



**Ayuntamiento  
Guía de Isora**



**INTEGRATED  
ACTION PLAN  
FOR THE  
ENHANCEMENT  
OF PUBLIC  
SPACE**







---

**5** CITY CONTEXT, INITIAL PROBLEM DEFINITION, AND POLICY CHALLENGE

---

**7** DEFINITION OF THE APPROACH

---

**9** DEFINITION OF THE PROCESS

---

**14** 1. INTEGRATED ACTION PLAN  
1.1. Strategic objectives 14  
1.2. Definition of actions 14  
1.3. Time and financial planning 36  
1.4. Evaluation system 37

---

**41** 2. SMALL SCALE ACTIONS

---

**47** 3. RESOURCES AND FUNDING

---

**51** 4. GOVERNANCE MODEL

---

**54** 5. RISKS ANALYSIS

---

**58** 6. ANNEXES

---

INTEGRATED ACTION PLAN

# INTRODUCTION





# CITY CONTEXT, INITIAL PROBLEM DEFINITION, AND POLICY CHALLENGE

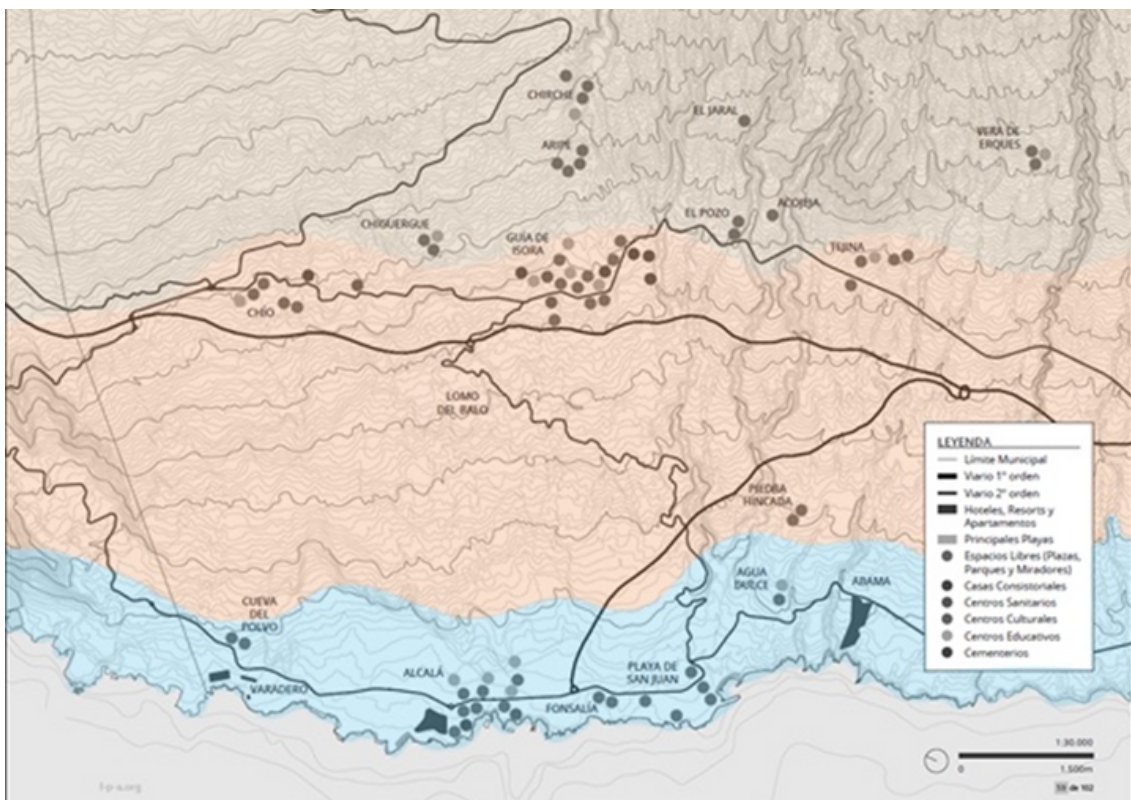
The municipality of Guía de Isora is located on the western slopes of the island of Tenerife and has a surface area of 143.43 km<sup>2</sup>, a perimeter of 52.42 km and a coastline of 14.35 km.

It has an estimated population of 21,796 inhabitants and represents 1% of the total population of the Canary Islands. This population is concentrated in a staggered manner from the midlands to the coastal area, where the greatest growth has been observed in recent years.



Illustration 1: Panoramic view of Guía de Isora

This municipality has 17 population centres distributed between the coast, the midlands and the highlands. The urban centres with the highest density and where most of the population is settled are Guía de Isora, the administrative capital of the municipality, Chío, Tejina, in the midlands, and Alcalá and Playa de San Juan on the coast. However, an important part of the population lives in rural areas such as Chiguergue, Aripe, Chirche, Acojeja, El Jaral, Las Fuentes and Vera de Erques, or in recent urbanised areas scattered around the midlands. The map below shows the coastal areas (light blue), the midlands (orange) and the highlands (brown).





One of the main strategic objectives of Guía de Isora Town Council is the promotion of sustainable urban mobility. This objective is based on the identification of various problems affecting the territory:

## PROBLEM 1. DIFFICULTY OF INTER- AND INTRA-URBAN MOBILITY.

Guía de Isora is the furthest municipality from the island's capital, 95 kilometres from Santa Cruz de Tenerife. In recent years there has been an increase in traffic in recent years. In addition, mobility has also been affected by the inefficient supply of public transport, which is based solely on the use of taxis and buses. There are 4 bus lines currently operating in the municipality, which have only 4 daily routes

- Línea 490: Guía de Isora – Vera de Erques (via Tejina de Isora)
- Línea 494: Chiguergue – Guía de Isora (via TF-82)
- Línea 493: Guía de Isora - Los Gigantes (via TF-463)
- Línea 494: Guía de Isora - Los Gigantes (via Piedra Hincada)

## PROBLEM 2. PRIORITISATION OF PRIVATE TRANSPORT.

The population of Guía de Isora prioritises the use of private vehicles to the detriment of public transport services, which causes heavy traffic congestion at certain times of the day and can increase problems of unsafety especially in areas close to schools and colleges.

## PROBLEM 3. LACK OF SAFE CYCLING INFRASTRUCTURE.

Currently, there are no bicycle lanes in the municipality that would allow these people to cycle safely (both for them and for the rest of the citizens) in the territory.

## PROBLEM 4. PARKING DIFFICULTIES IN THE ZCA.

In Guía de Isora there are 3 Open Commercial Zones (Guía de Isora Casco, Alcalá and Playa de San Juan). These are considered to be local commerce, as their clientele are mainly residents of nearby areas and have an area of influence that encompasses the entire urban environment of the respective nucleus. However, a major weakness is the lack of parking, which is the main demand of entrepreneurs.

## PROBLEM 5. LACK OF PEDESTRIAN AND SAFE SPACES.

In the municipality of Guía de Isora there is a latent need to establish more places dedicated exclusively to pedestrians: small squares, promenades, pedestrian avenues, etc., which are safe and accessible, reducing the space dedicated to vehicles.

## WHERE DO WE STAND?

The current situation caused by the COVID-19 pandemic since 2020, accompanied by alarm situations and various restrictions, has led to a standstill in the different actions to be taken in terms of urban mobility.

However, the development of a Sustainable Urban Mobility Plan (SUMP) has begun and small-scale or pilot actions are being planned to analyse specific situations. In particular, these will be carried out in Guía de Isora Casco, with the aim of reducing traffic congestion at peak hours and increasing the safety of schoolchildren.

Based on this diagnosis of the situation, the Integrated Action Plan will address the **3 main centres**: Guía de Isora Casco, Alcalá and Playa de San Juan.

The main political challenge is to reduce the priority of the car in the management of urban space in order to turn Guía de Isora into a citizen-driven municipality.



## DEFINITION OF THE APPROACH

The Guía de Isora Integrated Action Plan aims to become a living strategic element, adapting to new situations and trends.

The **vision** of the Integrated Action Plan for the Improvement of Public Space is to turn Guía de Isora into a municipality:

- To be adapted to the needs of the community.
- To improve the quality of life of the citizens.
- To improve the environmental quality of the municipality.
- Improve the safety of citizens.
- That favours connectivity between population centres.
- That it favours the municipality's landscape.
- That it allows diversification in the use of means of transport: on foot, bicycle, bus, coach, etc.

Thus, a number of **objectives** are set out:

- Move parking areas out of the more urban area.
- Increase pedestrian-only spaces.
- Reduce traffic congestion at peak hours.

This Integrated Action Plan is linked to the URBACT "Action Planning Networks" network in that it seeks the involvement of the most relevant urban actors in the drafting of the plan and its future implementation. Thus, the approach of the Integrated Action Plan is to **develop a strategy by and for the citizens of the municipality**, incorporating citizen participation in:

- The definition of actions.
- Action planning.
- The implementation of actions.
- Evaluation and monitoring of the results obtained with the actions.

Citizen involvement is a key priority for the Guía de Isora Town Council, as the ultimate aim of the plan is to improve the quality of life in the municipality. In this way, citizen participation has been carried out through different means:

- Creation of a local working group - URBACT LOCAL GROUP (ULG).
- Conducting interviews with stakeholders in the municipality.
- Communication actions addressed to citizens.

On the other hand, the Integrated Action Plan will also be based on the transnational work developed in the framework of the SPACE4PEOPLE project, which has allowed the identification of good practices adaptable to the territory, coming from other partners of the network.



*Illustration 2: Jahnplatz (Bielefeld)*

**JAHNPLATZ - BIELEFELD:** Bielefeld decided to reduce individual motorised traffic on Jahnplatz to reduce air pollution and create a more liveable public square right in the heart of the city. To reduce the risk of mistakes and to address some controversial views on the necessary activities, Bielefeld implemented an extended pilot phase to test a new traffic scheme for Jahnplatz. This involved reducing the number of lanes for individual motorised vehicles and

increasing the space dedicated to public transport and cyclists. The pilot phase lasted almost 2 years and was achieved at low cost by placing mainly bollards, traffic signs and pavement markings. The pilot phase saw a decrease in NO<sub>2</sub> levels just below the legally binding maximum, as well as 25% fewer motorised vehicles crossing Jahnplatz. The City Council and the administration followed a participatory approach to involve stakeholders and residents, conducted feasibility studies on the design of the planned traffic scheme and developed a plan for the long-term modification of the Jahnplatz as a central element in the city centre. On the basis of the pilot phase and public participation, the City of Bielefeld developed detailed plans for the long-term changes, tendered the works and started the first construction phase in July 2020.



## WILHELMSTRASSE - BIELEFELD

Wilhelmstraße - Bielefeld: Wilhelmstrasse runs between two main squares in Bielefeld city centre: Kesselbrink and Jahnplatz. The street is only about 200 metres long and currently no longer has a traffic- and parking-oriented function. Using the impulse of a research project called "Klimanetze" (climate networks), the



Illustration 3: Wilhelmstrasse (Bielefeld)

Wilhelmstrasse ran a living laboratory: residents and local stakeholders had the opportunity to discuss what the street could look like in the future, and what its use would be. Students from the Aachen University (RWTH Aachen) designed four proposals for the future design of the road. However, the most prominent aspect was to live through the possible change of the one-day pilot test, which closed Wilhelmstrasse to traffic and allowed all other possible forms of use. Today, plans for Wilhelmstraße are to engage an external expert for a participation-driven planning process involving residents, citizens, retailers, businesses and political parties. The work builds on the experiences gained during the living lab day and the work of the students and the Klimanetze project.



Illustration 4: Gürtelfrische West (Vienna)

## GÜRTELFRISCHE WEST - VIENNA

The project ran from 8 to 31 August 2020. A swimming pool and various leisure time options were created with a programme such as dancing, workshops, talks and bike checks. The idea was to offer people the opportunity to go out during the COVID19 pandemic. Another aim of the project was to test the implications of closing the road to traffic in the area. The project received 25,000 visitors, the pools were used 15,000 times (the pools allowed a maximum of 6 people). The costs of the project were 160,000 euros. The project was carried out at a seven-lane junction. Concerns that this would create traffic chaos were not borne out in reality. The project could serve as a pilot to develop further traffic calming measures in Vienna.



# DEFINITION OF THE APPROACH

## LOCAL LEVEL

The Town Council of Guía de Isora has created a local working group (URBACT Local Group - ULG) made up of the main stakeholders of the municipality.

The URBACT Local Group allowed to give real answers to the problems of the municipality, having the experience and participation of people who work directly with the areas involved in the project.

Thus, different ULGs were defined, with the aim of segmenting the stakeholders in different meetings, in order to deal with specific issues:

- **Coordinator URBACT Local Group:** Responsible for decision-making and coordination of the project:
  - Ms. Lorena Medina, Councillor for Socioeconomic Development, Primary Sector, Historical Heritage and Tourism of Guía de Isora Town Council.
  - Ms. Raquel Gutiérrez, Councillor for Economy, Finance and Culture of Guía de Isora Town Council.
  - Mr. Rodolfo Domínguez, Technician of the Area of Socioeconomic Development of the Town Council of Guía de Isora and Coordinator of the SPACE4PEOPLE project.
  - Mr. Michael Rivero, IT Technician of the Town Council of Guía de Isora.
  - Ms. Paula Espino, Technical Assistance - EPC.
  
- **Main or Core URBACT Local Group:** Responsible for organising and leading the planning process:
  - Ms. Lorena Medina, Councillor for Socioeconomic Development, Primary Sector, Historical Heritage and Tourism of Guía de Isora Town Council.
  - Ms. Raquel Gutiérrez, Councillor for Economy, Finance and Culture of Guía de Isora Town Council.
  - Mr. Rodolfo Domínguez, Technician of the Area of Socioeconomic Development of the Town Council of Guía de Isora and Coordinator of the SPACE4PEOPLE project.
  - Mr. Michael Rivero, IT Technician of the Town Council of Guía de Isora.
  - Ms. Paula Espino, Technical Assistance - EPC.
  - Mr. Eduardo González, Councillor for Town Planning and Accessibility, Guía de Isora Town Council.
  - Mr. José Rivero, Councillor for Public Safety, Transport, Signposting, Traffic and Human Resources of Guía de Isora Town Council.
  - Mr. Francisco Ruiz, Officer of the Local Police of Guía de Isora.
  
- **Extended URBACT Local Group: Consisting of a larger number of stakeholders in addition to those mentioned in the ULG Core:**
  - Ms. Lorena Medina, Councillor for Socioeconomic Development, Primary Sector, Historical Heritage and Tourism of Guía de Isora Town Council.
  - Ms. Raquel Gutiérrez, Councillor for Economy, Finance and Culture of Guía de Isora Town Council.
  - Mr. Rodolfo Domínguez, Technician of the Area of Socioeconomic Development of the Town Council of Guía de Isora and Coordinator of the SPACE4PEOPLE project.
  - Mr. Michael Rivero, IT Technician of the Town Council of Guía de Isora.
  - Ms. Paula Espino, Technical Assistance - EPC.
  - Mr. Eduardo González, Councillor for Town Planning and Accessibility, Guía de Isora Town Council.
  - Mr. José Rivero, Councillor for Public Safety, Transport, Signposting, Traffic and Human Resources of Guía de Isora Town Council.
  - Mr. Francisco Ruiz, Officer of the Local Police of Guía de Isora.
  - Ms. Josefa María Mesa Mora, Mayoress-President of Guía de Isora.
  - Mr. Eduardo González García, Councillor for Town Planning and Accessibility, Guía de Isora Town Council.

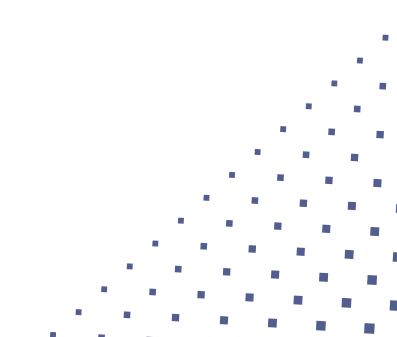
- Ms. M<sup>a</sup> Ángeles González Rodríguez, Councillor for Equality, Citizen Participation and New Technologies, Guía de Isora Town Council.
- Mr. Francisco Santos Hernández, Councillor for Sports, Guía de Isora Town Council.
- Mr. Cristo Manuel Guerra Hernández, Councillor Delegate for Economic Promotion, Guía de Isora Town Council.
- Ms. Ana María Darías Pérez, Councillor for Dependency, Guía de Isora Town Council.
- Ms. Maite Belén Pérez Meneses, Councillor for Training, Leisure and Free Time of Guía de Isora Town Council.
- Mr. Francisco Baute Delgado, Councillor for Health and the Environment, Guía de Isora Town Council.
- Ms. Cathaysa Vargas Curbelo, Councillor for Social Services, Guía de Isora Town Council.
- Joselizth Piteiro Barroso, Coordinator of the Social Services Department of Guía de Isora Town Council.
- Mr. José Vidal Domínguez, Coordinator of the Culture Department of Guía de Isora Town Council.
- Mr. Francisco Ruíz Hernández, Local Police Officer of Guía de Isora Town Council.
- Ms. Carmen Alicia Jiménez González, Deputy of the Department of Transport of the Town Council of Guía de Isora.
- Mr. Víctor García, Technician of the Department of Sustainability and Environment of the Cabildo de Tenerife.
- Mr. Antonio Delgado, Youth of Guía de Isora.
- Mr. Gilberto Torres, Board of Directors of AVETI.
- Ms. Ana Sánchez, Family Doctor of the Canary Health Service.
- Ms. Milagros N. Carvajal, Secretary of the Senior Citizens Association of Chio "La Paz".
- Mr. Francisco Concepción, President-Teacher of ADISSUR.
- Ms. Vanina da Cámara, Manager of AEGUIA.
- Mr. Víctor Samarín Chinaea, Board of Directors of AEGUIA.
- Mr. Eduardo Melián Díaz, Board of Directors of AEGUIA.
- Ms. Ana Luisa Delgado, Secretary of the Association of the Elderly of Chiguergue "Los Dragos".
- Ms. Teresa Brito, Treasurer of the "Los Dragos" Senior Citizens Association of Chiguergue.
- Mrs. Maria Carmen Alfonso Martín, Association of the Elderly of Chiguergue "Los Dragos".
- Mr. Juan Palop, Director of LPA STUDIO.
- Mr. Roberto Bazán, Founding Partner of Jiménez Bazán Arquitectos.
- Ms. Leticia Martín Carvajal, Architect.
- Mr. Luis H. Pérez, Architect.
- Mr. Antonio Querales, Sembrando Conciencia Association.
- Ms. Antonia María Baéz, Martín, Director of the Canary Islands Employment Service in Guía de Isora.
- Ms. Luisa Trujillo, Agricultural Extension Technician.
- Mr. Héctor Barrueco, Director of the Almácigo School.

The work at the local level with the ULGs has made it possible to understand the needs, visions and priorities of the stakeholders who may be affected by the project, and to try to provide a "global" solution to the problems identified through the definition of actions.

## TRANSNATIONAL LEVEL

Participation in transnational actions has allowed Guía de Isora Town Council to exchange knowledge in similar cities and to share good practices, already mentioned in the first pages of this document. Particularly noteworthy is the learning about innovation in urban policies, which has inspired, to a large extent, the actions included in this Integrated Action Plan.

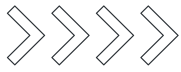
Thanks to both local work and transnational exchange, it has been possible to develop this strategic and living framework document, in which the actions proposed can be adapted to new territories and situations.



INTEGRATED ACTION PLAN

# ACTION PLAN





# 1. INTEGRATED ACTION PLAN

## 1.1. STRATEGIC OBJECTIVES

We recall that the vision of the Integrated Action Plan was to turn Guía de Isora into a municipality:

- To be adapted to the needs of the community.
- To improve the quality of life of the citizens.
- To improve the environmental quality of the municipality.
- Improve the safety of citizens.
- That favours connectivity between population centres.
- That it favours the municipality's landscape.
- That it allows diversification in the use of means of transport: on foot, bicycle, bus, coach, etc.

This vision has been the basis for defining the strategic objectives of the Plan:

- To increase the efficiency of the use of public space for parking, which will lead to a 25% reduction in the surface area of land used for this purpose. This optimisation of existing space for parking will increase off-street parking capacities against drop of on-street.
- To achieve that in three years 50% of the centre of Guía de Isora Casco will be pedestrianised.
- To increase the number of pedestrian walkways by 20% in 3 years.
- To reduce the use of private vehicles in the municipality by 20% in two years.

## 1.2. DEFINITION OF ACTIONS

The Guía de Isora Integrated Action Plan is organised into different thematic or strategic axes, each of which includes programmes and sub-actions:

- 1. Axis 1: Sustainable roads
- 2. Axis 2: Pedestrian and cyclist friendly spaces
- 3. Axis 3: Parking management
- 4. Axis 4: Enhancing the value of the tourist offer
- 5.1. Axis 5: Awareness and communication

**AXIS 1: SUSTAINABLE ROADS**



**ACTION 1. GUÍA DE ISORA TOURIST LAUNCHER**

<b>Axis</b>	Axis 1: Sustainable roads
<b>Specific objective</b>	This action supports tourist mobility between the different centres of the municipality, by means of a means of public transport that generates less impact than the private vehicle.
<b>Expected date of implementation</b>	2023 - 2024
<b>Budget</b>	70.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actores involucrados</b>	<ul style="list-style-type: none"> <li>• Tourist accommodation in the municipality</li> <li>• Tourists</li> <li>• Department of Socio-economic Development, Primary Sector, Historical Heritage and Tourism</li> <li>• Department of the Environment of the Cabildo of Tenerife</li> <li>• Department of Public Works of the Cabildo de Tenerife</li> <li>• Tourism Department of the Cabildo of Tenerife</li> </ul>

<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Tourist accommodation</li> </ul>
<b>Description</b>	<p>The municipality of Guía de Isora is made up of 17 population centres, which are distributed from the coast to the midlands. All of them have a cultural, natural or ethnographic component that makes them a must for tourists who really want to get to know the municipality and its charms.</p> <p>Chiguergue, Chirche, Aripe, El Jaral and Vera de Erques, in the highlands, delight us with their more traditional ways of life. Chío, Guía de Isora, Tejina de Isora, El Pozo and Acojeja, located in the midlands, show their more historic side. Finally, the coastal area is home to Cueva del Polvo, Varadero, Alcalá, Fonsalía, Playa San Juan, Piedra Hincada and Aguadulce.</p> <p>However, the lack of a frequent means of transport that runs between the different nuclei makes mobility between them difficult. Thus, this action consists of drawing up a plan for the provision of a tourist shuttle that will connect the points of tourist interest on the coast, where the tourist accommodation is located, with the midlands and the upper area of the municipality. In this way, it will link the accommodation establishments, the ports, the leisure areas, the natural areas, the footpaths and the cycling areas of the municipality, allowing the tourist to get to know the territory in its entirety.</p> <p>This will provide an alternative to the massive concentration of tourists and residents in the coastal area, facilitating access to new areas of great attraction in the municipality.</p> <p>In addition, this bus will provide information to the user in different languages about the points through which it is passing, highlighting its landmarks and resources.</p> <p>The actions to be carried out will be:</p> <ul style="list-style-type: none"> <li>◦ Determination of bus stops according to population, tourist and economic centres.</li> <li>◦ Creation of the exact route for the line.</li> <li>◦ Creation of timetables and services.</li> <li>◦ Identification and acquisition of vehicles.</li> <li>◦ Operational plan for the bus service.</li> <li>◦ Application for the necessary concessions and permits.</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Creation of an electric bus to travel to different points of interest in the municipality.</li> <li>• Preparation of a mobility study, itinerary, type of vehicle and economic study.</li> <li>• Increase of sustainable transport options in the municipality.</li> <li>• Improved mobility for tourists, visitors and residents by connecting the coastal area with the midlands and higher areas of the municipality.</li> <li>• Reduction of private vehicle use.</li> <li>• Reduction of atmospheric pollution by providing an electric means of transport.</li> <li>• Increased information provided to tourists about the natural, cultural and ethnographic landmarks of the municipality.</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• 1 electric tourist bus.</li> <li>• No. of daily return journeys of the tourist bus.</li> <li>• No. of hours the electric bus is in operation.</li> <li>• No. of people using the electric bus per day.</li> </ul>



ACTION 2. PUBLIC TRANSPORT SERVICES	
<b>Axis</b>	Axis 1: Sustainable roads
<b>Specific objective</b>	The promotion of public transport in the municipality is a necessity in order to connect the 17 training centres. It is a sustainable measure for residents as an alternative to their own vehicle, reducing traffic jams and pollution.
<b>Expected date of implementation</b>	2023 - 2024
<b>Budget</b>	100.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Municipal bus company</li> <li>• Island bus company</li> <li>• Taxi companies</li> <li>• Car-sharing companies</li> <li>• Area of Socio-economic Development, Primary Sector, Historical Heritage and Tourism</li> <li>• Department of the Environment of the Cabildo de Tenerife</li> <li>• Department of Public Works of the Cabildo of Tenerife</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> </ul>
<b>Description</b>	<p>As explained in the previous action, in order to guarantee connectivity between the 17 nuclei of the municipality, it is necessary to review the current transport system. The aim of this must be to allow the mobility of residents and tourists in the territory in a sustainable way, reducing the use of private vehicles.</p> <p>This action consists in promoting public transport services: taxis, shared taxis, shared vehicles, etc.</p> <p>Within this action, the following should be carried out:</p> <ul style="list-style-type: none"> <li>• Diagnosis of the current public transport situation: 1) Analysis of the current taxi fleet, 2) Analysis of the current bus fleet, 3) Analysis of the current carpooling fleet, 4) Diagnosis of social awareness.</li> <li>• Elaboration of a plan for the promotion of public transport: (e.g. increase of the taxi fleet, increase of the bus fleet, etc.).</li> <li>• Organisation of campaigns for the promotion of public transport for citizens and tourists.</li> <li>• Training in sustainable mobility for companies, groups and self-employed people involved in public transport.</li> </ul>

<b>Expected results</b>	<ul style="list-style-type: none"><li>• Increased use of public transport</li><li>• Reduction of private car use</li><li>• Improved mobility for residents and tourists</li><li>• Improved connectivity and accessibility in the municipality</li></ul>
<b>Indicators</b>	<ul style="list-style-type: none"><li>• No. of people using public transport service</li><li>• No. of public transport companies</li></ul>

<b>ACTION 3. UPGRADING OF GENERAL ROADS</b>	
<b>Axis</b>	Axis 1: Sustainable roads
<b>Specific objective</b>	A key element for the improvement of mobility is the maintenance of roads in a good state of repair, which facilitates both vehicular (public and private) and pedestrian mobility, and improves the aesthetic quality of the municipality.
<b>Expected date of implementation</b>	2025
<b>Budget</b>	15.500.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Socioeconomic Development, Primary Sector, Historical Heritage and Tourism Area</li> <li>• Department of the Environment of the Cabildo of Tenerife</li> <li>• Department of Public Works of the Cabildo de Tenerife</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> </ul>
<b>Description</b>	<p>The actions to be carried out will be to act on the general road, making them more pedestrian-friendly: wider pavements, recreational spaces, furniture, parks, sports areas, cycle lanes, etc.). This will be done on:</p> <ul style="list-style-type: none"> <li>• Refurbishment of the general road on the area of Guía de Isora Casco (8,000,000.00 €).</li> <li>• Refurbishment of the he general road on the area of Tejina de Isora (3,500,000.00 €).</li> <li>• Refurbishment of the he general road on the area of Chio (4.000.000,00 €).</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Improving road links between different areas within urban centres.</li> <li>• Improving the quality of stay and leisure options for residents and tourists within urban centres</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• No. of kilometres of road upgraded</li> <li>• % increase in residents' satisfaction</li> <li>• % increase in tourist satisfaction</li> </ul>

**AXIS 2: PEDESTRIAN AND CYCLIST FRIENDLY SPACES**



**ACTION 4. STROLLING AROUND GUÍA DE ISORA**

<b>Axis</b>	Axis 2: Pedestrian and cyclist friendly Spaces
<b>Specific objective</b>	The establishment of attractive, comfortable and safe walkways and pedestrian lanes that link different zones and areas of the municipality is necessary to encourage walking, which in the long term can not only improve the environmental quality of the municipality, but also the health of its residents.
<b>Expected date of implementation</b>	2025
<b>Budget</b>	1.000.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Socioeconomic Development, Primary Sector, Historical Heritage and Tourism Area</li> <li>• Department of the Environment of the Cabildo of Tenerife</li> <li>• Department of Public Works of the Cabildo de Tenerife</li> </ul>

<p><b>Target group</b></p>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> <li>• Local businesses</li> </ul>
<p><b>Description</b></p>	<p>Conditioning, widening and beautification of promenades linking different towns in the municipality of Guía de Isora. A first promenade linking the upper part, from Tejina to Playa de San Juan, passing through Aguadulce and Piedra Hincada. In addition, another promenade will be created from Cueva del Polvo to Chío.</p>
<p><b>Expected results</b></p>	<ul style="list-style-type: none"> <li>• Upgrading, widening and beautification of 2 promenades.</li> <li>• Improvement of the walking connection between population centres.</li> <li>• Promotion of sustainable mobility</li> <li>• Reducing the use of private vehicles</li> <li>• Increased pedestrian prioritisation</li> </ul>
<p><b>Indicators</b></p>	<ul style="list-style-type: none"> <li>• 2 promenades upgraded and beautified</li> <li>• No. of kilometres of promenades upgraded</li> <li>• Reduction in travel time between centres</li> </ul>

## ACTION 5. LINEAR MOBILITY BETWEEN POBLATIONS

<b>Axis</b>	Axis 2: Pedestrian and cyclist friendly Spaces
<b>Specific objective</b>	As in the previous activity, in this activity three pedestrian walkways will be created, each linking two population centres, also favouring connectivity between centres and promoting mobility on foot.
<b>Expected date of implementation</b>	2024-2026
<b>Budget</b>	2.400.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Socioeconomic Development, Primary Sector, Historical Heritage and Tourism Area</li> <li>• Department of the Environment of the Cabildo of Tenerife</li> <li>• Department of Public Works of the Cabildo de Tenerife</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> <li>• Local businesses</li> </ul>
<b>Description</b>	<p>This action includes 3 sub-actions:</p> <ul style="list-style-type: none"> <li>• Linear mobility system from Guía de Isora to Chirche (2024, 500,000.00 €). Use of the old traditional path to beautify it, improve it and allow pedestrians to walk along it.</li> <li>• Linear mobility system from Chío to Guía de Isora (2025, 800.000,00€). A walk along an old royal road linking Chío with Guía de Isora to beautify it, improve it and make it pedestrian-friendly.</li> <li>• Linear mobility system between Alcalá and Playa de San Juan (2026, 1,100,000.00 €). Create the promenade and adapt it in certain areas, linking the two main coastal areas of Guía de Isora.</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Improving walking connections between population centres.</li> <li>• Promotion of sustainable mobility</li> <li>• Reducing the use of private vehicles</li> <li>• Increased pedestrian prioritisation</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• 3 new linear mobility systems</li> <li>• No. of kilometres of enabled walkways</li> <li>• % Reduction of travel time between centres</li> </ul>

ACTION 6. BIKE LANE	
<b>Axis</b>	Axis 2: Pedestrian and cyclist friendly Spaces
<b>Specific objective</b>	This action aims, on the one hand, to promote a sustainable means of transport, reducing the use of private vehicles, and on the other hand, to improve the safety of young people who want to cycle to school.
<b>Expected date of implementation</b>	2023
<b>Budget</b>	30.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Socioeconomic Development, Primary Sector, Historical Heritage and Tourism Area</li> <li>• Department of the Environment of the Cabildo of Tenerife</li> <li>• Department of Public Works of the Cabildo de Tenerife</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Schools and colleges in the municipality</li> <li>• Young people and children</li> </ul>
<b>Description</b>	Extension of the cycle lane (500 metres) installed in the pilot test, so that it runs from the start of Avenida La Constitución to the Old Town, connecting both points, and allowing travel to the Almácigo school by bicycle from the El Pinillo housing estate. This action aims to respond to the demand from schools to promote mobility by bicycle, and will also be complemented by mobility workshops to be held during the first months of 2022.
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Reduction of private car use</li> <li>• Increasing safety for children</li> <li>• Promotion of cycling</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• 1 cycle lane</li> <li>• 500 m of cycle lane</li> <li>• No. of people using the cycle lane</li> <li>• Pupils' perceptions of road safety</li> <li>• Parents' perceptions of road safety</li> </ul>

**AXIS 3: PARKING MANAGEMENT**



**ACTION 7. PARKING FACILITIES ON THE OUTSKIRTS OF THE TOWN CENTRE**

<b>Axis</b>	Axis 3: Parking management
<b>Specific objective</b>	A balance is sought between the demands for more pedestrianisation and the demands of businesses for a continuous supply of parking spaces. In addition, when new off-street car parks are built, the number of on-street parking spaces is also reduced. On-street space is used instead for cycling facilities, pedestrian and green spaces.
<b>Expected date of implementation</b>	2023
<b>Budget</b>	500.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Socioeconomic Development, Primary Sector, Historical Heritage and Tourism Area</li> <li>• Department of the Environment of the Cabildo of Tenerife</li> <li>• Department of Public Works of the Cabildo de Tenerife</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Resident population</li> <li>• Local businesses</li> </ul>



<p><b>Description</b></p>	<p>Acquisition and adaptation of land for the creation of car parks, also providing the area with better lighting and improving the security of the space. The area chosen is around the municipal library, near Del Campo street.</p> <p>This action is linked to "Action 6. Cycle lane", because, having removed the parking spaces for its installation, another parking area must be created.</p>
<p><b>Expected results</b></p>	<ul style="list-style-type: none"> <li>• Optimisation of parking</li> <li>• Reducing the number of cars parked in the city centre</li> </ul>
<p><b>Indicators</b></p>	<ul style="list-style-type: none"> <li>• 1 car park created</li> <li>• No. of cars that can be accommodated</li> <li>• % occupancy of car Parks</li> <li>• No. of parking spaces removed from the town centre</li> </ul>

ACTION 8. INTELLIGENT PARKING	
<b>Axis</b>	Axis 3: Parking management
<b>Specific objective</b>	Managing parking means managing car demand and congestion.
<b>Expected date of implementation</b>	2025
<b>Budget</b>	300.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Socio-economic Development, Primary Sector, Historical Heritage and Tourism Area</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Resident population</li> </ul>
<b>Description</b>	<p>Installation of intelligent systems in the car parks of Alcalá, Guía de Isora and San Juan, allowing signalling and monitoring of occupancy. To do this, it will first be necessary to define which intelligent system will be the most appropriate to install according to the characteristics of the car parks. The results obtained in terms of occupancy will be monitored on a quarterly basis, with the aim of implementing subsequent solutions. We will start with Playa de San Juan and Alcalá, whose car parks are already in use, installing a system that allows us to know if there are free car parks, if everything is occupied, etc.</p>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Improving the quality of the municipality's car parks</li> <li>• Optimisation of car parks</li> <li>• Establishment of occupancy control and monitoring systems.</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• No. of car parks developed</li> <li>• % occupancy of car parks</li> </ul>

**AXIS 4: ENHANCING THE VALUE OF THE TOURIST OFFER**



**ACTION 9. BEAUTY IN THE FORM OF SCULPTURE**

<b>Axis</b>	Axis 4: Enhancing the value of the tourist offer
<b>Specific objective</b>	The beautification of the most frequented areas becomes a mandatory action to ensure the happiness and satisfaction of our residents and tourists.
<b>Expected date of implementation</b>	2023-2024
<b>Budget</b>	450.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Area of Economy, Finance and Culture</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Socio-economic Development, Primary Sector, Historical Heritage and Tourism Area</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> </ul>

<b>Description</b>	<p>One of the objectives of the Ayuntamiento de Guía de Isora is to make the municipality an attractive, comfortable and quality place to live for its inhabitants.</p> <p>This action consists of beautifying the municipality by using representative sculptures in Guía de Isora (for example, representing the banana plantation workers or the music band), Playa de San Juan and in Alcalá (representing the fishermen).</p> <p>In addition, the municipality organises sculpture competitions every year, and the winners will have replicas of the sculptures made, indicating inspiration, year and author.</p> <p>It will be necessary to define which aspects and resources of the municipality are relevant and would be interesting to represent in the form of sculptures, what materials the sculptures will be made of, their size, how many sculptures will be placed, where they will be placed, whether they will include an informative plaque, etc</p>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Beautification of the municipality</li> <li>• Enhancement of the cultural and ethnographic heritage of the municipality.</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• No. of sculptures implanted</li> </ul>

## ACTION 10. ON ROUTE THROUGH GUÍA DE ISORA

<b>Axis</b>	Axis 4: Enhancing the value of the tourist offer
<b>Specific objective</b>	This action aims to diversify tourism in the municipality by promoting the elements that characterise it. A representation of culture and history materialised in a walking route that will also support pedestrian mobility within the municipality.
<b>Expected date of implementation</b>	2023
<b>Budget</b>	70.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Area of Economy, Finance and Culture</li> <li>• Socio-economic Development, Primary Sector, Historical Heritage and Tourism Area</li> <li>• Area of Training, Leisure and Free Time</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> <li>• Hiking and active tourism clubs</li> <li>• Environmental associations</li> </ul>
<b>Description</b>	<p>The municipality of Guía de Isora has a wide range of cultural, ethnographic and natural attractions. Formulas are needed to try to enhance the value of these elements and attract tourists to new, more sustainable forms of tourism.</p> <p>Thus, this action consists of creating different routes in the municipality:</p> <p>1) Cultural routes:</p> <ul style="list-style-type: none"> <li>• Route through the historic centre of Guía de Isora.</li> <li>• Route in the coastal area of Alcalá and San Juan.</li> <li>• Water route between Guía de Isora and Chirche. This is currently the most advanced route, and there are plans to include beacons explaining the culture of water in the municipality.</li> </ul> <p>2) Nature routes taking advantage of the municipality's approved trails:</p> <ul style="list-style-type: none"> <li>• Route through the midlands of Guía de Isora, Chío and Vera de Erques.</li> <li>• Route between Guía de Isora and El Jaral.</li> <li>• Route between Chasogo and Chiguergue.</li> </ul>

<p><b>Description</b></p>	<p>The actions to be carried out are:</p> <ul style="list-style-type: none"> <li>• Definition of the strategic points over which the route will pass, which will make it possible to create different thematic routes.</li> <li>• Definition of the kilometres of each route.</li> <li>• Identification of each route with a name.</li> <li>• Involvement of local agents in the route to direct tourists towards them and boost the local economy.</li> <li>• Mapping and geolocation of the route.</li> <li>• Creation of a guide for each route: map, route, start, end, kilometres, difficulty, elements of value, local services, etc.</li> <li>• Promotion of the routes on the City Council's website and social networks.</li> </ul>
<p><b>Expected results</b></p>	<ul style="list-style-type: none"> <li>• Diversification of the tourist offer</li> <li>• Enhancement of the natural and rural heritage</li> <li>• Creation of new tourist products</li> <li>• Enhancing the value of the inland areas of the municipality.</li> </ul>
<p><b>Indicators</b></p>	<ul style="list-style-type: none"> <li>• No. of routes enabled</li> <li>• No. of people taking the routes</li> <li>• No. of kilometres of routes</li> <li>• No. of heritage elements covered</li> </ul>

## ACTION 11. ALMÁCIGO, CULTURE OF GUÍA DE ISORA

<b>Axis</b>	Axis 4: Enhancing the value of the tourist offer
<b>Specific objective</b>	The aim is to create a tourist offer around one of the most representative cultural elements of the municipality, in order not only to enhance its value, but also to produce sustainable mobility in the flow of visitors to the historic centre.
<b>Expected date of implementation</b>	2023-2024
<b>Budget</b>	300.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Area of Economy, Finance and Culture</li> <li>• Socio-economic Development, Primary Sector, Historical Heritage and Tourism Area</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Public Safety, Transport, Signposting, Traffic and Human Resources Area</li> <li>• Municipal Services and Works Area</li> <li>• Town Planning and Accessibility Area</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> </ul>
<b>Description</b>	<p>The almácigo is native to the Canary Islands. It is a tree with a well-formed trunk and a wide crown, which can reach up to 15 metres. In Guía de Isora it has become a representative element.</p> <p>This action consists of the enhancement of the almácigo tree and its symbolism in the municipality, through different actions:</p> <ul style="list-style-type: none"> <li>• Creation of a square around the almácigo.</li> <li>• Creation of a viewpoint.</li> <li>• Beautification of the area where the tree is located: furniture, information about the tree's history, gardens, flowerpots, sculptures, etc.</li> <li>• Etc.</li> </ul> <p>This strategic point could form part of the route through the historic centre mentioned in Action 10.</p>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Enhancement of an important natural and cultural element of the municipality.</li> <li>• Creation of an offer around a natural and cultural element</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• No. of people visiting the created cultural element/day</li> </ul>

**AXIS 5. AWARENESS AND COMMUNICATION**



**ACTION 12. URBAN YOUTH**

<b>Axis</b>	Axis 5: Awareness and communication
<b>Specific objective</b>	The aim of this action is to raise awareness from an early age about the importance of sustainability in cities, and to involve young people in improving mobility in the municipality.
<b>Expected date of implementation</b>	2022
<b>Budget</b>	70.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Area of Equality, Citizen Participation and New Technologies</li> <li>• Area of Training, Leisure and Free Time</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Area of Socio-economic Development, Primary Sector, Historical Heritage and Tourism</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Schools and colleges in the municipality</li> <li>• Young people and children</li> </ul>



<b>Description</b>	<p>This action consists of organising workshops in the municipality's educational centres, both schools and high schools, adapted to different age groups, on different themes:</p> <ul style="list-style-type: none"> <li>• Road safety</li> <li>• Respect for the environment</li> <li>• Recycling and renewable energies</li> <li>• Sustainable mobility</li> </ul> <p>In addition, 10 secondary school students will be selected to organise a monthly participation table, where they will be able to exchange suggestions for improvement, possible actions to be taken, problems they see in the urban environment, and which will then be transferred to the City Council.</p>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Training workshops for young people</li> <li>• Participation of educational centres</li> <li>• Holding of youth participation roundtables</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• 13 participating schools (11 primary schools and 2 secondary schools).</li> <li>• 3 workshops held in each centre. Total: 39 workshops</li> <li>• 400 pupils participated in the workshops</li> <li>• 1 participation table</li> <li>• 10 students at the participation table</li> </ul>

<b>ACTION 13. BE SENSITISED</b>	
<b>Axis</b>	Axis 5: Awareness and communication
<b>Specific objective</b>	The first step to make a change in a city is to involve the different agents that make up the network (tourists, residents, businessmen), therefore, this action aims to raise awareness and sensitise the entire population on the importance of sustainable mobility.
<b>Expected date of implementation</b>	2023-2025
<b>Budget</b>	60.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Area of Equality, Citizen Participation and New Technologies</li> <li>• Area of Training, Leisure and Free Time</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Businesses and entrepreneurs in the municipality</li> <li>• Resident population</li> <li>• Tourists</li> <li>• Socio-economic Development, Primary Sector, Historical Heritage and Tourism Area</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Businesses and entrepreneurs in the municipality</li> <li>• Resident population</li> <li>• Tourists</li> </ul>
<b>Description</b>	<p>This consists of the implementation of awareness-raising and sensitisation actions aimed at residents and tourists.</p> <ul style="list-style-type: none"> <li>• Advice programme for the implementation of good practices for businesses on the use of public space: restaurants, shops, cafés, nightclubs, etc.</li> <li>• On-line awareness-raising campaigns through the organisation's website and social networks on the correct use of public space.</li> <li>• Organisation of a sustainable mobility forum with the participation of experts and success stories from other cities.</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Residents, tourists and business people made aware of the use of public space.</li> <li>• Organisation of an advisory programme for the implementation of good practices in businesses.</li> <li>• Launch of on-line awareness-raising campaigns</li> <li>• Holding of a 2nd edition of the sustainable mobility forum.</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• 1 business mentoring programme</li> <li>• 15 businesses participating in the counselling programme</li> <li>• 1 online awareness campaign</li> <li>• 15 publications per year on the website and social networks</li> <li>• 1 sustainable mobility forum</li> <li>• 50 people participating in the forum</li> </ul>

**ACTION 14. MANAGEMENT, PARTICIPATION AND COMMUNICATION SUPPORT OFFICE**

<b>Axis</b>	Axis 5: Awareness and communication
<b>Specific objective</b>	In order to guarantee the efficient management of the resources of the Integrated Action Plan for the promotion of mobility, a management body with sufficient capacity is needed to ensure the correct use of resources, as well as the follow-up to guarantee the fulfilment and implementation of all approved actions during the whole process.
<b>Expected date of implementation</b>	2022-2025
<b>Budget</b>	200.000,00 €
<b>Responsible actors</b>	<ul style="list-style-type: none"> <li>• Mayor's Office</li> </ul>
<b>Actors involved</b>	<ul style="list-style-type: none"> <li>• Support Office</li> <li>• Area of Socio-Economic Development, Primary Sector, Historical Heritage and Tourism</li> </ul>
<b>Target group</b>	<ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Resident population</li> </ul>
<b>Description</b>	<p>One of the problems faced by Guía de Isora Town Council is the lack of its own human resources to guarantee the monitoring, management and execution of the actions included in the Integrated Action Plan. For this reason, it is necessary to contract a management body or technical office to carry out the management, monitoring and participation tasks of the Plan. In addition, this technical office will be in charge of searching for possible funds or calls for available subsidies to finance the actions included in the Plan.</p> <p>The tasks of the support office:</p> <ul style="list-style-type: none"> <li>• Seeking and attracting funding to carry out the Plan.</li> <li>• Carrying out citizen participation processes for the implementation of the Plan.</li> <li>• Support the operational capacity of the destination's management bodies.</li> <li>• Generate operational capacity of the destination's management bodies.</li> <li>• Communication and dissemination of the project.</li> </ul> <p>This action will be outsourced in order to have a support office specialised in project management (ISO 9001, 14001 and 21500 certifications) and a Project Manager with proven experience in the management of publicly funded projects.</p>

<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Financing the Integrated Action Plan</li> <li>• Optimal management of the Plan</li> <li>• Compliance with the implementation of the Plan</li> <li>• Citizen participation</li> <li>• Proper communication of the project</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• 1 management and coordination support office.</li> <li>• 100% financing of the Integrated Action Plan.</li> <li>• 3 events to disseminate the Integrated Action Plan.</li> <li>• 6 citizen participation processes carried out over 3 years.</li> </ul>

### 1.3. TIME AND FINANCIAL PLANNING

The table below sets out the time and financial planning of the Integrated Action Plan for the improvement of the public space of Guía de Isora:

		2023	2024	2025	Total
<b>1 Axis 1: Sustainable roads</b>					
1	Action 1. Guía de Isora tourist launcher	28,000.00 €	42,000.00 €	0.00 €	70,000.00 €
2	Action 2. Public transport services	40,000.00 €	60,000.00 €	0.00 €	100,000.00 €
3	Action 3. Upgrading of general roads	0.00 €	0.00 €	15,500,000.00 €	15,500,000.00 €
<b>Total Axis 1</b>		<b>68,000.00 €</b>	<b>102,000.00 €</b>	<b>15,500,000.00 €</b>	<b>15,670,000.00 €</b>
<b>Axis 2: Pedestrian and cyclist friendly spaces</b>					
4	Action 4. Strolling around Guía de Isora	0.00 €	1,000,000.00 €	1,000,000.00 €	2,000,000.00 €
5	Action 5. Linear mobility between poblations	960,000.00 €	720,000.00 €	720,000.00 €	2,400,000.00 €
6	Action 6. Bike lane	30,000.00 €	0.00 €	0.00 €	30,000.00 €
<b>Total Axis 2</b>		<b>990,000.00 €</b>	<b>720,000.00 €</b>	<b>1,720,000.00 €</b>	<b>3,430,000.00 €</b>
<b>Axis 3: Parking management</b>					
7	Action 7. Parking facilities on the outskirts of the town centre	0.00 €	300,000.00 €	200,000.00 €	500,000.00 €
8	Action 8. Intelligent parking	0.00 €	0.00 €	300,000.00 €	300,000.00 €
<b>Total Axis 3</b>		<b>0.00 €</b>	<b>300,000.00 €</b>	<b>500,000.00 €</b>	<b>800,000.00 €</b>
<b>Axis 4: Enhancing the value of the tourist offer</b>					
9	Action 9. Beauty in the form of sculpture	225,000.00 €	225,000.00 €	0.00 €	450,000.00 €
10	Action 10. On route through Guía de Isora	70,000.00 €	0.00 €	0.00 €	70,000.00 €
11	Action 11. Almácigo, culture of Guía de Isora	150,000.00 €	150,000.00 €	0.00 €	300,000.00 €
<b>Total Axis 4</b>		<b>445,000.00 €</b>	<b>375,000.00 €</b>	<b>0.00 €</b>	<b>820,000.00 €</b>
<b>Axis 5: Awareness and communication</b>					
12	Action 12. Urban youth	70,000.00 €	0.00 €	0.00 €	70,000.00 €
13	Action 13. Be sensitised	20,000.00 €	20,000.00 €	20,000.00 €	60,000.00 €
14	Action 14. Management, participation and communication support office	60,000.00 €	60,000.00 €	80,000.00 €	200,000.00 €
<b>Total Axis 5</b>		<b>150,000.00 €</b>	<b>80,000.00 €</b>	<b>100,000.00 €</b>	<b>330,000.00 €</b>
<b>TOTAL INTEGRATED ACTION PLAN</b>		<b>1,653,000.00 €</b>	<b>1,557,000.00 €</b>	<b>17,820,000.00 €</b>	<b>21,050,000.00 €</b>

## 1.4.EVALUATION SYSTEM

The monitoring and evaluation of the Guía de Isora Integrated Action Plan will make it possible to check the implementation and development of the proposed actions, and to intervene in their revision if necessary. An operational monitoring committee will be set up, which will meet at least quarterly to evaluate the fulfilment of the plan's actions and their timing, by means of a chronogram.

In addition, the indicators proposed in each of the actions will be detailed in order to measure compliance.

Indicator	Referred action	Expected result	Result achieved
1 electric tourist bus	Action 1	1	
No. of daily return journeys of the tourist bus	Action 1		
No. of hours of operation of the electric bus	Action 1		
No. of people using the electric bus every day	Action 1		
No. of people using the public transport service	Action 2		
No. of public transport companies	Action 2		
No. of refurbishment or beautification actions	Action 3 Action 4	8	
No. of kilometres upgraded or enabled	Action 3 Action 4 Action 5		
% increase in residents' satisfaction	Action 3		
% increase in tourists' satisfaction	Action 3		
Reduction of travel time between centres	Action 4 Action 5		
No. of new linear mobility systems	Action 5	3	

No. of bike lanes created	Action 6		
No. of metres of cycle lanes	Action 6	500m	
No. of people using the cycle lane	Action 6		
Perception of road safety by students	Action 6		
Parents' perception of road safety	Action 6		
No. of parking spaces created and/or prepared	Action 7 Action 8		
No. of cars that can be accommodated	Action 7		
% occupancy of car parks	Action 7 Action 8		
No. of parking spaces removed from the city centre	Action 7		
No. of sculptures installed	Action 9		
No. of routes set up	Action 10		
No. of people taking the routes	Action 10		
No. of kilometres of routes	Action 10		
No. of heritage elements covered	Action 10		
No. of people visiting the cultural element created/day	Action 11		
No. of participating centres	Action 12	13	
No. of workshops held in each centre.	Action 12	39	
No. of pupils participating in the workshops	Action 12	400	
No. of participation tables	Action	1	
No. of students at the participation table	Action 12	10	

No. of business counselling programmes	Action 13	1	
No. of businesses participating in the counselling programme	Action 13	15	
No. of online awareness-raising campaigns	Action 13	1	
No. of annual publications on the web and social networks	Action 13	15	
No. of sustainable mobility forums	Action 13	1	
No. of people participating in the forum	Action 13	50	
No. of management and coordination support office	Action 14	1	
% Funding of the Integrated Action Plan	Action 14	100%	
No. of events to disseminate the Integrated Action Plan	Action 14	3	
No. of citizen participation processes carried out over 3 years	Action 14	6	

INTEGRATED ACTION PLAN

# SMALL SCALE ACTIONS





## 2. SMALL SCALE ACTIONS

The Ayuntamiento de Guía de Isora started in January 2021 to plan the small-scale action to be carried out in the municipality

### Objective of the Small-Scale Action implementation

- Expand pedestrian space.
- Reduce car congestion.
- Reduce car racing.
- Relocate parking areas to reduce cars in Guía Casco.
- Increase pedestrian and school safety.



### Small-Scale Action Implementation Site

- Guía de Isora Casco - Area between Cruce Pérez Galdós and Che Guevara.
- Municipal buildings: medical centre, school, secondary school, Canary Islands Employment Service, Municipal Employment Centre, Agricultural Extension and Rural Development Office.
- Initial situation with regard to mobility: Influx of people and traffic in the morning.



## Planning actions

- Carrying out surveys to the citizens of the municipality to find out their perception of the mobility problems in Guía de Isora Casco (Annex I - Results of the small-scale action planning surveys).
- Exchange and discussion between the members of the Local Core Working Group (ULG Core) to decide on technical issues.



## Actions carried out on the ground

- The physical actions carried out in the territory were as follows, in July 2021:
- Linear painting on the left side (84 parking spaces).
- Linear painting on the right side for walking and/or jogging.
- Painted for school bus parking in the middle of the day.
- Painted for bicycle and car traffic.

These elements were active until 30 November 2021.



## Evaluation and results

The evaluation of the results was done by conducting and distributing a survey to the citizens of Guía de Isora Casco, with the aim of evaluating the results of the small-scale actions carried out from July to November 2021.

The survey was created on an online platform called Survio, which has the following advantages: unlimited number of surveys, unlimited number of questions, 10,000 responses per month, possibility to make invitations by e-mail, possibility to add the logo on the surveys, allows to customise the link, set logical rules, customise the design, generate a results document, etc.

The selection of the questions in the questionnaire was made with the aim of identifying: 1) whether people were aware of these tests, 2) the citizens' assessment, 3) how it affected their mobility. The result was a total of 10 questions

The survey was launched and disseminated in various ways:

- Virtually (12 November 2021): dissemination of the surveys via instant messaging to the different resources so that they could be sent to the people they work with in the health centre, Canary Islands employment service, state employment service, municipal employment service, agricultural extension, schools, companies, senior citizens' association, women's association, sports clubs, AMPAS, employers' associations, etc. They were also posted on the Guía de Isora website and a press release was published.
- Physically (30 November 2021): dissemination in person in the main areas of the municipality. Se obtuvo un total de 79 resultados a la encuesta, a día 02 de diciembre de 2021

**More than 90% of the citizens who responded to the survey stated that they were aware of the pilot test.** This may be due, to a large extent, to the information work carried out by the Guía de Isora Town Council to inform the population of the works to be carried out in July, as well as the purpose of the pilot test.

**The optimisation of parking space is positively valued, followed by the extension of pedestrian space, coinciding with the main objective pursued by Guía de Isora with the Space4People project. The creation of the cycle lane and the change in the direction of traffic were less well rated.** This may be due to the effect this may have on people who drive their private vehicles in the municipality.

**Only 3 out of 10 people had their mobility affected by this pilot test.** This result is very positive because the aim of the test was to analyse the possibility of implementing these measures for a more sustainable mobility in the municipality, without affecting the mobility or quality of life of the residents. It was to be expected that the period from September to November would be the period when this pilot test would have the greatest impact on citizens, due to the school term, as more than 95% of the respondents stated.

More than 85% of the respondents confirm that the pilot tests are positive in terms of actions to improve mobility in the municipality. Among the main reasons, the following stand out:

- To know the effectiveness, advantages and disadvantages of the actions.
- Improve the identification of neighbourhood needs.
- To know the opinion of the citizens on the municipality's actions.
- The needs of the neighbourhood can be estimated.
- Half of the respondents consider that the pilot test should be maintained as a fixed action over time.

## Communication

The communication of the small-scale actions was done through the preparation of a dossier with the results of the evaluation surveys on the pilot test, which was placed on the website of the Ayuntamiento de Guía de Isora.

INTEGRATED ACTION PLAN

# RESOURCES AND FUNDING











## 3. RESOURCES AND FUNDING

Guía de Isora aims to reduce car traffic by improving and creating pedestrian areas. In addition, the Town Council intends to implement new measures that will allow parking to be moved to less urban areas. This transformation of Guía de Isora into a sustainable city will allow pedestrians to move around more safely, thus encouraging the use of other sustainable modes of transport such as bicycles, scooters and public transport. The development of these plans would also make it possible to protect from pollution and traffic the places most frequented by pedestrians, such as the areas where schools, health centres and the Municipal Employment Service, among others, are located.

In order to finance the actions included in this Integrated Action Plan, as well as having its own funds, the Guía de Isora Town Council will monitor on a daily basis all calls for funds from the **financial instruments of the European Union related to the theme of mobility, with the aim of presenting projects that allow the actions included in this Integrated Action Plan to be financed.**

Logo	Programme name and priorities	Amount
	<b>Cohesion Fund Spain:</b> ERDF and ESF+ funds managed by the Spanish Government.	<b>36.245 M€</b>
	<b>Canary Islands Cohesion Fund:</b> ERDF and ESF+ funds managed by the Canary Islands Government.	<b>2.785 M€</b>
	<b>Interreg MAC 2021 - 2027. First call II Semester 2022:</b> Research and innovation, sustainable growth, SME competitiveness, job creation, energy efficiency, greenhouse emissions, circular economy, institutional capacity, mobility and migration, nature protection and biodiversity.	<b>283 M€</b>
	<b>URBACT IV:</b> Exchange and Learning, Capacity Building and Knowledge Sharing.	<b>102 M€</b>
	<b>Interreg Atlantic:</b> Innovation and competitiveness, resource efficiency, territorial risk management, biodiversity and natural and cultural assets.	<b>185 M€</b>
	<b>Interreg Europe:</b> Research, technological development and innovation; competitiveness of SMEs; low carbon economy; environment and resource efficiency.	<b>475 M€</b>

	<p><b>LIFE Programme:</b> Nature and biodiversity, circular economy and quality of life, climate change adaptation and mitigation, energy transition, operation of non-profit organisations.</p>	<p><b>5.400 M€</b></p>
	<p><b>Tourism sustainability plans in destinations:</b> Plans for transformation, information and resilience of tourist destinations.</p>	<p><b>1.858 M€</b></p>
	<p>Aid to municipalities for the implementation of low-emission zones and the <b>digital and sustainable transformation of urban transport.</b></p>	<p><b>1.000 M€</b></p>
	<p>Elaboration of <b>pilot projects for local action plans of the Spanish Urban Agenda.</b></p>	<p><b>20 M€</b></p>
	<p><b>Grants for actions aimed at the renaturation and resilience of Spanish cities:</b> urban neutralisation, connectivity, biodiversity conservation and adaptation, climate change adaptation.</p>	<p><b>58 M€</b></p>
	<p><b>Aid to strengthen commercial activity in tourist areas:</b> Competitiveness, innovation and modernisation of the local commercial offer.</p>	<p><b>32.173,33 M€</b></p>
	<p><b>Connecting Europe Facility:</b> Cross-border cooperation in transport, renewable energy and digital sector.</p>	<p><b>28.412 M€</b></p>
	<p><b>Digital Europe:</b> Investing in technologies and their deployment among citizens, businesses and public administration.</p>	<p><b>7.500 M€</b></p>
	<p><b>European Urban Initiative:</b> Sustainable Urban Development.</p>	<p><b>400 M€</b></p>
	<p><b>Horizon Europe:</b> Knowledge, innovation, competitiveness and sustainability.</p>	<p><b>5.400 M€</b></p>
	<p><b>COSME 2021-2027:</b> Competitiveness of enterprises and for SMEs</p>	<p><b>3.735 M€</b></p>
	<p><b>JASPERS:</b> Energy and solid waste, rail, air and maritime transport, roads, smart development, water and wastewater.</p>	<p><b>1.600 M€</b></p>



	<p><b>Single Market Programme:</b> Consumer protection and SMEs.</p>	<p><b>4.200 M€</b></p>
	<p><b>Neighbourhood, Development, and International Cooperation Instrument (NDICI):</b> Poverty, Sustainable Development, Prosperity, Peace and Stability.</p>	<p><b>71.800 M€</b></p>
	<p><b>Pilot Projects and Preparatory Actions (PPPA)</b></p>	<p><b>To define</b></p>

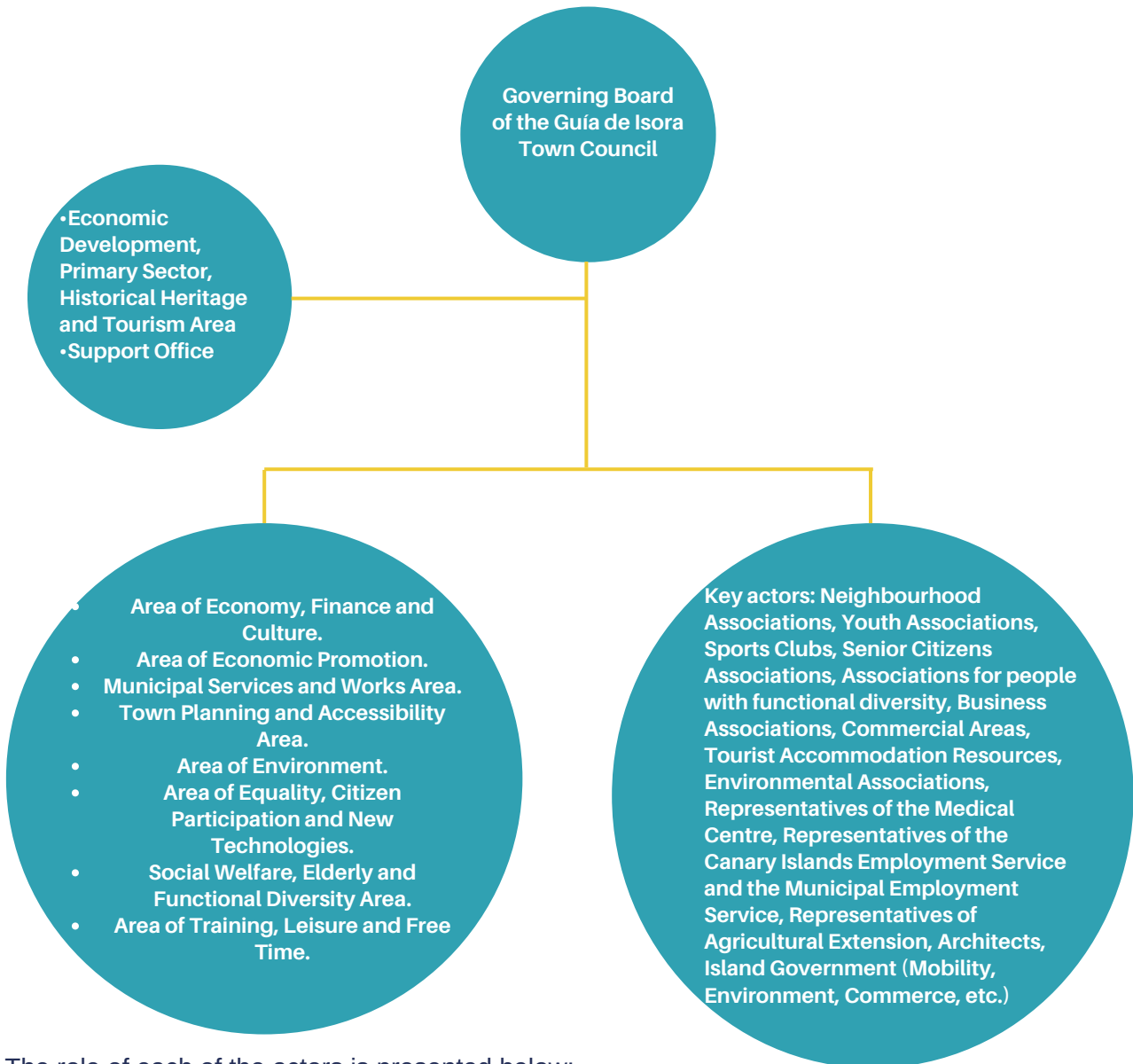
INTEGRATED ACTION PLAN

# GOVERNANCE MODEL



## 4. GOVERNANCE MODEL

The governance model foreseen for the implementation of the Integrated Action Plan for the Improvement of the Public Space of Guía de Isora is one of the key pieces of the process, as it defines a collaborative framework between public and private agents. The following diagram shows the structure of the governance system:



The role of each of the actors is presented below:

- Governing Board of the Guía de Isora Town Council:
  - Decision-making on all issues related to the plan, its actions, budget and evaluation.
  - Decision to participate in calls for funds to finance the plan's actions.
  - Approval of contracting.
  - Representing the municipality in the actions of the plan.
- Area of Economic Development, Primary Sector, Historical Heritage and Tourism:
  - Preparation of technical reports for contracting.
  - Organisation of actions and support for suppliers.
  - Preparation of the material justifying the actions.
  - Contact with the recipients of the actions.

- **Support office:**
  - Monitoring of the fulfilment of the plan's actions, results, deliverables.
  - Fundraising and fundraising.
- **Areas of the City Council and other key actors:**
  - Participation in the actions of the plan.
  - Communication of the plan's actions.
  - Co-creation of detailed implementation plans and joint delivery of these with the other actors.

INTEGRATION ACTION PLAN

# RISKS ANALYSIS





# 5. RISKS ANALYSIS

For the correct implementation of the Guía de Isora Integrated Action Plan, within the planned deadlines and guaranteeing the achievement of the expected results, it is advisable to anticipate possible events that may occur and deviate from the planned goals. Specifically, operational, financial, legal, technical or behavioural risks are identified. The categorisation of risks is measured according to their likelihood of occurrence and the potential impact that can be inferred. For each factor a score has been assigned: the highest (5 points) means a severe risk or almost certain probability; the lowest (1 point) means a negligible risk and a very low probability.

		Probability					
		Points	Minimal	Unlikely	Possible	Fairly Likely	Certain
Impact	Points		1	2	3	4	5
	Severe	5	5	10	15	20	25
	Important	4	4	8	12	16	20
	Medium	3	3	6	9	12	15
	Reduced	2	2	4	6	8	10
	Insignificant	1	1	2	3	4	5

The risks identified are indicated below, colour-coded according to the table above, indicating the score obtained and the proposed mitigation measures:

Type of Risk	Description	Assessment and justification	Total	Respond
Operational	Delay in the implementation of actions from detailed planning of IAP elements	<p><b>Impact: Severe 5.</b> It has direct consequences on the execution of the rest of the actions and can be considered as a lack of efficiency, especially of the team in charge of its implementation, monitoring and control.</p> <p><b>Likelihood: Fairly likely 4.</b> It is considered quite likely that the Action Plan will suffer delays in implementation due to both external and internal factors. A delay in the implementation of one activity may lead to delays in the other activities.</p>	20	<p><b>Mitigation:</b> Detailed planning will be carried out through monitoring tools. In addition, monitoring will be carried out for short-term planning to avoid delays in the implementation of the Integrated Action Plan given the current pandemic situation that generates changes in short periods of time. Adjustments will also be made to the modality of implementation of activities as far as possible and in advance.</p>
Operational	Excessive processing times and delays in the decision-making process for public tender decisions.	<p><b>Impact: Significant 4.</b> Delays in tendering processes have a direct impact on the execution of actions, especially if they affect the critical path of the Plan's planning.</p> <p><b>Likelihood: Possible 3.</b> There may be dependencies between different areas involved in tenders that delay the decision-making process.</p>	12	<p><b>Mitigation:</b> The Action Plan management team (Area of Economic Development, Primary Sector, Historical Heritage and Tourism), together with the support office, will carry out an initial planning of outsourcing needs and specific advice to the project's financial managers and thus advance the processing of dossiers according to the project planning</p>
Operational	The implementation of the actions is carried out in an erroneous or incomplete manner.	<p><b>Impact: Severe 5.</b> It may affect the outcome of the action itself, which is not implemented as it should be, as well as the other planned actions, and may lead to a deviation from the Integrated Action Plan objectives.</p> <p><b>Likelihood: Possible 3.</b> Given the innovative nature of some of the actions, misinterpretations may occur during their implementation.</p>	15	<p><b>Mitigation:</b> Analysis of the actions/activities to be developed in advance in order to create a coherent and adequate planning. In addition, an advisory service and direct relationship with suppliers will be provided, if necessary, for the correct execution of the activities</p>
Operational	Difficulty or lack of monitoring of the degree of implementation of the Plan's actions.	<p><b>Impact: Significant 4.</b> Not being aware of the degree of deviation of an action from its planning can make it difficult to achieve the objectives of the Action Plan.</p> <p><b>Probability: Possible 3.</b> Difficulty in achieving an integrated approach with the rest of the external agents.</p>	12	<p><b>Mitigation:</b> Comprehensive planning and detailed description of actions. Continuous monitoring of actions to remedy deviations intime.</p>

<p><b>Financial</b></p>	<p>Poor resource management and/or deviation of financial resources used from those projected.</p>	<p><b>Impact: Significant 4.</b> Loss of funding obtained for the Action Plan or any of the actions included in it. In addition to compromising the achievement of the objectives of the Action Plan, the image of the partner may be compromised.</p> <p><b>Probability: Possible 3.</b> The obligations of monitoring and control of the physical and financial execution of both the municipalities and the European funds prevent major deviations from occurring. However, very often, the costs of works and infrastructures of public interventions such as roads or buildings end up being higher than initially foreseen. And today we see a large increase and uncertainty about price increases.</p>	<p>12</p>	<p><b>Avoidance:</b> Assessment of the eligibility and timing of funding to mitigate the potential impact of this risk.</p>
<p><b>Legal</b></p>	<p>Delays in obtaining prescriptive administrative authorisations.</p>	<p><b>Impact: Significant 4.</b> Lack of authorisations from the municipal, regional or state administration in due time and form to carry out certain activities.</p> <p><b>Probability: Possible 3.</b> Given the nature of the Plan, the involvement of different actors is necessary, which may lengthen the decision-making process for the granting of authorisation</p>	<p>12</p>	<p><b>Mitigation:</b> Establishment of procedures for action in the event of having to process any type of prior authorisation. This procedure will involve the necessary planning considering the full administrative deadlines, considering possible delays in implementation.</p>
<p><b>Human Resources</b></p>	<p>Insufficient resources with the necessary training to implement the Integrated Action Plan.</p>	<p><b>Impact: Significant 4.</b> Given that many of the actions to be carried out are highly technical, specific knowledge may be required to implement the planned actions.</p> <p><b>Likelihood: Unlikely 2.</b> There are companies specialised in sustainable mobility that have the specific know-how to carry out the necessary actions.</p>	<p>8</p>	<p><b>Mitigation:</b> Assessment of the capacities that the team should have for the execution of the activities and outsourcing of the work when necessary, through technical assistance.</p>
<p><b>External actors</b></p>	<p>Rejection of the Action Plan and its actions by external actors (residents, businesses, tourists)</p>	<p><b>Impact: Severe 5.</b> The rejection or opposition of the agents to the Integrated Action Plan is an important risk, as it can be an obstacle to its development and generate a state of dissatisfaction in the municipality of the residents towards the administration.</p> <p><b>Probability: Unlikely 2.</b> External stakeholders are part of the governance model and form an integral part of the detailed planning and implementation process. In addition, efforts will be made to ensure the involvement and participation of citizens and businesses in decision making regarding the Plan.</p>	<p>10</p>	<p><b>Mitigation:</b> Conducting participatory decision-making processes, community events and other community engagement activities.</p>



INTEGRATED ACTION PLAN

# ANNEXES





## 6. ANNEXES

- **Annex I** - Results of the small-scale action planning surveys.
- **Annex II** - Results of the small-scale action appraisal surveys.

