
  - o Promote the urban development of the area surrounding the Third Ring Road
  - o Extend the Third Ring Road as far as San Juan de Mozarrifar by configuring a new access point to Mercazaragoza

- Construct new access points to PLAZA from the Ronda Norte (Northern Bypass) and from any new roads that might be built
- Promote the formulation of a comprehensive plan to improve the road network within the metropolitan area of Zaragoza with the support of the state, regional and provincial administrations
- Promote the establishment of loading and unloading bays in the city's commercial districts
- Increase the provision of bus and taxi lanes
- Organise a network of bicycle lanes in the city and its surroundings
- Foster the construction of underground car parks without any architectural barriers in several different parts of the city to facilitate the use of pedestrian precincts
- Improve the transport system:
  - Promote the implantation of large-capacity urban transport systems for the whole of Zaragoza and its functional environment
  - Promote the construction of the North-South underground or light rail system and the East-West line linking the Expo 2008 precinct with Delicias Station and the Road to Castellón, to be complemented in the future by a line through the green corridor running from Oliver to Valdefierro
  - Organise an adequate suburban rail network covering the metropolitan area, and coordinating and improving regional services as far as Cariñena, Huesca, Calatayud, Tudela and Caspe
  - Promote and speed up the implementation of the Consorcio Metropolitano de Transporte<sup>7</sup>

<sup>7</sup> The Consorcio Metropolitano de Transporte should attend to issues concerning intermodality, tariff integration, availability of specific units of transport, their connections with car parks, dissuasive strategies, etc.

- Improve the intermunicipal transport system on the periphery of the metropolitan area, in turn facilitating intermodality and swift communication with the capital
- Start up the Centro Logístico del Transporte (Logistic Transport Centre)
- Connect the city with its suburbs and industrial estates through the metropolitan transport system, including suburban transport, and reorganise urban transport, improving entry and exit points, creating new access points, making the traffic more fluid and increasing road safety
- Extend public transport to industrial estates
- Establish stops for short and medium-distance intercity lines on the city's entry and exit roads and at connections
- Propose the establishment of pedestrian routes in various areas of the city

#### **4.2. Promote compact, heterogeneous and multi-functional growth**

4.2.1. Plan the equipment required for the city and its surrounding area and determine its location

##### **ACTIONS:**

- Guarantee the funding required to maintain the municipal equipment
- Promote a specific plan for the construction of education facilities and installations in keeping with growth expectations
- Guarantee the water supply required for future developments with regard to population and / or industry

4.2.2. Programmes for adapting urban and industrial areas

##### **ACTIONS:**

- Develop plans for recovering housing in consolidated parts of the city and built-up areas, particularly those that are over 40

years old, by introducing sustainable measures that are accessible to the disabled

- Plan the city's development northwards
- Work on the idea of converting the Expo 2008 precinct into an area to be used for production, generating new opportunities and, in particular, commercial and leisure activities
- Favour the construction of buildings that can be put to several different uses

4.2.3. Promote formulas that have been agreed amongst the municipalities in the central district of Zaragoza leading to their harmonious growth with respect to identity, territory and town planning.

**ACTIONS:**

- Publicise the symbols of identity of the various sectors and municipalities of the metropolitan area, and their significance as poles of territorial cohesion
- Organise and consolidate forums for meetings, information and debates where joint problems and aspirations can be channelled

4.2.4. Stimulate various different specific measures that will ensure generational replacement and set population targets

**ACTION:**

- Formulate specific municipal plans to foment the birth rate, with the aid of the Government of Aragon and the Provincial Government of Zaragoza

## **5. ENVIRONMENTAL DEVELOPMENT: Achieve the efficient management of resources and a sustainable environment**

### **5.1. Achieve an efficient use of resources and generate the implantation of Local Agenda 21s**

5.1.1. Reduce dependence on fossil fuels and improve the quality of the air in keeping with Community directives, by lowering CO2 emissions by 10%

#### **ACTIONS:**

- Boost the production of renewable energies so as to achieve the installation of 700 Mw of wind power and 10 Mw of photovoltaic cells.
- Promote sustainable activities in new or refurbished public buildings that are illustrative and exemplary
- Promote construction with bioclimatic criteria by introducing standard regulations to favour such buildings
  - o Train society to make people aware of how to use bioclimatic buildings correctly, by facilitating their use on a regular basis
- Foster the creation of an Institute for Endorsements and Certification, along with the Building Institute, to enable solid infrastructures to be created for the development of R+D programmes on the environmental and technological quality of materials that might contribute towards thermal and acoustic savings and comfort.
- Implant the use of a minimum of 25% biofuel in public transport fleets (both urban and inter-city transport), in waste-collection services and in the vehicles belonging to public administration departments.
- Promote a pilot transport experiment using hydrogen as a vehicle-propulsion system.

### 5.1.2. Reduce water consumption

#### ACTIONS:

- Design strategies with intermunicipal consensus for savings and efficiency in water consumption
  - o Promote the efficient management of water resources, by means of campaigns and specific activities
  - o Reduce the consumption of water for irrigation purposes in green areas
  - o Foster public action for savings in the water supply
  - o Reduce water consumption by 10% in the surrounding municipalities and fix water consumption at 65 Hm<sup>3</sup> per year in the municipal of Zaragoza
- Approve standard regulations for savings and efficiency in water consumption
  - o Reform water tariffs as a fiscal instrument contributing towards efficiency

### 5.1.3. Promote and foment the development and use of clean fuels and adapt waste management systems

#### ACTIONS:

- Promote a plan to restore gravel pits
- Reduce the output of waste products in all areas: the home, workplace, industrial companies, service industries, education centres, etc.
- Establish subsidised formulas for the efficient and selective collection and treatment of waste
- Favour the implantation of selective underground collection within the urban fabric of the city
- Promote the recycling of scrap metal and research centres where recycling technologies are applied
- Promote recycling industries
- Foster the implantation of Environmental Management Systems known as SGMA (Sistemas de Gestión Medio

Ambiental) or ISO standard 14000-01, in at least 10% of the companies with over 50 employees

- Develop a plan for the re-use of building waste and to draw up regulations that will permit it to be used in public works and building sites.

## **5.2. Recover and improve the environmental quality of waterways**

5.2.1. Establish joint plans with other institutions for improvement in the quality of the water in rivers

### ACTIONS:

- Correct dysfunctions in the Integral Water Cycle, from the supply of good quality water to the complete purification of residential and industrial residual waters
- Speed up the construction of residual water purifiers in all municipalities (including those with less than 1000 inhabitants)

5.2.2. Prepare an integral plan for the improvement and protection of river banks

## **5.3. Establish concepts for adequate protection of 25% of the land occupied by Zaragoza and its surroundings to guarantee biodiversity, in harmony with human activities**

5.3.1. Enhance the value of natural resources. Foment their efficient and sustainable use

### ACTIONS:

- Create large interconnected green, urban and periurban spaces that will favour the catchbasin effect
- Demarcate and assess the value of the steppe region of Salada de Mediana, the ravine in las Almunias, the Valmadrid valley system and Galachos de Pastriz, Juslibol, La Cartuja and El Burgo de Ebro, so that it is compatible with human activity

5.3.2. Configure the network of protected areas and their interconnectivity using adequate means of protection

**ACTIONS:**

- Promote the construction of infrastructures that are particularly respectful of biodiversity
- Foment a revitalisation programme for periurban areas of market gardening

5.3.3. Develop the Environmental Plan for the Ebro and its tributaries

**ACTIONS:**

- Set up a forum to coordinate the various competent public institutions and private entities, based on a social and institutional agreement
- Reconcile local uses with protection of the rivers, river banks and water pipes in operation
- Set up blue mesh areas of connectivity

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## II- EXTERNAL POSITIONING

This is supported by three strategic lines of work relating to accessibility from the rest of the country and from abroad, and also in the definition of a brand image based on our symbols of identity and on the establishment and promotion of external relations, mainly with Latin America, but also with Europe and Asia.

### 6. DEVELOPMENT OF ACCESS POINTS: Facilitate accessibility, both on a national and international scale, of Zaragoza and its surroundings

#### 6.1. Improve communication infrastructures between Zaragoza and its surroundings and also outside the area

6.1.1. Promote the use of the airport for domestic and international flights for passengers and goods.

##### ACTIONS:

- Obtain a greater number of regular air links with both European and Transatlantic cities
- Promote the transportation of goods by air on both domestic and international levels by taking advantage of the infrastructures put in place for PLAZA

6.1.2. Improve connections and access points by road

##### ACTIONS:

- The following stretches of road should be upgraded to the level of a dual carriageway:
  - o N-232 on the section between Figueruelas-Mallén-Navarra
  - o N-232 on the section between El Burgo de Ebro-Alcañiz-Mediterranean
  - o N-II on the Zaragoza-Fraga section
  - o A-127 between Ejea de los Caballeros and Gallur

- Foment the construction of the following new large-capacity highways:
  - o Cariñena-La Almunia-Gallur Regional motorway
  - o Link between the new Madrid-Medinaceli-Tudela motorway and the towns of Tarazona and Gallur
  - o Tudela-Ejea de los Caballeros-Huesca dual carriageway
- Build safe access points, and at a different height, in municipalities and black spots<sup>8</sup>
- Promote the re-surfacing of roads in major links between different metropolitan areas<sup>9</sup>
- Construct a third lane on the AP-2 between Alfajarín and La Muela, thereby facilitating access to the Malpica industrial estate with a second slip road onto the AP-2 being planned nearer to Zaragoza
- Build the road round the back of the airport, which connects with La Muela from Pedrola, and links up with the Fourth Ring Road, leaving this at the point where it intersects with the Road to Castellón, crossing the PTR (Parque Tecnológico del Reciclado) and the Polígono Empresarium, finishing in El Burgo de Ebro
- Promote the conclusion of the Mediterranean – Cantabrian route via the *Dos Mares* dual carriageway
- Foment the construction of the Somport-Sagunto dual carriageway from Nueno to Jaca and the Somport Tunnel linking up on the French side with the Bordeaux-Pau-Toulouse-Montpellier motorway

### 6.1.3. Foment and promote the railway as a transport system

#### ACTIONS:

- Provide an adequate link between the “Delicias” Intermodal Station and PLAZA, the Airport and the Trade Fair, by taking advantage of the new rail infrastructure

<sup>8</sup> It will be necessary to include at least those of Sobradiel and Pinseque.

<sup>9</sup> Particularly necessary is the resurfacing of the Madrid dual carriageway and the N-122 between the N-232 and the province of Soria.

- Re-open the Canfranc-Pau route, bearing in mind that it may be possible to count on private funding and investment
- Design a new Zaragoza-Canfranc route
- Promote the execution of a low-level rail link through the Central Pyrenees by means of a base tunnel
- Promote the regional rail network, by re-organising its lines, improving the frequency of the trains and enhancing rolling and non-rolling stock
- Promote the construction of the high-speed rail link between the Cantabrian Sea and the Mediterranean via Zaragoza, connecting it with Teruel and Valencia; with Pamplona and San Sebastian and with Logroño, Victoria and Bilbao
- Plan the completion of the rail links around the city of Zaragoza, including doubling the width of the track in the Ronda Sur (southern line) to enable goods to pass through
- Implant the European gauge for the track between the logistic platforms (PLAZA, PTR, Mercazaragoza) and the border with France via the central crossing point
- Promote studies for connecting the current high-speed network with all the top-quality European railways, in particular, the Algeciras-Madrid-Zaragoza-Paris-Brussels-Rotterdam railway axis

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## **7. DEVELOPMENT OF A BRAND OF IDENTITY: Define and transmit a brand of identity**

### **7.1. Create, use and disseminate the image of the “ZARAGOZA” brand as a single unit, based on its values, attractions and symbols of identity**

7.1.1. Draw up a plan to define and communicate the image of the city aimed at showcasing Zaragoza and its surrounding area on both a national and international scale

#### **ACTIONS:**

- Promote Zaragoza in the media on a national scale, fostering multimedia production (commercials on TV, feature films, short films, etc.)
- Disseminate the image of the “ZARAGOZA” brand together with the specific image of Expo 2008, thereby extending the thrust and initiative of the international event

7.1.2. Set up actions to embed the brand in society

#### **ACTION:**

- Promote actions that have a tendency to achieve the maximum identification of the local people with the brand

7.1.3 Encourage the recovery of distinguishing areas and items (Old Town, *El Tubo*, the Ebro, Gállego, Huerva, and Jalón rivers, etc)

7.1.4. Zaragoza, a meeting point, leader in organising trade fairs, congresses and business tourism, relying on specialisation and quality

#### **ACTIONS:**

- Consolidate the growth in the number of events
- Build a Congress Hall and complementary installations and facilities

- Design complementary activities for the congresses that will provide added value
- Improve infrastructures for receiving visitors (airport, intermodal station) and for communication with the city centre
- Support specific activities concerning local products such as gastronomic congresses and indigenous recipe books
- Harness international events to promote the region's "own produce" (roast lamb, borage, etc.) in the local catering business
- Take advantage of the *global showcase effect* created by Expo 2008 to generate a complementary tourist attraction that perpetuates this brand image
- Take advantage of the landscape and heritage of the local environment to promote or install convention centres, celebrations, etc.
- Consolidate musical events and group them together as far as possible
- Promote the opening of a museum devoted to the railway
- Creation of the Goya Region
- Set up a tournament or sports championship on an international scale to be held on a regular basis

#### 7.1.5. Zaragoza, European city of the railway and logistics

##### ACTIONS:

- Support all complementary activities that favour a greater knowledge of the railway and activities relating to the industrial fabric of this sector
- Promote an international endorsement institute for rolling stock
- Promote specialised studies – at postgraduate level as an absolute minimum – in engineering studies related to the railway, both in rolling stock, communication systems, safety and management and also in infrastructures and rail lines,

involving teaching staff of international renown in their development

- Promote the creation of a *cluster*<sup>10</sup> specialising in railway issues and taking advantage of the tradition that already exists concerning this sector
- Set up a trade fair on the railway industry and satellite industries with international scope

#### 7.1.6. Zaragoza, a reference for renewable energies

##### ACTIONS:

- Position Zaragoza as a model for the use and dissemination of renewable energies
- Promote the Power-Expo Fair
- Create an organisation to gather together all the research centres specialising in the use of raw materials as fuels

#### 7.1.7. Zaragoza, capital of innovation, quality and safety in the food and agricultural chain

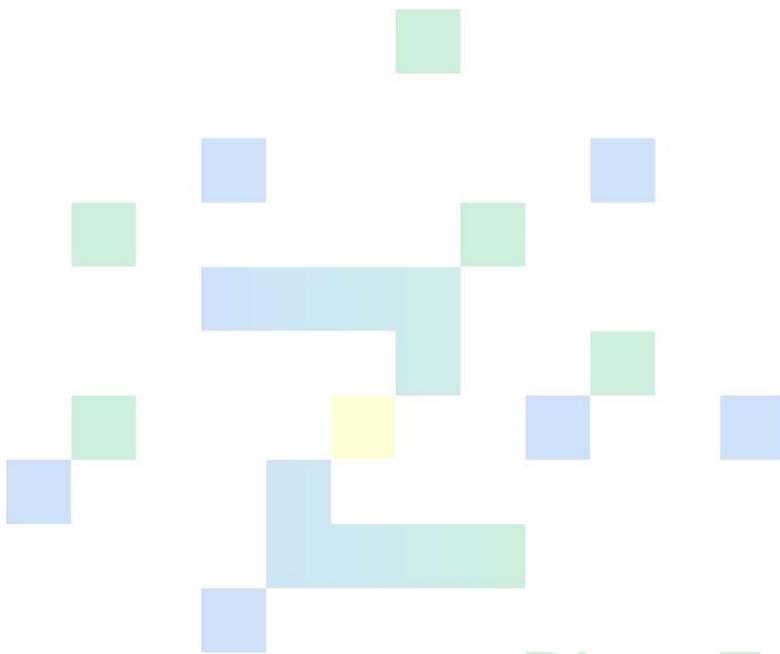
##### ACTIONS:

- Promote university training in the sphere of dietetics and nutrition, and the implementation of postgraduate programmes involving the various strategic areas of the food and agricultural industry
- Stimulate studies, particularly vocational training, with respect to the entire food and agricultural process, including aspects concerning transformation, industrial management, marketing and distribution
- Promote Centrorigen as the head office of the Regulatory Boards for the “Denominations of Origin”
- Aim to become the seat of the Sociedad Estatal de Infraestructuras Agrarias del Nordeste (State Society of North-eastern Agrarian and Rural Infrastructures)

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<sup>10</sup> Group of businesses involved in the same activity that share a common strategy

- Promote Mercazaragoza as a *cluster* for the sector and its specialisation in the food and agricultural logistics for perishable produce and origin markets.



## Plan Estratégico de Zaragoza y su entorno

## 8. RELATIONAL DEVELOPMENT: Promote external relations

### 8.1. Promote tourist resources and opportunities

8.1.1. Unify tourist attractions offered by Administrations on the basis of excellence

#### ACTIONS:

- Promote the creation of a Coordination Office
- Analyse the structure and functions of the Coordination Office on the basis of the experiences of the figure of the “city centre manager”, thereby avoiding repetition of effort amongst the activities that have already been carried out
- Promote quality as a discerning element for tourist attractions
- Establish and maintain a “single agenda of activities” for the city and its surroundings, for their shared use and management by means of new technologies
- Support for publicity campaigns and documents:
  - o Unify advertising and publicity leaflets
  - o Specifically support the issue of leaflets, restaurant menus, etc., in several languages

8.1.2. Promote striking alternatives for tourist activities

#### ACTIONS:

- Develop specific activities based on the city’s different historical cultures (Iberian, Roman, Jewish, Mozarabic, Christian and their interrelationships, exploring their various aspects such as gastronomy, heritage, music, markets, customs, etc)
- Promote and organise guided visits to extraordinary natural sites
- Integrate all the municipalities in the surrounding area in the tourist offer, by designing specific routes that highlight their

- singularities, suggesting and promoting complementary activities for congresses and heavily-attended events
- Foment the creation and promotion of family play areas by harnessing existing resources<sup>11</sup>
  - Promote networks of local sports and cultural facilities for specific and accessible weekend or holiday leisure activities associated with rural tourism

8.1.3. Support the candidatures and international events that promote Zaragoza and its surroundings

ACTIONS:

- Facilitate communications infrastructures
- Develop publicity campaigns
- Participate actively in the development of infrastructures on a general scale

**8.2. Increase relations with other regions and cities, in consideration of reciprocal complementary actions and strategic objectives**

8.2.1. Strengthen ties with other cities and territories in the Ebro Valley and explore new spheres of joint activity

ACTIONS:

- Increase intermunicipal cooperation through the exchange of experiences on managing new local responsibilities, by formalising consortiums, associations or other forms of cooperation, as appropriate
- Embark on joint *lobbying*<sup>12</sup> projects aimed at promoting large networks and systems of communication
- Enhance the value of the logistic potential of the Valle Medio del Ebro (Middle Ebro Valley) area as a joint action

<sup>11</sup> This might be the case of the city walls of Grisén, the hills of Zuera, the old town of Belchite, etc provided with infrastructure and equipped with items such as tables, benches, waste paper bins, water, etc.

<sup>12</sup> This refers to the set of techniques and strategies aimed at meeting the government or administrative authorities for the purpose of ensuring that decisions taken by these authorities are in keeping with the interests of the agents making such proposals

- Embark on actions that are coordinated from the point of view of industry or agricultural industry
- Increase the exchange of experiences and projects amongst the Universities in the Valle Medio del Ebro
- Set up new synergies amongst the health resources in the Valle Medio del Ebro
- Open up new perspectives for tourism in the territories forming the Valley to follow on from Expo 2008

#### 8.2.2. Deepen relations with Latin America

##### ACTIONS:

- Extend the knowledge and experience of the city on water, the environment, sustainable development and renewable energies in cities in Latin America wherever such development may take place
- Create a fair that is specifically Latin American and will lead to the acquisition of greater mutual knowledge on a regular basis
- Strengthen business relations
- Encourage training courses and exchanges
- Formalise and strengthen twinning instruments

#### 8.2.3. Promote relations with European cities and metropolitan areas

##### ACTION:

- Open up channels of communication with those cities with whom Zaragoza and its surroundings can share common strategic objectives (for example, Lille, Toulouse, Bologna, Manchester, Düsseldorf, Turin, etc.)

#### 8.2.4. Establish relations with cities and metropolitan areas in Asia

##### ACTIONS:

- Analyse the implications at all levels of Asian development, potential commercial, industrial, logistic and tourist partnerships and alliances, with cities in the area, and the exchange of knowledge of town planning models