

“The adventure of design our own destiny”: THE STRATEGIC PLAN FOR MÁLAGA

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Málaga (557.000 inhabitants) is the capital of a medium-sized metropolitan area of 750.000 inhabitants, located in Andalusia in the South of Spain. The growth of its population¹ envisages the increasing complexities of its society and the inherent bottlenecks of any development or growth process. Its present population density, nearly 600 inh. per sq.km, could be seen as a frantic example of this.



Although Málaga was an important and flourishing commercial port with a significant foreign presence (mainly British, German and French in origin), since the end of the 18th century to the extent of reaching second post in the rank of the Spanish industrial provinces (after Barcelona), its name has been universally associated with large-scale tourist activities through its commercial name, "La Costa del Sol".

The tourist, commercial and building sector activities have marked the economy of Málaga since the end of the sixties. As an example only to say that the latter have been absorbing nearly sixty per cent of all foreign investment in Spain in construction since the Spanish Entry into the EEC. Tourism then has been the pushing factor to

¹ The population of Málaga doubled over the past 25 years. In the last three population censuses, 1971-81-91, Málaga was the city with the highest relative growth of Spain. The huge immigration inflow and the tourist influx (4 million yearly distributed along the provincial coast) created a city whose population is composed by "outsiders" in nearly its 50 %. Thus one of the characteristics Málaga shows is the lack of social articulation and the divorce from the city's history and traditions.

improve the basic infrastructures of today's development. The building of the international airport in 1961 (actually, the third most important of Spain) followed the improvement of the main roads over the past decades.

New commercial and industrial activities appeared along with the population growth based on these new infrastructures. Nevertheless a significant qualitative change occurred: the sixties and seventies marked the beginning of a new era for Málaga with the location of large multinational firms in the field of microelectronics, computing, telecommunications and alternative technology (solar) and the creation of the University of Málaga. Today's Málaga-based Alcatel, Siemens-Matsushita Components, Fujitsu, Isofoton have their origins then.

This position was reinforced by large investment in infrastructure, including a dual-carriageway network and the enlargement of the airport, nearly 700 MECU in all during 1990-92, the technical specialization of the University of Málaga, Spain's most dynamic University as regards student numbers, and the installation of the Andalusian Technological Park officially opened in 1992 but with important firms such as Hughes Microelectronics, Cetecom, as well as several Research and Business Innovation Centers, already operating.

Nevertheless an important informal economy had developed parallel to this to the extent of reaching a high figure of official unemployment, close to 30%, doubling the Spanish average.

The natural environment of the city is framed by the presence of the Mediterranean, the Natural Park of Málaga's Mountainrange and the surroundings of the Guadalhorce river which, together with places like the San Anton mountain, the Morlaco and various pools are of great ecological value.

The population concentration in the coastal area causes marine and visual contamination as well as problems with water supply and sewage. However, the largest environmental problem in Málaga is the acoustic contamination occasioned by the numerous bars, restaurants, commercial areas, typical characteristics of a mediterranean city.

It seems logical for a city like Málaga, the fifth spanish city in terms of population and situated in the second scale of peninsular urban ranking, only surpassed by Madrid and Barcelona, that a clear city project is needed, involving all its strenghts, able to contribute to a definition of its role in the Spanish and European city system.

In this sense and facing a permanently changing and challenging situation, Málaga's City Council decided to promote The **Strategic Plan for Málaga (SPM)** coinciding with the revision of the Structural Land-use Plan for the municipality and the development of the Metropolitan Area Planning. The General Assembly of Málaga's City Council passed the implementation of the SPMA in April 1992. Parallel to this and similar to

other experiences of Strategic Plans for Urban Areas, a **Coordination Office** was set up and, after a few months of technical work, a **City Commission** was created as well as the **General Assembly** (with more than 300 members -social and political institutions; civic, ecological and entrepreneur associations; Unions, and so on-). This Commission was later to become the **Executive Committee** for the SPM, main organ which monitors the project and consists of the following leading institutions in the city:

- Ayuntamiento de Málaga (City Council)
- Diputación Provincial (Provincial Municipalities Government)
- Delegación de Gobierno de la Junta de Andalucía (Regional Government)
- Subdelegación del Gobierno (Central Government Representation in Málaga)
- Cámara de Comercio (Chamber of Commerce)
- Confederación de Empresarios (Businessmen's Association)
- Federación Provincial de Asociaciones de Vecinos, Consumidores y Usuarios. (Provincial Federation of Neighbour's and Consumer's Associations)
- Parque Tecnológico de Andalucía (Andalusian Technological Park)
- Puerto de Málaga (Port of Málaga)
- Unicaja (Main Savingsbank of Andalusia)
- Unión General de Trabajadores (General Workers Union)
- Unión Provincial de Comisiones Obreras (CC.OO. Union)
- Universidad de Málaga (University of Málaga)

The main aim pursued by this formation of different bodies is **to achieve a consensus** with the different local agents, right from the beginning of the process. In order to give the Strategic Plan a legal status, in which the different institutions mentioned above are capable of assuming leadership of the project on a basis of equal representation, the private **CIEDES Foundation** was created (CIEDES stands for Strategic Investigation Centre for Málaga's Social and Economic Development).

The innovative nature of the consensus and participation in the SPM allowed it to obtain European financing (EDRF Funds).

As it can be gathered, SPM was not solely about infrastructures (in fact most of the important deficits were covered during the expansion years, 1987-91) but its main concern seems to be to define clear lines for action for a non socially articulated city.

The Characteristics of the Process: a Process of Permanent Co-ordination.

PHASE I: ANALYSIS AND DIAGNOSIS (July 1993-December 1994)

The first step taken by the SPM was to elaborate a strategic diagnosis of the city and synthesise it using a SWOT (Strengths, Weaknesses, Opportunities and Threats)

matrix, with the purpose of indicating the competitiveness of Málaga. To this end, both an internal analysis of the city's actual situation (qualitative, conjunctive, sectorial and global analyses), indicating its weaknesses and strengths, and an external analysis (a macro-tendential and prospective analysis, both sectorial and global), indicating Málaga's opportunities and threats within its own framework. Invited by the General Assembly, over a thousand representatives of different civic groups attended these working groups and round table at one time or another.

The SPM followed two courses of action when analysing the external factors faced by Málaga. Firstly, a study was carried out on national and international socio-economic macro-trends. Parallel to this study, a DELPHI survey was elaborated.

With the completion of the SWOT analysis – approved by the Executive Committee and presented before the General Assembly during its second meeting in December 1994 – the SPM went into its second phase that was to establish the city's Main Objective using predictable and desirable scenarios for Málaga.

PHASE II: STRATEGIC OPTIONS (January-April 1994)

After establishing the Main Objective-City Model which the SPM aims at achieving and which should also specify the city's desires for the future, the next step was to identify the correct courses of action to be taken, embracing the critical and strategic issues of the city and enabling it to advance from its present situation to the that proposed, while capitalising on the most important external opportunities and internal strengths and avoiding the negative effects of external threats and internal weaknesses.

The main objectives of any strategic plan, whether its concerns a city or not, have to be concise, clearly expressed, unique in their scope and innovative in their courses of action. These are the ideal general attributes of a main objective. Even when they are all attained, the first impression they give is normally one of simplicity – a trait that can be advantageous – and, to some extent, obviousness, which could lead to the undervaluing of the effort and consensus necessary so as to summarise the potential of a company and the determination of all those agents and parties to achieve it.

It is this unpredictable situation that limits time-wise the main objective of a strategic plan. All that can be hoped for is to detect general trends after a five-year period, creating the necessary supports so as to able to endure the socio-political onslaughts of the world today as best as possible.

The **Main Objective** that was established defines the different strategic courses of action and aims at laying the foundations so as to

‘...consolidate Málaga as a city with a Mediterranean scope and a healthy environment, and as both the economic and technological capital of Andalusia

and as a European tourist capital.'

As in the analytic and diagnostic phase, the definition and the in depth study of the courses of action was carried out by new working groups comprising experts from all the different sectors, working on the defined basis of key or strategic areas.

PHASE III: OPERATIVE PROJECTS AND PROGRAMMES (May 1995- July 1996).

During this phase, which started after the 3rd General Assembly, celebrated on April 1995, the projects and programmes to be implemented with the purpose of fulfilling the main objective and, therefore, the programmes and the measures proposed in the previous phase were determined.

The before-mentioned SPM's Main Objective defines the different strategic courses of action and a series of programmes and actions (strategic projects), expounding the desired objectives, was chosen for each one.

Course of Action I: '**A City with a Mediterranean Scope,**' including among other issues those of Málaga's role and position in the territory surrounding it, its government and its urban structure, with a total of five programmes

Course of Action II: '**An environmentalist metropolis with a high standard of living,**' dealing with aspects like the population, social vertebration and articulation, the health system and housing as a primary commodity, with a total of five programmes.

Course of Action III: '**The Financial and Technological Capital of Andalusia,**' analysing everything to do with the labour market, infrastructures, economic competitiveness and industry, building and finance sectors, with a total of eight programmes.

Course of Action IV: '**A European Tourist and Leisure Capital,**' concerning issues that boost the city's internal and external image, like those of culture, tourism and commerce, with a total of six programmes.

Course of Action V: '**An Educationalist City,**' doesn't appear in detail in the main objective as it was considered to be of a horizontal and transversal nature (as is the case with the standard of living) in the sense that it encroaches on or interferes with the other courses of action. For this reason it deals exclusively with educational issues including the concept of 'a city-as-school,' with three programmes.

During the third Phase were determined the 293 actions to be undertaken within the above-mentioned Courses of Action and Programmes.

An effort was made to define precisely and clearly each one of the interventions – including grounds, internal cohesion with other interventions and connection with the main objective – as well as fixing deadlines, clearly stating which institutions or agents were to be involved in their execution, the resources necessary to carry them out and, in some cases, their quantification. Hence, the report produced in this phase constitutes the first draft of the SPM.

PHASE IV: EXECUTION AND MONITORING OF THE SPM (July 1996- April 1997)

The fourth stage of the Plan (Implementation and Follow-up) was formally launched upon presentation of the Plan at the IV General Assembly held in July 1996. This is the crucial phase of the planning process. The institutions, under whose jurisdiction the city falls, and the representatives of the SPM are both responsible for carrying it out. For this reason, the effectiveness of this phase greatly depends on the previous process of mobilisation and involvement, and the near majority consensus that has been achieved in the said process.

Several different local government agencies, business organisations and institutions with responsibilities in different areas have all contributed to the Plan's implementation. The CIEDES Foundation has given impetus to some multi-lateral projects as well as taking responsibility for follow-up on the various initiatives underway.

PHASE V: REVISION AND ASSESMENT OF THE SPM (April 1997- December 2000)

Once Stage Five (Assessment) began in April 1997, a guideline system was put in place specifying, which follow-up indicators should be used for projects reviewed by Expert Panels and periodically assessed by the Foundation's Co-ordination Office. A series of statistics and status indicators were compiled for the public presentation of the work underway. These not only allow an insight into the development of the city between 1996 and 1999, but also provide an estimation of the extent to which the aims set down in the Plan have been achieved.

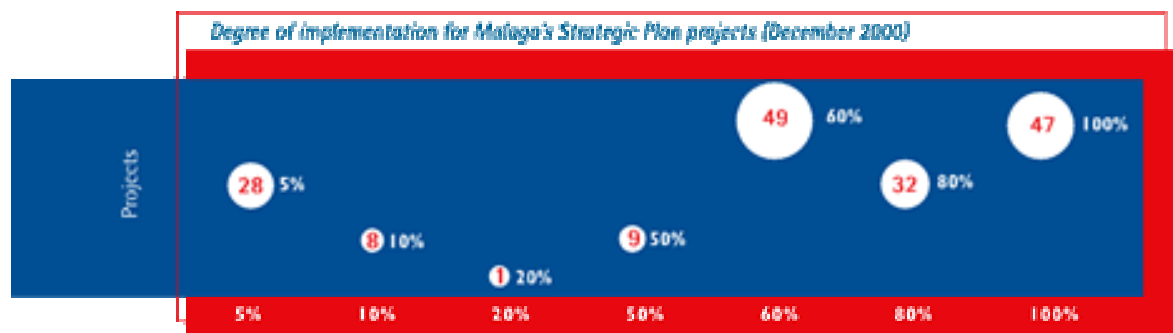
The success of a strategic plan does not depend solely on the number of projects implemented. More importantly, it is essential to have the ability to assess whether the city has developed along the lines proposed in the Main Aim and in accordance with the various strategic lines of action. Bearing this in mind, the CIEDES Foundation has undertaken an **assessment** of the Strategic Plan, based on both the follow-up on projects and on the progress of the main socio-economic indicators in the city. A wide range of institutions, organisations and associations from the city have kindly contributed data and lent their expertise to the various projects underway. The results of the assessment have been submitted, discussed and agreed at the successive meetings of the Executive Committee of the Foundation attended by

representatives of all members, as the major players in the life of our city.

Development of Málaga's strategic projects

At the beginning of the follow-up stage and later assessment of the various projects, it became clear that the MSP Office should devise a suitable working method. Other models successfully implemented in both Spanish and European cities were taken as the basis, and then adapted to the peculiarities of Málaga and its planning process. It was also decided that not only the degree of implementation² for each project should be taken into account, but also its current status.

In the graph below, each of the 174 projects in the Plan is plotted according to its current degree of implementation.



Of all the projects, 73.5% currently stand at an advanced stage of implementation (60-100%) while the impact of meeting their targets is already becoming apparent. Over a quarter of the projects (26.4%) have already reached full completion. Rather surprisingly, however, 17% of all actions have only managed to identify a project leader (5%), but have not managed to draw up a serious or well-defined implementation plan. These are projects that must be encouraged with greater interest in the coming years.

To provide a summary of the degree of implementation for Málaga's Strategic Plan, it is not enough to simply count the number of projects either completed or at advanced stages of implementation. We must also take into account the contribution of each project to the overall Plan, i.e. those projects that will either benefit the city most or that

² Degree of implementation for projects

Identifying the project leader	5%
Project Draft	10%
Project approval	20%
Allocation of funds	50%
Implementation starting date	60%
Mid Implementation Stage	80%
Full implementation	100%

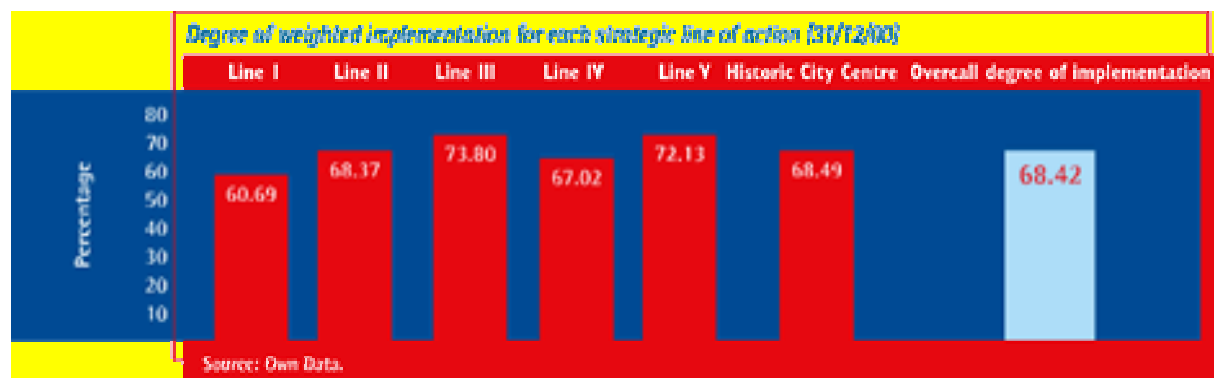
are considered vital for the city, named **weighted implementation**. In the table below, a few of such projects have been taken from each Strategic Line of Action. As can be seen, many have not been completed although there is a clear implementation stage underway for them all.

Some of the projects with greatest synergy and current implementation status

	Strategic Line of Action	Implementation Status (%)
Special Port Scheme for the East Quay	I	80
High Speed Train Cordoba-Malaga	I	20
Alcazaba-Coracha Tunnel	I	100
Guadalhorce River Embankment	II	80
Starting up a Solid Waste Treatment Plant	II	80
Starting up a new "business nursery"	III	100
Trade Fair and Exhibition Centre	III	60
Setting up a network of theme museums	IV	80
Sports Pavilion	IV	100
Single University Campus at Teatinos	V	60
Opening the Picasso Museum	Historic City Centre	60
Recovering the architectural heritage in the Historic City Centre and surroundings	Historic City Centre	60
Contemporary Art Centre	Historic City Centre	80

Obviously results considering only the number of projects currently underway will be different from results for each strategic line of action if such weighting within the overall proposals for the Strategic Plan is taken into account. The following table shows **the degree of weighted implementation** for each of the strategic lines of action and for the Strategic Plan in its entirety. The level of progress for each measure or strategic project has been taken into account to calculate these percentages, combined with an

updated weighting calculated from the score attributed to each project according to the multi-variant order of preference system set up during Stage Three (see Annex on Methodology). The overall degree of implementation has thus been calculated, giving a total of **68.17%, as of the 31st December 2000**.



The highest degree of implementation has been achieved by Line 3, devoted to economic and technological aspects, followed by Line 5, which focuses on the topics of the educational and training city. This line is felt to have an impact across all the other lines of action. On the other end of the scale, Line 1, land use and infrastructure, has the lowest score so far. This may well be due to the much larger scale of the projects it entails, which need a much longer period for implementation as well as more substantial financial support.

It must also be borne in mind that some of the measures proposed during the drafting of the integrated strategy for the city had already commenced prior to the final definition stage of the Plan. However, the **role played by the MSP** since July 1996, when the final book was published can be examined. Up to the end of 2000, there has been net progress in implementation for 80% (139) of all strategic projects considered (174). Of these, 28% (49) were either started up when the Plan was drafted or as a result of the Plan itself.

Over half of the projects can be said to have achieved a certain degree of implementation prior to the definitive draft of the Plan in 1996, according to the methods applied in this survey. However, very few projects have remained at the same stage of development after the MSP was presented.

Overall Progress in the city and surrounding areas

The development of a city cannot be viewed merely as an endogenous, internal process. Instead, all the many factors that can interact in a city's development and that are outside the control of the main partners must also be taken into account. As a result, a higher degree of implementation for the strategic projects is a must. Alone, however, this is not enough to ensure the expected and desired urban development. The MSP's Co-ordination Office has studied the development of the city since the Strategic Plan was presented in 1996, in terms of statistics and socio-economic indicators. Consideration is given to the changes occurring in the city related to the main objective, or model of desirable city, and the strategic lines of action devised.

Málaga has undergone positive development during the four-year period 1996-1999. Indeed, in economic activity, the province showed a higher than average rate, compared to both national and regional averages. To quote just a few significant data for the province of Málaga, in 1999, and for the third consecutive time, Málaga was the leading Andalusian province in new business creation. Moreover, both the inter-year rate of inflation as well as the Consumer Price Index have stayed well below national averages and on a par with regional figures. However, collective agreements for salary rises were higher than average and job creation was also higher than the regional average, with registered unemployment reaching historically low levels.

Most socio-economic indicators analysed for the **city of Málaga** also show a positive trend over the same period. However, the different surveys and polls all point to a general pessimism about the future amongst the members of Málaga society. In fact, in most surveys, most interviewees perceived the future situation for each variable more pessimistically than would in reality occur.

From the analysis of our **opinion poll**³ conducted on “expectations for the economy and society of Málaga” between the second half of 1996 to the second half of 1999, it is clear that there is a change in the views held by Malaga citizens on the different variables. There was a swing from a stable situation, although always less optimistic for Málaga than for Andalusia and Spain as a whole, to positive views that are well above the appraisal for Andalusian and Spain as a whole.

The table below provides a summary of the main indicators that could lead to a general view of the development of the city in all areas. This covers values linked to macro-economics as well as specific values for sectors such as construction and tourism, or the development of the business sector.

³ Survey conducted by Analistas Económicos de Andalucía for the six-monthly gazette “*Málaga, Economy and Society*” edited by the CIEDES Foundation. This survey allows insight into the perceived development of the variables for production, employment, investment, consumption, general economic, social and political status amongst economic and social partners. All items refer to three territorial areas: the city of Málaga, Andalusia and Spain.

Main socio-economic indicators for
Málaga

	1996	1997	1998	1999
Annual rate of inflation(*)	2.4	1.9	0.7	2.6
Exports (*) (millions of Pesetas)	69,680	75,709	81,335	95,860
Imports (*) (millions of Pesetas)	205,817	238,607	201,775	252,368
Turnover PTA companies (millions of Pesetas)	21,726	26,521	32,671	37,864
Yearly net company balance (*) (thousands of Pesetas)	6,459	8,758	28,975	n.a.
Registered Job Finders	129,692	155,674	182,510	210,925
Registered Job Seekers	44,177	41,170	36,957	32,191
Housing Schemes scheduled				
Private	14,713	22,252	42,476	15,915
Subsidised housing	5,856	7,971	6,872	5,344
Cement consumed (*) (thousands of tonnes)	698.90	864.80	1,204.09	1,388.3
Air transport				
Passengers	6,585,789	7,275,042	7,765,526	8,522,421
Goods (Kg.)	7,221,363	8,231,819	9,185,972	9,664,393
Maritime transport				
Passengers	98,679	97,648	105,965	167,327
Nº of Cruises	170	161	188	244
Vehicle registration	162,927	165,444	170,118	177,865
Electric power consumed (Mgw/h)	1,058,454	1,159,684	1,211,147	1,315,169
Percentage of hotel occupancy (%)	41.89	41.94	47.42	55.11

(*) Data for the province of Málaga

Source: Drawn up from reports by Analistas Económicas de Andalucía, Málaga Port Authority, Málaga Airport, Official Chamber of Commerce, Industry and Navigation, Confederation of Málaga Entrepreneurs, INE (National Institute for Statistics), INEM (National Institute for Employment), IEA (Andalusian Institute for Statistics).

Málaga has improved its competitive edge, in terms of both the economy at large and in business. Exports have risen by over 37%, while imports are also up by almost 23%, giving rise to an enhanced balance of foreign trade. In the business world, net turnovers have increased steadily since 1996 with new technologies companies (particularly those located on the PTA (The Science and Technology Park of Andalusia) reaching an outstanding 74% increase in turnover.

Further indicators clearly marking the general economic improvement include the number of registered vehicles or higher electric power consumption, for both domestic and industrial or commercial use. All these circumstances have brought about a considerable improvement in the **labour market**, with a drop in unemployment of over 12,000 and a 60% increase in job seekers finding employment.

The **services sector** has perhaps benefited most from the economic boom, in particular the tourist market. In the capital city of Málaga, with hotel occupancy up by over 14%, many hotels have upgraded their facilities and more 4-star hotels have recently been opened. A great many visitors to Málaga arrive by either air or sea.

Indeed, the **Port of Málaga** is steadily emerging as a Mediterranean cruise stopover, now ranking as Spain's second port with 244 cruise ships in 1999 compared with the 170 calling at Málaga in 1996, a 69% increase in the number of passengers. In the four-year period under study, **Málaga Airport** has also sustained a major increase in passenger traffic, now reaching eight million passengers and 2 million kilos of cargo traffic. Such increases in traffic have brought the building of a new control tower and enlargement of the existing terminal forward, with plans for the second runway now scheduled for 2005.

Construction is another sector that has not only benefited from, but has been largely driven by the economic boom. The number of houses planned and under construction in the capital city has multiplied, with the greatest growth in private building initiatives. One outstanding feature is the high number of buildings under construction purely for rental, undertaken both by private companies and the Municipal Institute for Housing. Not only has the amount of cement used doubled in the 1996-99 period, but stocks ran out completely for some building materials with three-month delays on delivery.

By way of summary, Málaga can be said to have improved its competitive position on both the regional and national markets, although a more consistent image of the city is needed to ensure an advantageous position on a European and international scale. The completion of the large communications and transport infrastructure projects should contribute positively to this transformation. The impact of the healthy, growing national economy has been greater on the city, in particular, and the province of Málaga, compared with the rest of Andalusia and Spain as a whole. The labour market has been a decisive contributing factor, with construction and tourist services acting as the driving force. Málaga, as the financial and technological capital of Andalusia is now being confirmed by economic statistics and fully backed by public opinion. However, the same cannot be said about Málaga as the tourist and leisure capital of Europe. All the improvements in facilities and services within the city are, as yet, unable to compete well on foreign markets. Further efforts are needed to ensure greater co-ordination with the Costa del Sol and between all private and public partners involved. In general terms, the standard of living for the population has improved. Enormous efforts are underway for environmental improvements, although many major obstacles still need to be overcome if the city's development is to avoid setbacks.

Progress towards meeting the targets of the strategic lines of action

This is a summary of the most outstanding conclusions, giving an outline of the extent to which the targets set for each strategic line of action have been met.

Strategic Line I: “Málaga, a truly Mediterranean, metropolis”

Major projects that could consolidate the city’s overall position have unfortunately not progressed as fast or as regularly as would have been desirable. This has meant in effect that **Málaga is practically at the same stage of territorial development as at the beginning of the 90s.** Enormous progress should be forthcoming, however with the completion of several projects currently at the initial stages of implementation or under consideration. Such is the case of the High Speed Train link, completion of the Mediterranean Highway, the development of the Inter-modal Transport Scheme, the implementation of the Special Railway Scheme and the Special Port Scheme. Stable trading relations and co-operation with other nearby economic centres or with North Africa will all be decisive factors.

In spite of the drawbacks, Málaga has improved its role in transport networks and the flow of both people and goods to and from Málaga has increased with improved access.

Strategic Line of Action II: “Málaga, capital city offering a high, yet environmentally sustainable standard of living”

Today, Málaga is perhaps still within the **scenario** deemed **probable** when the Strategic Plan was drawn up, and has not yet moved firmly into the desirable scenario. The standard of living and the environment for Málaga residents has improved over this three year period, very much in line with progress made elsewhere in Andalusia and Spain.

One major step forward has been the increase in park areas per capita, thanks to funding available from the EU and other national government sources. New inner city and suburban parks are now scheduled and under construction, even though Málaga lags behind the European average of per capita m² of parkland. Although there has been co-ordination amongst the different investors, no concerted integral action has yet been seen in this area.

Social services and healthcare have also upgraded their service provision and included cover for new segments of population. Volunteer groups have been extremely active and their role in society has been firmly encouraged. However, a firmer, more co-ordinated commitment by all organisations and departments involved in this area remains elusive.

A further increase in the standard of living has resulted from the drop in **unemployment** and rises in average salaries. The **Workshop Schools** and social economy organisations (i.e. co-operatives, special worker-owned companies, amongst others) have become a truly viable alternative for getting young people into the labour market.

Strategic Line of Action III: “Málaga, Andalusia’s economic and technological capital city”

Judging by Málaga’s progress in economic, technological and commercial development, the city can be said to have met the target set of making **“Málaga Andalusia’s economic and technological capital city”**. Currently, it is not only economic indicators that point to the major role now played by Málaga in the Andalusian context. It is Málaga’s social and commercial partners themselves who have not only assumed their leading role but also expect full recognition for the city.

Strategic Line of Action IV: “ Málaga, the tourist and leisure capital of Europe”

Málaga has made great progress in the area of tourism even though it has not yet become the tourist and leisure capital of Europe as was hoped when the Strategic Plan was drawn up. Although tourist indicators show a rise in visitor numbers, this does not match the central location of the city or the role it must play as capital of the Costa del Sol. However, thanks to the spectacular increase in cruise tourism, Málaga now ranks as the second cruise port on mainland Spain.

Málaga is also making progress towards shaping its own particular style of tourist attractions. Among the many assets of Málaga’s heritage that are currently being renovated and refurbished are the Cathedral, Gibralfaro Castle, Alcazaba and the Roman Theatre. All these developments will strengthen the image of Málaga as a historic city. And together with the conversion of several unique buildings, including the Wholesalers’ Market, The Customs House, the Convent of the Trinity, the San Rafael Inn or the Old Post Office, into museums and other cultural exhibition rooms, plus the forthcoming opening of the **Picasso Museum** will place Málaga firmly on the international cultural scene.

Strategic Line of Action V: “Málaga, educational and training city”

The fact that this strategic line of action does not stand alone, but also impacts on the remaining lines of action, has encouraged further progress in this area. Over the past few years, the number of training and educational initiatives in the city have mushroomed, run both by the state education system and many other organisations and institutions.

Overall, Málaga is now better placed to act as an **educational city**. Values such as culture, ethics and ecology have experienced steady progress, while noise control and comfort have either remained unchanged or have even worsened.

Strategic Line of Action: “Revitalizing the Historic City Centre”⁴

A great deal has been achieved in rehabilitating and renovating buildings in Málaga’s Historic City Centre. Major investments from both public and private sources are ensuring major improvements to the main **image** or “façade” of the city.

The Historic City Centre is also finding new life as the city’s central commercial area. This has led to an increase in the number of new premises opened while investments have enhanced the quality of production facilities and the overall appearance of shop frontage. This Commercial Area in the Historic City Centre has not yet been offered as a global quality product.

Undoubtedly, the rehabilitation, renovation and refurbishment of both private housing, urban areas in general and public facilities are having a positive impact on the quality of life experienced by residents in this central district. Moreover, the improvements have curbed the exodus, stabilising the inner city population and even attracting new residents. Unfortunately measures to stimulate rental accommodation, as the main form of access to housing, especially targeted at the students and younger professionals who could provide the “vitality” necessary to make the Historic City Centre a lively, round-the-clock meeting ground, are sadly missing.

Conclusions

In general, the results of the First Strategic Plan for Málaga (MSP) are positive, as shown in the summary presented throughout this document. The final drafting and implementation of the Plan have enabled many projects to get underway and reach completion. Obviously many of these would have been implemented regardless of whether the MSP existed or not. However, the dissemination of, and the full support for these projects might not have been so generous without the Strategic Plan.

Málaga has managed to stay within the limits of the likely scenario designed in the Plan. However, in general terms with a few notable exceptions, the city has been unable to move forward into the more desirable scenario which would have meant a quality change in the city’s development as well as breaking away from past trends. The forthcoming opening of major facilities and infrastructures, such as the Picasso Museum or the Port of Málaga Special Scheme and the Port - Historic City Centre link may well trigger this longed-for transformation. Efforts must be renewed, however, to ensure strategic planning for these facilities. This will require full co-ordination of policies and initiatives, both public and private, currently under

⁴ A special **strategic line of action** was created since the CIEDES Board of Members decided to stress the implementation of strategic projects that would have an impact on the development of this area.

consideration, so that all synergies can focus on the common aim of improving the city and neighbouring towns.

The projects themselves must also be constantly revised and adapted to developments in the city. Such flexibility can only be achieved with strategic planning methods. The extremely high degree of weighted implementation achieved, almost 70% according to the devised method, is frankly remarkable and is matched by very few other Strategic plans.

However, there is still plenty of work to be done as revealed by the fact that 36% of projects still need additional impetus to ensure completion. It is felt advisable that project follow-up and stimulation should be continued by the CIEDES Foundation and its member organisations, given the vital importance of some of these projects and their ability to transform the city.

Over the past two years, new actions that are not reflected in the Strategic Plan have in fact been implemented in the city. This has led us to believe that further thought should be given to the role our city is to play in the new Millennium. There are many vital issues (sustainability, community commitment, quality, network society, and so on) and concepts (the knowledge city, the city of ideas...) that all large cities attempt to build into plans for their proposed actions. Málaga should be no exception.

Spin-offs of the CSP process in Málaga.

The first and, so far, probably the most important result of the process has been the creation of the aforementioned **Foundation for the Socio-economic Analysis and Strategic Planning of Málaga (CIEDES)**.

A strategic plan is also a marketing plan, or in other words it is basically a marketing plan. Firstly, it tries to strengthen the attributes of a company/city with the purpose of improving its product, thus making it more attractive and competitive. In this fashion, it becomes a city platform apropos its inhabitants and the exterior, creating a personal image from the diagnosis of the existing reality and the analysis of future necessities and possibilities.

A city platform apropos its inhabitants and the exterior:

Right from the start, the SPM considered it fundamental that the city's inhabitants in general knew about the existence of the project, something that is illustrated by the fact that a civic commission (the actual Executive Commission of the SPM) was created with the aim of approving the preliminary work, convening the 300-odd institutions, companies, associations, etc. that make up the General Assembly. Likewise, more than 1,500 inhabitants of Málaga interested in the

future of their city have participated in the formation of the SPM and in obtaining a consensus.

As well as the meetings held during the planning process of the SPM, a number of different functions and conferences have been organised; the bi-monthly publication of the **SPM Gazette 'Ojo a Málaga'** ("Watch Málaga!"); the **seminars** on New Economic and Territorial Strategies, in which some European case-studies were discussed; the elaboration and the presentation of the **Green Chart of Málaga**, which includes Local Agenda 21, as well as "**Sueños de Noctiluca. Cuentos de la Carta Verde de Málaga**", a book of green tales for children, explaining the principles of the Green Chart of Málaga; Likewise, a great number of **articles** have been published in the press and specialised magazines, and many **talks** and **conferences** have been given for the benefit of both the different professional groups and the inhabitants of Málaga, as well as nationally and abroad.

The Foundation CIEDES has been responsible for promoting national and foreign programmes and establishing both national and international collaboration and co-operation agreements (URBAN community initiative; CIDEU -Latin-American Centre of Strategic Urban Development-; The programme COMMUNITY FIRST; The programme BOLIVAR; Mediterranean Strategic Planning Network, through the ECOS-Ouverture programme; and recently URB-AL network 6 in Urban Environment).

Thanks partly to the debates in the Second Course of Action on Environment and the elaboration of the Green Chart of Málaga, Málaga was chosen the Mediterranean Headquarter for the International Union for the Conservation of Nature (**U.I.C.N.**).

Following the models of other regions and cities and due to the lack of data of economic and social character, the CIEDES Foundation decided to publish a half-yearly bulletin on the local economy and society, "**Málaga, Economía y Sociedad**", offering relevant social and economical indicators.