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metrovacesa



*Participatory tour
in Percebeiras, Coruña*

desarrollo
urbano
sostenible
mvc.

01. How does Metrovacesa understand Sustainable Urban Development?

07 APPROACH, VALUES AND GOALS

14 SCOPE OF ACTION

18 THEMES

22 ALLIANCES

26 DISSEMINATION

02. How does Metrovacesa do Sustainable Urban Development?

30 WORK PROCESS

34 PARTICIPATORY DIAGNOSIS

42 ACTION PLAN

44 PARTICIPATION ACTIONS

48 COMMUNICATION ACTIONS

56 EVALUATION AND IMPACT

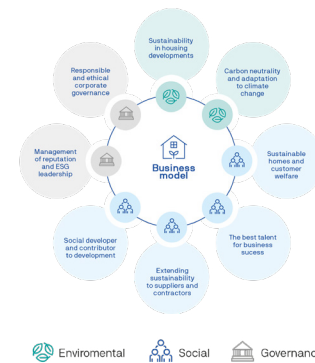
01. How does Metrovacesa understand Sustainable Urban Development?

APPROACH, VALUES AND GOALS

Sustainability as understood by Metrovacesa

Metrovacesa is a benchmark company with over 100 years of history in the real estate sector; one of its differential activities is urban land development for subsequent promotion. The company currently has a **portfolio of around 5 million m² of land under development all over Spain**, with projects of very different sizes and in various phases of urban transformation.

At a time when cities face great future challenges, such as adapting to the effects of climate change, progressing in decarbonisation, accessing affordable housing or improving social cohesion, **it is necessary to integrate sustainability in the planning and development of our urban projects.**



Metrovacesa's ESG strategic guidelines (Environmental, Social and Governance).

Consequently, a **Department of Sustainable Urban Development -DUS-** has been created in the **Land Area**, as a strategic commitment to improve the urban environment and help to build more active, healthy and inclusive cities. Our planning and land management work is aligned with the company's **General Sustainability Strategy** (ESG24), which defines 9 key areas with 21 action points and 88 specific actions to **achieve a real transformation of the company's culture, integrating sustainability in all its activities.**

The department is a strategic commitment to improving urban environments for the cities of the future: More active, healthy and inclusive.



THE DUS DEPARTMENT aims to understand the urban and social environment of the projects carried out, opening new communication channels to make them known and, finally, integrating all the best ideas and solutions into all their phases.

The Sustainable Urban Development Department - DUS

Metrovacesa's Sustainable Urban Development Department -DUS- **channels and consolidates the company's commitment to local territories and communities** where we work to improve their **environmental, economic and social setting.**

Our objectives are:

- **To understand the urban and social context** of areas where our urban development projects are carried out.
- **To open new communication channels** with citizens so our projects and their progress become known.
- **To integrate the best ideas, practices and solutions** of urban sustainability into our projects.

How can we
incorporate participation
into the sustainable
management of land?



Citizens' engagement is the distinctive element of our approach to sustainability, the true motor of innovation in our projects. To be sustainable, any urban transformation process must involve citizens in all its phases, **from design and planning to management, execution and consolidation of our projects.**

The challenges we face

For us, citizens' participation opens **spaces for dialogue and learning** where the different agents involved in urban transformation can meet. **We work with diverse and plural communities** with different and sometimes contradictory points of view about how the city should be transformed, resistance and mindsets that should be opened in order to find common ground.

It is also important to take into account **groups traditionally underrepresented in decision-making processes**, such as children and young people, the elderly or vulnerable groups.

Only continuous and long-term joint work can channel these needs and points of view to enrich the projects.

Our actions also focus on improving **dialogue with citizens and informing them about the projects** we are developing. There is generally little knowledge about our proposals and town planning procedures. We need channels to communicate and inform citizens about the more technical aspects of urban planning with accessible and generally comprehensible language.



Seda - Papelera Project.
Rendering of the Station.

AREAS OF ACTIVITY

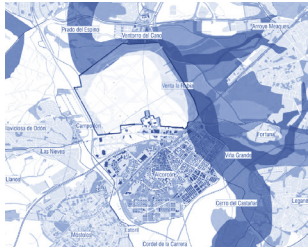


We currently have urban developments of different scales in progress all over Spain, among which we can highlight seven projects in large cities such as **Madrid, Valencia, Barcelona and Coruña**, which are already being implemented using these key elements: Each of them is encouraging the participation of citizens' associations and entities so that they can become a part of all the progress in sustainability and urban innovation that we wish to implement.

Graph: Location, priority and status of the projects in progress.

PROJECT	STATUS	Participatory Appraisal	Action Plan	Participation Actions	Communication Actions	Breem Certification
Vinival Alboraya, Valencia	Started	Ended	Ended	Being implemented	Being implemented	N.A.
Benimaclet Valencia	Started	Ended	Ended	Being implemented	Being implemented	N.A.
Percebeiras Coruña	Started	Ended	Ended	Being implemented	Being implemented	BREEM
Alcorcón Norte Alcorcón, Madrid	Started	Ended	In progress	Pending	Pending	Pending
Seda - Paperera El Prat de Llobregat, Barcelona	Started	BREEM	BREEM	BREEM	Being implemented	BREEM
Las Tèrmicas S. Adrià de Besòs, Barcelona	Started	Pending	Pending	Pending	Pending	N.A.
La Estación Getafe, Madrid	Started	BREEM	BREEM	BREEM	N.A.	BREEM

Started
Being implemented
In progress
Ended
Pending
N.A. Not applicable



Alcorcón Norte

An area of opportunity of over 12 million square metres to create a new eco-district integrated into the Regional Green Arc and the Metropolitan forest of Madrid, committed to the hybrid use of the 15-minute city and the highest standards of sustainability, resilience and adaption to climate change.



Benimaclet

Located in Valencia, the urban area of Benimaclet completes the area bordering the city's northern ring road. Almost 27 hectares that will include residential, tertiary and civic uses and are adapted to the needs of the surrounding area and the existing city.

www.beniviu.com



La Estación

The municipality of Getafe will have a new urban development close to the Getafe-Industrial suburban train station. The project converts an area of over 9 hectares to residential use and an equipped park that occupies more than half of the area closest to the railway line.



Percebeiras

The Special Plan for Labañou comprises almost 44 hectares in one of the most singular areas on the urban coast of A Coruña. In addition to enlarging the city's housing stock, with 40% dedicated to social housing, the project will provide the neighbourhood with an extensive network of open spaces and green areas, minimizing road traffic and committed to alternative mobility.

www.novosendeiro.com



Seda-Papelera

A pioneering energy transition and climate-neutral project located between the consolidated centre of El Prat de Llobregat and dual carriageway C-31 (Barcelona). The 45 hectares are organised as super-blocks with pacified streets, which, with the proximity of social facilities and services, encourage a culture of sustainable mobility. A neighbourhood designed to facilitate access to housing for the coming generations, where one in every five homes will be public, and almost half will be social homes.

www.sedapaperera.com



Las Térmicas

Las Térmicas is the area located in the Tres Chimeneas or Three Chimneys district, named after the old power station of Sant Adrià del Besos. 32 hectares of industrial land that the project plans to turn into a new residential neighbourhood for mixed uses, a centre for the economic development of the area and landscape recovery of the waterfront with a large metropolitan park.



Vinival

A proposal for transforming the last obsolete industrial sector of la Petacona in Alboraya (Valencia), the location of the old Vinival winery, a local architectural heritage landmark. With a cutting-edge urban design that respects the surroundings, the project completes the neighbourhood with a greater variety of housing, services and civic services, regenerating this privileged space between vegetable gardens and the sea.

www.vinivalpatacona.com

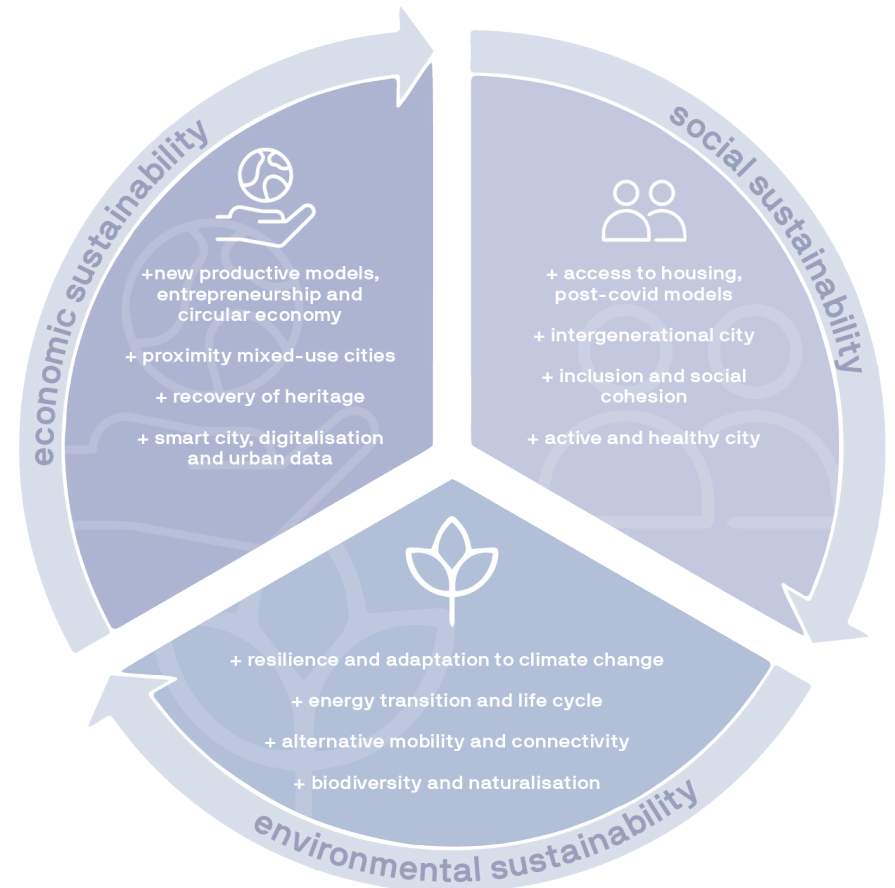
THEMES

We work on three main dimensions, which are **environmental, economic and social sustainability**. These three aspects of sustainability, in turn, contain different themes and specific lines of action to face future challenges in our cities.

Vitally important aspects such as the progressive ageing of the population, the recent pandemic, digitalization, energy transition and decarbonisation, the renaturalization of the built environment and adaptation to climate change, the circularity of productive processes to minimise waste or recovery of the material and immaterial heritage are **key questions on the public agenda, and demanded socially**.

Our projects are an opportunity to contribute to all these questions as defined in framework strategies as ambitious as **Agenda Urbana Española, Agenda 2030 and the Sustainable Development Goals**.

Illustration: The three main lines: Environmental, economic and social sustainability.



Relations of Agenda Urbana Española with Projects:
degree of involvement in the strategic goals.

RELATED STRATEGIC DEVELOPMENT GOALS	OBJECTIVES OF THE AGENDA URBANA ESPAÑOLA	ALCORCÓN NORTE	BENIMACLET	LA ESTACIÓN	PERCEBEIRAS	SEDA-PAPELERA	LAS TÉRMICAS	VINIVAL	
	Strategic Goal 1: Plan land and use it more rationally, preserve and protect it.								
	Strategic Goal 2: Avoid urban sprawl and revitalise existing cities.								
	Strategic Goal 3: Prevent and reduce the impacts of climate change and improve resilience.								
	Strategic Goal 4: Use resources sustainably and promote the circular economy.								
	Strategic Goal 5: Promote proximity and sustainable mobility.								
	Strategic Goal 6: Encourage social cohesion and strive for equality.								
	Strategic Goal 7: Promote and encourage the Urban Economy.								
	Strategic Goal 8: Ensure access to housing.								
	Strategic Goal 9: Lead and promote digital innovation.								
	Strategic Goal 10: Improve instruments of participation and governance.								

ALLIANCES



Collaboration with ELISAVA in Tres Chimeneas, Barcelona.

In the face of important global challenges, we need to build bridges between the public and private sectors, the university and the population as a whole.

Therefore, the Department of Sustainable Development -DUS- is committed to **generating alliances with relevant agents**, enabling us to enter the **urban innovation ecosystem**, where many other people are already working for sustainability.

Moreover, to lead our urban development processes, we have teams that are experts in citizen participation, which are a benchmark in the country, with acknowledged experience and having worked for local administrations, national and international entities. Some of our prime collaborators are:



Collaboration agreement between the UNED and MVC for the Master's degree in Land Policy and Sustainable Urban Development.



Missions

Integration as an **ambassador organisation** in the **Missions Valencia 2030** programme, promoted by the City Council of Valencia and Las Naves innovation centre, involving public entities, companies and citizen's organisations that strive to achieve the city climate neutrality in 2030.



UNED

A collaboration agreement with the **UNED** in the **Master's degree in Land Policy and Sustainable Urban Development** of the UNED Lincoln Institute of Land Policy chair, where we offer our urban developments as experimental laboratories for Spanish and Latin American students to explore innovative solutions applicable to our projects.



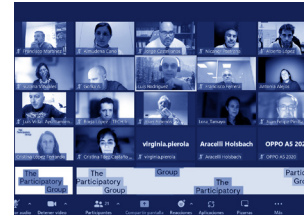
ELISAVA

Collaboration with **ELISAVA - Facultat de Disseny i Enginyeria de Barcelona** in the Design Degree to valorise the industrial and landscape heritage of the surroundings of Las Tèrmicas through cinema, photography and architectural design.



UDC

Collaboration with the **Degree in Industrial Design of the Universidade da Coruña** for applying artificial intelligence to future urban challenges of cities in general and the urban development of Percebeiras in particular.



The Participatory Group

Integration in the **Participatory Group** internship community, **promoted by the City Council of Madrid**, bringing together 70 cities to share knowledge and experience regarding citizens' participation in urban areas.



Forética

Integration as a company participating in the **2030 Sustainable Cities of Forética** cluster, the benchmark business platform in Spain, constituted to strengthen the contribution of the private sector and public-private collaboration to promote strategic actions linked to the sustainability of cities.

DISSEMINATION



DISSEMINATION AGENDA

integrating communication of the projects and activities of the DUS using different initiatives.

There is a growing need to build more accessible and friendly quality urban environments designed together with their true protagonists, placing the needs of people at the forefront. This implies building cities in a different way, and **Metrovacesa's Sustainable Urban Development initiatives exemplify this vehicle for change in Spanish urban planning.**

We are paving the way, from the private sector, with the scope and impact capacity of our projects in Spain; we strive to make our actions visible **so they can be a reference for others** in this new innovative and collaborative model.

Therefore, we have initiated an **agenda for the dissemination of our work**, which includes the following:



per al futur

Un Prat pe



Seda-Paperera, un barri referent en transició energètica

Als anys 80 del segle passat, l'entorn de la Seda-Paperera es va convertir en un barri referent en transició energètica. Amb un pla d'actuació que va transformar el barri, es van aconseguir molts avantatges tant a nivell ambiental com social i econòmic.

El resultat, des de llavors a les zones amb més energia solar i més arbres, és un exemple de transició energètica i ambiental. Per això, les autoritats es comprometen a continuar treballant per aconseguir una transició energètica i ambiental a tot el barri. Tant en projectes com en la gestió dels espais comuns. Els resultats són: més arbres, més energia solar i més arbres. Els resultats són: més arbres, més energia solar i més arbres.

Així mateix, l'acció promou la transició energètica i ambiental, incorporant nous projectes de desenvolupament sostenible. El resultat és un barri referent en transició energètica i ambiental. Tant en projectes com en la gestió dels espais comuns. Els resultats són: més arbres, més energia solar i més arbres.

Seda - Papelera: Fira Avícola El Prat, 12.2022



Sustainability events

A plan for participation in sector and territorial sustainability events and outreach activities, taking part in conversations about today's most current urban challenges.



Annual DUS report

An annual report on the activities of the DUS department showing progress made, commitments acquired, and knowledge incorporated into our projects.



Information material

Information material for each project, adapted to each of the key agents we are working with, such as administrations, local groups and associations, universities, etc.



Monitoring and impact

Continuously monitoring the impact of our actions on digital and physical media, as well as implementing strategies to strengthen them.



02. How does Metrovacesa do Sustainable Urban Development?

THE WORK PROCESS

 ≈3,5M | Sqm of land

 +170 | local entities contacted

 +1500 | citizens involved

 25 | face-to-face meetings

 3 | online meetings

FIRST DUS MEETINGS

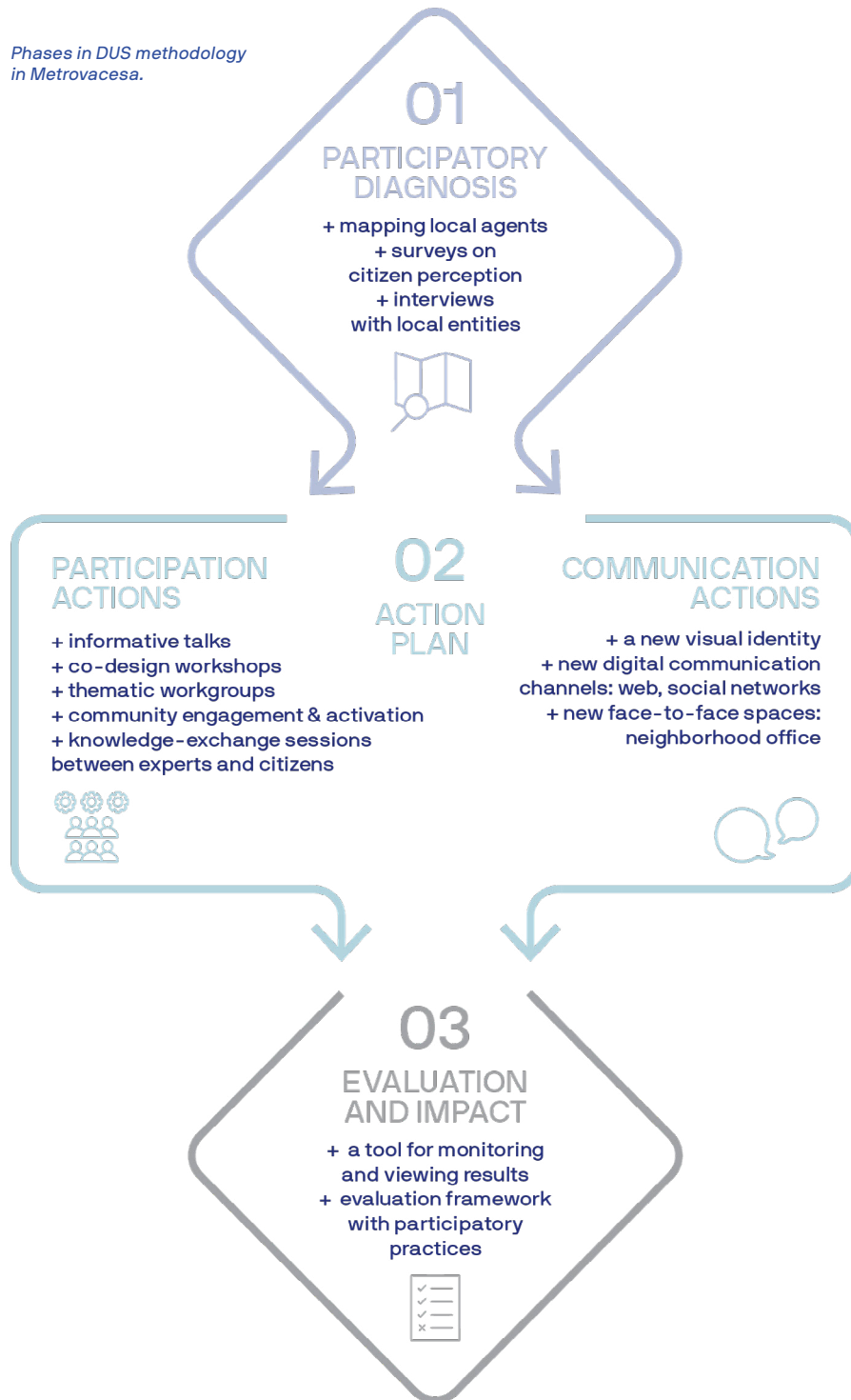
Data from the department's first actions regarding participation and scope in 2022.

Collective exhibition 'Vinival: yesterday, today and tomorrow'.

Our urban development processes stem from a comprehensive perspective based on sustainability, which we work on progressively and collaboratively, aiming to generate a culture of sustained and sustainable participation.

- From a position of proximity and acknowledgement of the social fabric: Through **participatory diagnostics** that empower the local groups involved in the processes we initiate, aiming to give a voice to multiple points of view, channelling differences and opportunities for the future.
- In the long term: readjusting goals, tools and meeting spaces in phases of the projects through dynamic **action plans** that include participation and communication actions adapted to the local context.
- In learning cycles: Through a continuous **evaluation** of our processes to evaluate their **impact** and the local contribution, given the global challenges we face regarding sustainability.

Phases in DUS methodology
in Metrovacesa.



Visit to the old Vinival winery at
Openhouse Valencia (OHV22)



PARTICIPATORY DIAGNOSIS

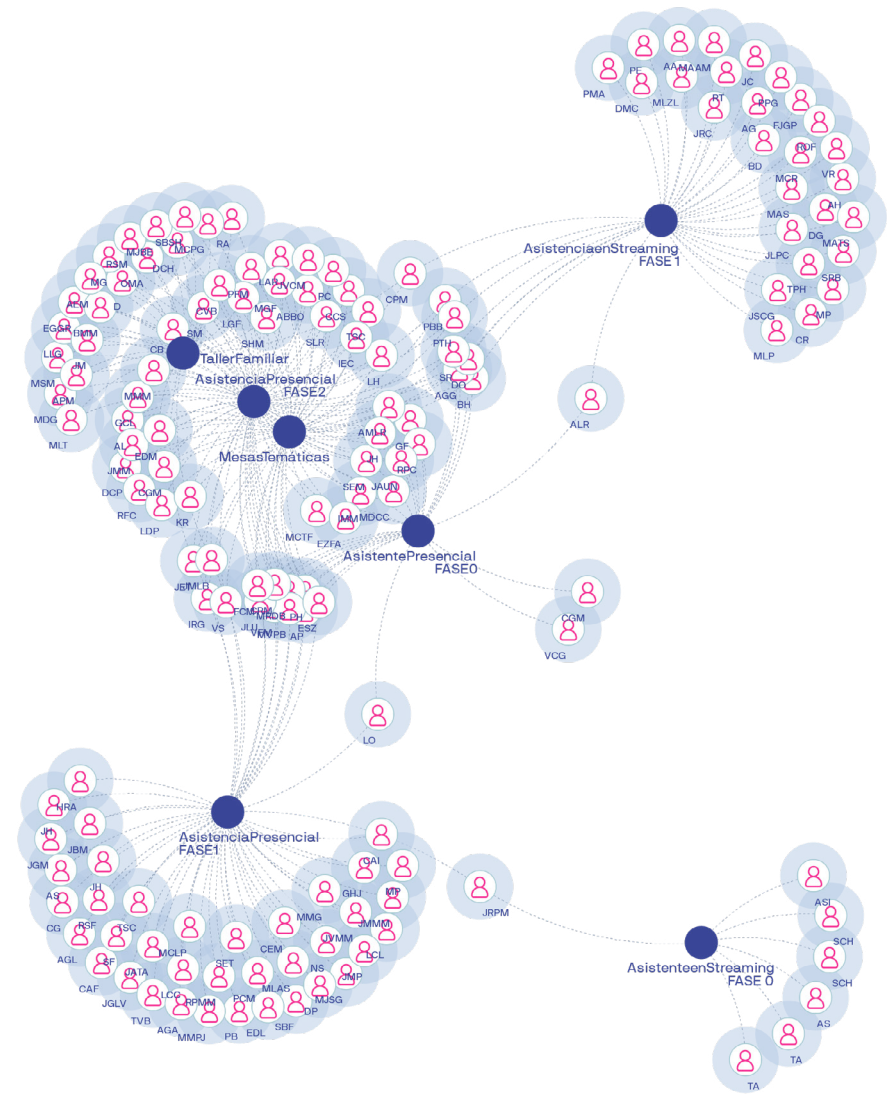


An auto-diagnosis exercise in Vinival during the project presentation phase.

Participatory diagnosis is the first step in our work process. **We analyse existing local needs and potential areas of urban and social improvement** in an updated and critical manner.

Participation of the local communities is highly indispensable for detecting key development points, anticipating actions to mitigate potential risks and threats and communicating the project's principal values and assets.

This diagnosis is also a **first contact with the political and social context, generating a framework of confidence necessary for future continuity of work.** Among the main actions contemplated in the diagnosis, we can find the **mapping of local agents, citizen perception surveys and interviews with local entities.**

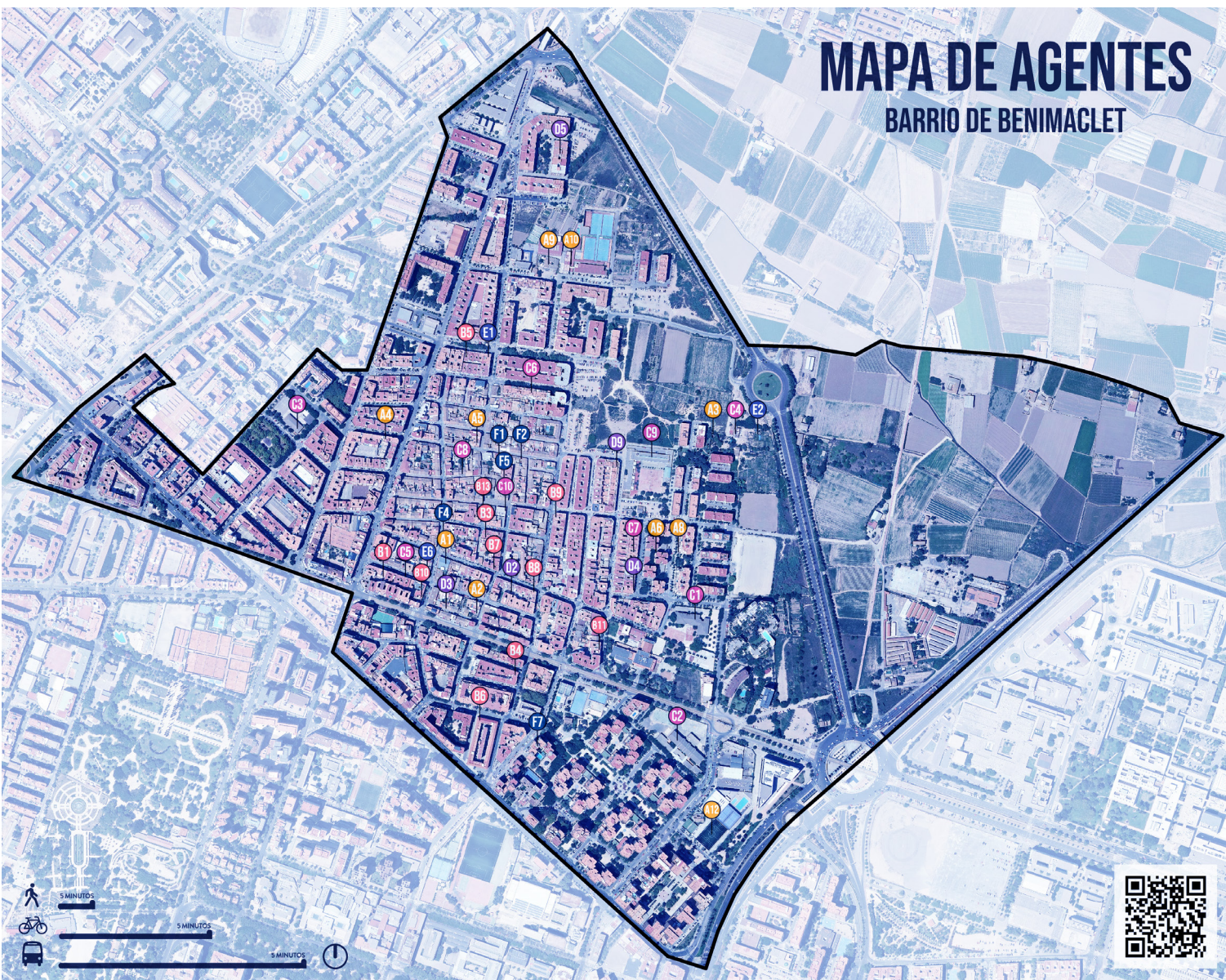


Mapping of local agents for the Participative Diagnosis of Vinival.

MAPA DE AGENTES

BARRIO DE BENIMACLET

Mapping local agents
in Benimaclet, 03.2022.



A _ CULTURA Y DEPORTE

- A1 Centre Instruïtiu Musical (CIM)
- A2 FusionArt Multiespacio
- A3 Biblioteca Anarquista de L'Horta
- A4 Caliu Editorial
- A5 Estrella Roja de Benimaclet
- A6 Jove Muixeranga de València
- A7 Teatro Micalet
- A8 Teatro Circulo
- A9 Escola Meme
- A10 Cabxirulo Lab
- A11 Festiral conFusión
- A12 Sporting Benimaclet CF
- A13 A Contracorrent Esport adaptat València

B _ COMERCIO Y CONSUMO

- B1 La Repartidora
- B2 Ecomaclet
- B3 Benimakers
- B4 Al-Paladar
- B5 Grup de Consum La Morera
- B6 La Suerte Loca
- B7 La Traca
- B8 La Rossa
- B9 La Murta
- B10 La Comanda a Granel
- B11 Nittúa
- B12 Setem CV
- B13 Asociación de Comerciantes y Profesionales de Benimaclet (ASCOBE)

C _ EDUCACIÓN / UNIVERSIDAD

- C1 Ampa Pare Català
- C2 Ampa IES Ferrer i Guàrdia
- C3 Ampa Carles Salvador
- C4 La casita de la Huerta
- C5 Terreta neta - Espai de Transició
- C6 Universitat Popular de València
- C7 Grupo Scout Xaloc
- C8 Bressol Centre Educatiu
- C9 Colegio Municipal Benimaclet
- C10 Centro Municipal de Servicios Sociales Benimaclet

D _ SOCIEDAD

- D1 YMCA
- D2 Asociación 'Más que Palabras'
- D3 Asociación Juvenil 'Viento del Pueblo'
- D4 Rumiñahui
- D5 Asprona
- D6 ARADA Feminismes i Memòria
- D7 Assemblée Feminista Benimaclet
- D8 Assemblée Feminista València
- D9 Centre Municipal de Joventut de Benimaclet

E _ ORG. VECINALES / ASOCIACIONES

- E1 Asociación de Vecinos de Benimaclet
- E2 CSOA L'Horta
- E3 Cuidem Benimaclet
- E4 Benimaclet Viu
- E5 Per L'Horta
- E6 Centre social Terra
- E7 APEU de carrer
- E8 Entre Barris VLC

F _ PROFESIONALES IMPLICADOS

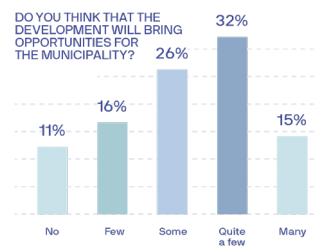
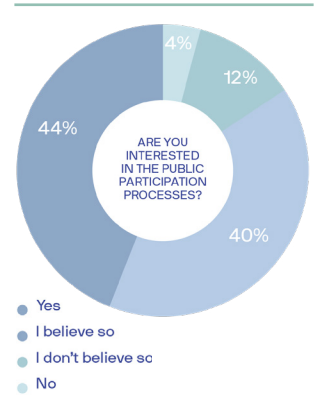
- F1 Inventario de Arquitectura S.L.
- F2 SUC Arquitectes
- F3 SOSTRE Arquitectura
- F4 Caixa Fosca
- F5 El Bancal
- F6 ComunitAD
- F7 El Rogle. Mediación, Recerca i Advocacia

Mapping local agents

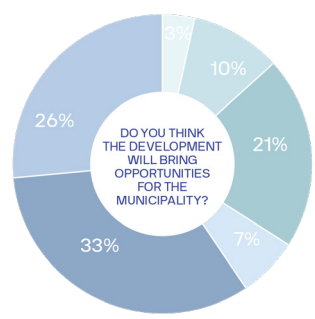
Identification, location and listing of the key agents linked to the project. The map shows the local ecosystem in which different public and private agents, individuals and groups, either associated or in institutions, are a part of the "state of opinion" or are key to decision-making in the project's development.



First neighborhood meeting in Labañou, Percebeiras.



Initial survey in Percebeiras. 04.2022



Initial survey in Alcorcón Norte. 07.2022

Citizen perception surveys

The questionnaire or form asks relevant questions about topics or scenarios, action priorities, as well as detecting needs, threats, risks and proposals arising from the opinion survey.

Diagram of individualised interviews in Percebeiras.



Interviews with local entities

interview 4



'Such an intervention has to entail new urban policies.'

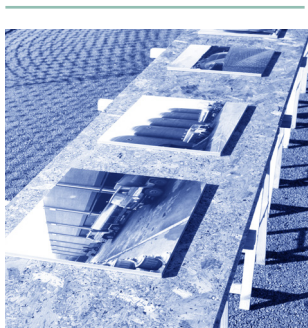
Job: Engineer. Lives in: Santiago de Compostela
Job: Engineer. Lives in: Sada

The people interviewed were asked about the neighbourhood, the land and the plot of the project, as well as its potentiality.

The in-depth interview aims to **qualitatively complement the quantitative information collected in the questionnaires.**

The interviews are designed to analyse in depth and query the most relevant aspects detected, and they are given to key agents in the process, enabling more justified opinions to be obtained. They also allow a segmentation of the natural allies of the process for the subsequent accompanying proposal.

ACTION PLAN



Collective photographic exhibition
Vinival, 10.2022

Once the participatory diagnosis has been carried out, and as a response to the determining factors detected, an **Action Plan is proposed for the following months**, in which the most significant and convenient actions to facilitate the project's development are established.

The actions included in the plan are described and broken down, including **milestones and expected goals, timing, budget, monitoring and evaluation indicators**. The main actions proposed are grouped into **participation and communication actions**.

Thematic work groups:
Collective tables in Vinival, 11.2021



PARTICIPATION ACTIONS

Including actions to **announce, gather and share information and interests** in different gatherings and workshops, involving citizens in the design, progress, goals and impact of the project to facilitate the work progress and correct development of the project.

The main participatory formats are:

- **Informative talks:** Initial actions where the project is presented
- **Co-design workshops:** Citizens' contributions in the design phase
- **Thematic working groups:** A sectorial approximation between experts and users
- **Community dynamization actions:** Engagement events and activities to activate and connect local groups
- **Meetings between experts and citizens:** Qualitative meetings regarding technical aspects of the process



Informative talks at Vinival.



Neighbourhood dynamization actions: Active and Healthy City gathering, Vinival, 07.2022



COMMUNICATION ACTIONS

Includes all actions that aim to communicate and disseminate the project and its values in the local ecosystem of agents, as well as promoting digital interaction with people who are interested and will benefit from it, evaluating the digital impact and perception of the project in public opinion.

Our communication plans work on the following:

- **The project identity:** Creating a distinctive and differentiating narrative through a name, logo and recognisable and comprehensible messages.
- **New communication channels:** Creation of digital presentation, communication and dissemination spaces. Informative websites and Social Media are used for digital interaction with the local community.
- **Communicative contents and materials:** Including dossiers, maps, posters, graphic illustrations, etc.



*Beniviu Project,
Rendering of a restored area.*

Beniviu  **en 10 ideas:**
BENIMACLET

- 1**
Respeto por el pasado con la vista puesta en el futuro.
- 2**
Dotar a Benimaclet del parque y de los espacios verdes que merece y que ya disfrutaban otros barrios.
- 3**
Transformar solares y espacios poco cuidados en espacios de uso útil para todas las vecinas y vecinos.
- 4**
Aportar vivienda de calidad y accesible para que los jóvenes no tengan que salir del barrio.
- 5**
Promover un nuevo urbanismo que ponga a las personas y a la movilidad sostenible en el centro.
- 6**
Escuchar, entender y dar respuesta a las necesidades de las vecinas y vecinos.
- 7**
Espacios libres y huertos urbanos, mejor cuidados para todas y todos.
- 8**
Cuidar y poner en valor el patrimonio histórico.
- 9**
Dinamizar la economía del barrio creando oportunidades y puestos de trabajo.
- 10**
Más equipamientos y servicios públicos a 15 minutos máximo de casa.

beniviu.es   @Beniviu_Benimaclet



BENIVIU POSTCARD. The project's identity is shown in its logo, colours and icons.

Project identity

Creating an ad-hoc visual universe with a recognisable name and a specific logo is one of the main steps in our communication plans to ensure that every project has its own entity.

Enables us to adapt to the territory and our target audience, differentiating ourselves from inherited narrative frameworks. This allows the focus to be on specific messages that connect with the receivers and promote a proactive attitude towards the project.



Un proyecto pionero, abierto, consciente.
 Para el barrio, la ciudad y el planeta.
 Para ti y para todas las generaciones que
 están por venir.



Novo sendeiro es una iniciativa pionera en Galicia cuya misión es definir juntos, ciudadanos, administraciones y empresas, cómo será un nuevo espacio de y para A Coruña.

Un lugar para el encuentro, el diálogo y el aprendizaje. Un lugar para todos.

New communication channels

The dissemination of the project and its values needs communication routes to establish a relationship with the local community. Creating a digital environment that can be used for presentation helps generate the necessary confidence to progress in our projects.

Moreover, the development of informative websites is an important point where all interested parties can obtain first-hand information.

Another step in this direction is the social media. A forum in which we strive to be where the people are, listening to the debates and opinions generated on these platforms to establish two-way communication.



BENIVIÚ WEBSITE. The website and the social networks are specifically designed for each project, to inform about its values and assets and to open communication routes.

Next page.: Novo Sendeiro website for the Percebeiras project



Communication action: Vinival Patacona postcard, an element to communicate values and assets.

Contents and materials

We generate a great deal of elements to support all this communication work, helping us to transmit the values and messages of the project and facilitating connection with the local ecosystem of agents.

We create informative dossiers as support documentation, as well as many graphic resources such as renderings, maps, posters, photos or videos, allowing us to generate physical or digital content, useful for our information channels. These materials not only contribute to the general communication of the project but also help to support the participation activities we carry out.



EVALUATION AND IMPACT

All the actions implemented by the DUS are part of the company's **general strategy** as well as other framework strategies such as **Agenda Urbana Española, Agenda 2030, and the Sustainable Development Goals**. By following up the projects and work process with specific impact indicators, the degree of compliance and completion of projects in progress can be monitored and evaluated.

- 1 CAREFUL PLANNING & PREPARATION
- 2 INCLUSION & DEMOGRAPHIC DIVERSITY
- 3 COLLABORATION & SHARED PURPOSE
- 4 OPENNESS & LEARNING
- 5 TRANSPARENCY & TRUST
- 6 IMPACT & ACTION
- 7 SUSTAINED ENGAGEMENT & PARTICIPATORY CULTURE

PARTICIPATION CRITERIA. Our processes and actions are based on international IAP2 criteria.

- **Certification systems for sustainable built environment:** Some projects are integrated into the request and attainment of the BREEAM sustainable construction certificate, which evaluates the impact of construction in 10 different categories, granting a final score used as a reference for more sustainable building.
- **Our own evaluation framework for participatory practices:** With a tool for monitoring and viewing results, impact indicators (KPI) and compliance.



*Seda - Papelera project.
Rendering of the main boulevard.*

desarrollo
urbano
sostenible
mvc.

metrovacesa

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913 18 37 00

**A creation of Metrovacesa's Land Team,
in collaboration with:**

Vivero de Iniciativas Ciudadanas (VIC)

Zuloark

Deloga: Desenvolvimento Local Galego

Hepta

Urban

Èxit

Kindergarten

KREAB

Hipnos Producciones

UNED-Lincoln Institute of Land Policy

ELISAVA: Escuela de Diseño e Ingeniería de Barcelona

Universidade da Coruña

Ezquiaga Arquitectura Ciudad y Territorio

Estudio Herreros

Arquitectura Produccions

Arqnova

SC Architects

Design and layout:

Vivero de Iniciativas Ciudadanas (VIC)

Infographics:

Showmetheproject

Estudio Herreros



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