



# AGADIR COMMUNAL ACTION PLAN 2022 - 2027







ΣΥΟΕ Ι 8X08ΣΟ  
مدينة أݢادير  
VILLE D'AGADIR

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مُحَمَّدُ بْنُ عَبْدِ اللَّهِ الْمَلِكُ مُحَمَّدُ السَّادِسُ نَصْرُهُ مِنَ اللَّهِ





« ...the city councils are responsible for managing the basic services that citizens need every day. The government, on the other hand, is responsible for developing public policies and sectoral plans and ensuring their implementation.

The minister is not responsible for the provision of water and electricity. He is not responsible for public transport, nor for keeping the commune, district or town clean, nor for ensuring the quality of roads and pavements. Rather, it is the elected municipal officials who are responsible for these public services, within their respective constituencies and to the voters who have voted for them.

These elected officials are also responsible for initiating and implementing development projects in their constituencies, in order to create jobs and provide citizens with the conditions to access a stable income.

This shows the nobility and scope of their mission. It requires loyalty and integrity, as well as a high sense of responsibility, and the ability to remain close to the citizen, in constant interaction with him, listening to his pressing concerns, and promptly responding to his administrative and social requests." »

Extract from the speech of His Majesty King Mohamed VI, may God assist Him, delivered on the occasion of the opening of the first session of the third legislative year of the 9th legislature  
Rabat 11/10/2013





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## Guidelines for the preparation of the CAP

- The Kingdom's Constitution of 2011 (Article 139)
- The speeches and directives of H.M. King Mohamed VI
- Organic law n° 113-14 relating to city councils promulgated by dahir n° 1- 15-85 of 20 ramadan 1436 (July 7, 2015) - Articles: from 78 to 82
- Framework law n° 99-12 on the National Charter for the Environment and Sustainable Development (CNEDD).
- Decree No. 2.17.306 of 8 Shaoual 1438 (July 3, 2017) establishing the necessary mechanisms and tools to support the city council in order to achieve good governance in the management of its affairs and in the exercise of the competencies devolved to it.
- Decree No. 2-16-307 of Ramadan 23, 1437 (June 29, 2016) establishing the content of the three-year programming of the city council's budget and the modalities for its preparation.
- Decree No. 2-16-305 of Ramadan 23, 1437 (June 29, 2016) establishing the procedure and deadlines for preparing the three-year programming of the region's budget.
- Decree No. 2-16-301 of Ramadan 23, 1437 (June 29, 2016) establishing the procedure for the preparation of the action plan of the city council, its monitoring, updating, evaluation and mechanisms of dialogue and consultation for its development.
- National portal for local authorities: <https://www.collectivites-territoriales.gov.ma/>
- Government sectoral programs and the new development model
- Guide to developing a Communal Action Plan (CAP)
- Regional Development Program
- Agadir Urban Development Program (UDP) 2020-2024
- Political program of the majority parties
- The various urban planning and development plans and studies carried out by the commune.
- The procedure for the elaboration of the regional land use plan, its updating and its evaluation
- Participatory and thematic consultations organized with the various stakeholders.
- Consultations organized with the regional council, neighboring territorial municipalities and professional chambers

# The legal framework governing the preparation of the CAP

## **The constitution of the Kingdom of Morocco of 2011**

**Article 139:** Participatory mechanisms for dialogue and consultation shall be set up by the Regional Councils and the Councils of other local authorities to encourage the involvement of citizens and associations in the preparation and monitoring of development programs.

## **Organic law n° 113.14 relating to the communes promulgated by dahir n° 1- 15-85 of 20 ramadan 1436 (7 July 2015)**

**Article 78:** The commune shall establish, under the supervision of the president of its council, a plan of action for the commune and shall work to monitor, update and evaluate it.

The action plan of the municipality determines, for six years, the development actions planned to be carried out or to participate in on the territory of the municipality.

The commune's action plan is drawn up no later than the first year of the council's term of office, in line with the guidelines of the regional development program, following a participatory approach and in coordination with the governor of the prefecture or province or his or her interim, in his or her capacity as the person in charge of coordinating the activities of the decentralized services of the central administration.

The commune's action plan must include a diagnosis highlighting the commune's needs and potential, an identification of its priorities and an evaluation of its projected resources and expenditures for the first three years, and must take into consideration the gender approach.

**Article 79:** The commune works to implement its action plan in accordance with the multi-year programming provided for in Article 183 of this organic law.

**Article 80:** The commune's action plan may be updated from the third year of its entry into force.

**Article 81:** The procedure for drawing up the commune's action plan, its monitoring, updating and evaluation, and the mechanisms for dialogue and consultation for its preparation, are determined by regulation.

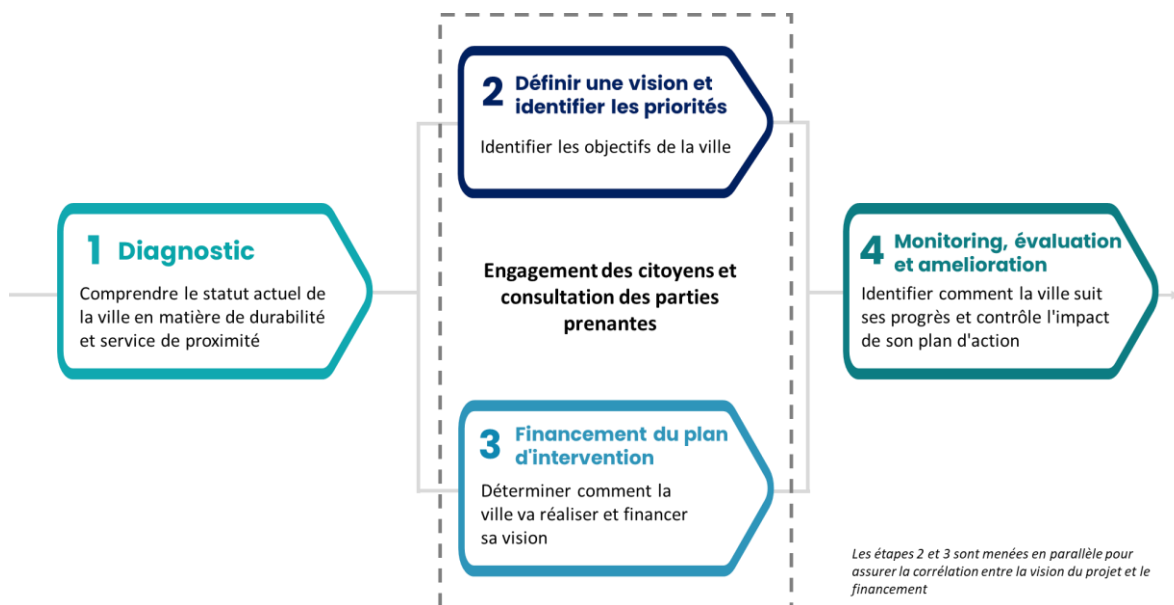
**Article 82:** In order to draw up the commune's action plan, the administration, other local authorities, public establishments and enterprises shall provide the commune with available documents relating to equipment projects planned to be carried out on the territory of the commune.

**Decree No. 2-16-301 of Ramadan 23, 1437 (June 29, 2016) establishing the procedure for the preparation of the action plan of the municipality, its monitoring, updating, evaluation and mechanisms of dialogue and consultation for its development.**

## Methodology and approach used to prepare the CAP

The development of the city council action plan was done in accordance with the legal framework and the referential mentioned above and in compliance with a precise methodology including all the essential steps for the success of the action plan. The approach includes a continuous improvement system with an important milestone after three years.

The diagram below summarizes the approach taken:



*Figure 1 Methodology for Developing the Communal Action Plan*



# Organizational Chart of the Communal Council Office

Aziz AKHANNOUCH

## President

Mostafa BOUDERKA

### 1<sup>st</sup> Vice President

In charge of works and studies, construction, real estate and management of contracts and investment affairs

Lbachir BENHMADE

### 2<sup>nd</sup> Vice President

In charge of finance and budget

Abdelghani BOUAICHI

### 3<sup>rd</sup> Vice President

In charge of preserving the environment, quality of life and improving vital services for the population

Abdellah BOULGHMAIR

### 4<sup>th</sup> Vice President

In charge of economic affairs and entrepreneurship promotion

Fatima AMZIL

### 5<sup>th</sup> Vice President

In charge of social affairs and human development

Lahoussine ABOUDRAR

### 6<sup>th</sup> Vice President

Responsible for maintaining health and safety

M'hand AKERNANE

### 7<sup>th</sup> Vice President

In charge of legal affairs and departmental relations

El Habib AGHRISS

### 8<sup>th</sup> Vice President

In charge of cooperation, partnership, media, communication and relations with civil society

Fatima-Zohra ABOU-ZAID

### 9<sup>th</sup> Vice President

In charge of sports and youth affairs

Zahra EL MANCHOUDI

### 10<sup>th</sup> Vice President

In charge of cultural affairs, city revitalization and heritage preservation

Khalid KAIDI

### Secretary of the Board

Sana BOUHAMIDI

### Assistant Secretary

Figure 2 Organizational Chart of the Communal Council Office

## Organizing Committee

The organizing committee responsible for preparing the draft Communal Action Plan is composed of the following members

- Mostafa BOUDERKA : 1st Vice President, Coordinator of the steering committee
- Lbachir BENHMADE: 2nd Vice President, Committee Member
- Fatima AMZIL: 5th Vice President, Committee Member
- M'hand AKERNANE: 7th Vice President, Committee Member
- El Habib AGHRISS: 8th Vice President, Committee Member
- Khalid KAIDI: Secretary of the Board, Committee Member

## Work team

The working team responsible for preparing the draft Communal Action Plan is composed of

- Hassan BEN MOHAMMED: General Manager of collective interests, Coordinator of the working team
- Imane ACHEMLAL: Head of the Works and Studies Department, member
- Laila OUBAALI: Head of the Environmental Protection Authority, member
- Najat FADILI: Technician at the General Management, member
- Kamal JELOUANE: Head of the Finance and Budget Department, member
- Mohammed TALHA: Head of the Department of Governance and Follow-up of the Action Plan, member
- Abdallah GOUIGHIR: Director in the interest of governance, member
- Ma-El-Ainin SIDI ALI: Director of the Governance Department, member
- Ahmed ASSOUSS: Director of the Governance Department, member
- Redwan MISBAH: Technician at the Directorate of Cooperation, Partnership and Information, member

## Technical team

Mr. Zakaria Oulad, team coordinator and member of the city council, the managers and employees of the city council of Agadir and all those who have contributed in any way to the development of the 2022-2027 Communal Action Plan project.

# STATE OF PLAY



## Participatory diagnosis

Pursuant to the provisions of Article 139 of the Constitution and in accordance with Organic Law No. 14,113 of 2015 and the new collective organization, various participatory mechanisms of dialogue and consultation have been used to facilitate the participation of citizens in a participatory diagnosis of the situation of the city and in the development of this Communal Action Plan, thus opening the working group to its environment.

The city council of Agadir organized 5 meetings of citizen participation with the gadiris and the associations of the civil society of Piedmont, Anza-Taddart, Bensergao, Tikiouine, the Center-City and the gadiris of the world in remote for a wider inclusion.



**إعلان للعموم**

ينهي رئيس جماعة أكادير إلى علم كافة المواطنين والمواطنات أن الجماعة شرعت في إعداد برنامج عمل الجماعة 2023-2028. وفي هذا الصدد ستعظم لقاءات تشاورية مع مختلف فعاليات المدينة قصد إشراكها في إعداد هذا البرنامج حسب الجدولة التالية:

المكان	المنطقة	التاريخ
المركز الثقافي محمد ابيزكا بالحي المحمدي	سفوح الجبال	الخميس 04 غشت 2022
المركز الاجتماعي التربوي لمؤسسة محمد الخامس للتضامن بتدارت أنزا	أنزا - تدارت	الجمعة 05 غشت 2022
المركز الثقافي أودادن بينسركاو	بينسركاو - أغروض	السبت 06 غشت 2022
المركز متعدد الإستعمالات بترانزان بتيكويين	تيكويين	الانثنين 08 غشت 2022
قاعة إبراهيم راضي القصر البلدي	أكادير المدينة	الثلاثاء 09 غشت 2022

- كل الاجتماعات تبتدئ من الساعة الثالثة بعد الزوال -

يهيب رئيس جماعة أكادير بالجميع الحضور والانخراط في إنجاز هذه اللقاءات. ويعتبر هذا الإعلان بمثابة دعوة.

البوابة الرسمية للجماعة: [www.agadir.ma](http://www.agadir.ma)

Figure 3 Public announcement of the citizen participation meetings

Table 1 : Agenda of the citizen participation meetings

Date	Schedule	Zone	Location
Thursday, August 04, 2022	3:00 pm - 8:00 pm	Piedmont	Mohamed Abizga Cultural Center - Hay Mohamadi
Friday 05 August 2022	3:00 pm - 7:00 pm	Anza - Taddart	Socio-educational complex of the Mohammed V Foundation for Solidarity - Tadart Anza
Saturday 06 August 2022	3:00 pm - 7:00 pm	Bensergao - Aghroud	Oudaden Cultural Center - Bensergao
Monday 08 August 2022	3:00 pm - 7:00 pm	Tikiouine	Biranzane Sports Complex - Tikiouine
Tuesday, August 09, 2022	3:00 pm - 7:00 pm	Agadir center	Ibrahim Radi Hall - City Hall



Figure 4 Citizen Participation Meetings

The following diagrams show the participation statistics of the sessions organized in Agadir:

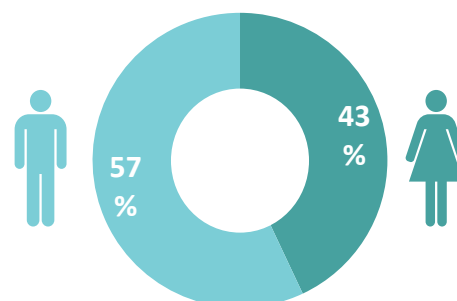
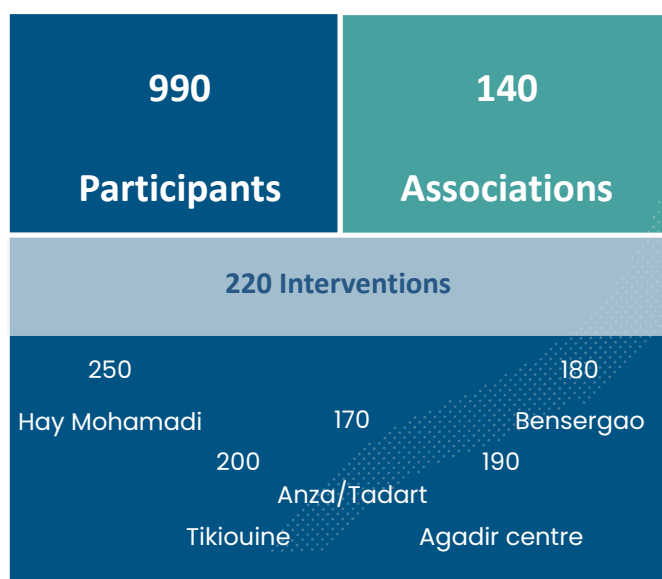


Figure 5 Distribution of Participants by Gender

Figure 6 Number of Participants in Citizen Meetings

The city council also organized several thematic meetings between August and September 2022 with the city's driving forces to ensure efficient co-construction and representation of the main categories of operators and professionals.

Table 1 Thematic meetings

Date	Horaire	Thème	Lieu
Tuesday, July 26, 2022	17h00	The professional chambers	Meeting Room - City Hall
Wednesday August 03, 2022		People with disabilities	Space for women and children - Lagouira
Wednesday, August 17, 2022		The Amazigh language	Meeting Room - City Hall
Thursday, August 18, 2022		Culture, art and creativity	
Friday, August 19, 2022		Sport and youth	
Saturday, August 20, 2022		The environment	
Monday, August 22, 2022		Information and communication	
Thursday, August 25, 2022		The local authorities	
Friday, August 26, 2022		Mobility and transportation	
Tuesday, August 30, 2022		The markets	
Tuesday, September 06, 2022		Universities	
Wednesday September 07, 2022		Urbanization	
Thursday, September 16, 2022		Social work partner associations	





Figure 7 Thematic meetings

# What the Gadiris want

**Clear the area of  
demolition remains.**

*M.F – Piedmont*

**Enhance the site of the  
mouth of Oued Souss.**

*D.S – Aghroud Bensergao*

**A well-lit city.**

*H.T – Bensergao*

**Improve the working  
conditions of municipal  
employees**

*Y.B – Les amicalesc*

**Have more Amazigh books  
in the media libraries.**

*R.T – Talborjt*

**To have more green  
spaces, gardens and parks.**

*R.B – Al Houda*

**D dereptilize my  
neighborhood**

*K.L – Douar Rjafllah*

**Freeing up public space**

*R.E – Dakhla*

**Have a clean city.**

*Y.M – Assalam*

**To officialize our status of  
World Capital of the  
Amazighs.**


*M.O –*

**Close and secure the old  
quarries.**

*A.T – Anza*

**I would like my city to  
shine in Morocco and  
internationally**





**A city where it is easy to get around**

*M.Z – Tikiouine*

**Freeing up public space**

*R.E – Dakhla*

**Stray dog care**

*C.T. – Taddart Anza*

*M.S – Les amicales*

**I want to be able to practice sports freely.**

*R.Y – Hay Mohammadi*

**My neighborhood does not have a neighborhood lot**

*H.H – Hay Mohammadi*

**The city lacks green spaces and maintenance**

*A.M - Tilila*

**To have animation in all neighborhoods**

*O.K - Talborjt*

**Clean and well laid out markets.**

*N.C – Tilila*

**A city that offers employment to its youth**

*A.C - Bensergao*

**To be able to access administrative services online without travelling to Agadir**

*K.A – MRE*

**Rehabilitation of under-equipped neighborhoods.**

*L.B – Imounsis*



- **Monograph of the community of Agadir**

### **Location**

Agadir is located in west-central Morocco, overlooking the coast of the Atlantic Ocean, in a geographical extension of the High Atlas mountain range, bordered by the province of Tiznit to the south, Essaouira to the north, the province of Taroudant to the east, and the Atlantic Ocean to the west. It overlooks the coast of the Atlantic Ocean, 508 km from the capital, Rabat, about 56 meters above sea level. It is the capital of the Souss-Massa region, located in west-central Morocco.

### **Geographic setting (Source: Encyclopedia of Morocco)**

The city of Agadir is located in the extreme west of the High Atlas, where the mountain range descends to become a gradual plateau (the plateaus of Ida Outane), connected and integrated between the mountainous center and the plain of Souss. These were the best points located in the south of Morocco, in addition to that, its climate is temperate throughout the year, strongly influenced by the marine currents coming from the ocean.

All these factors have made it the only access point through the High Atlas, as it is a link between the north and south of Morocco, where the main roads from the north (Essaouira, Marrakech) meet. The main roads leading to the desert regions leave from there, and its climate has helped it to be stable and to enjoy a prosperous future later on.

Agadir :

- Population: 420,288, according to the 2014 general population and housing census
- Gender distribution:
  - Men 211,522
  - Women: 208,766
- Number of families: 105,057
- Average number of family members: 4
- Unemployment rate in the city : 17,20%.
- Active static percentage: 50.00

*Source: Haut-Commissariat au Plan - Census 2014*

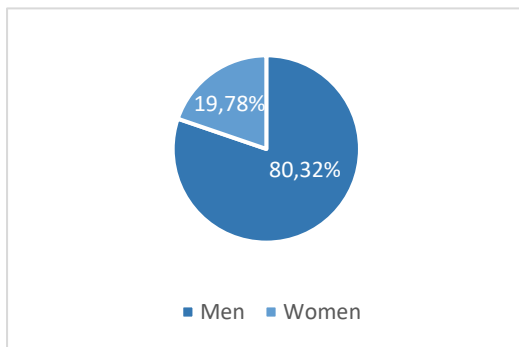
- Climate: temperate, varying in temperature between 14 and 16 degrees in the first months of the year, and between 20 and 25 in July, which makes it a sunny city with an average of nearly 300 days of sunshine per year.
- Area of the city: 110 km<sup>2</sup>, out of the total area of Agadir: 819 km<sup>2</sup>.
- The total number of overnight stays recorded in the various hotels, clubs and tourist accommodations classified in the destination of Agadir during the month of September 2019 amounts to a total of 479 thousand and 528 nights.

The number of classified hotels in the city reaches 251 classified hotels, with 43,000 and 398 beds, while the number of tourist nights made in classified establishments reaches 5 million 520,000 and 183 nights, according to 2017 data prepared by the High Commission for the development of the district.

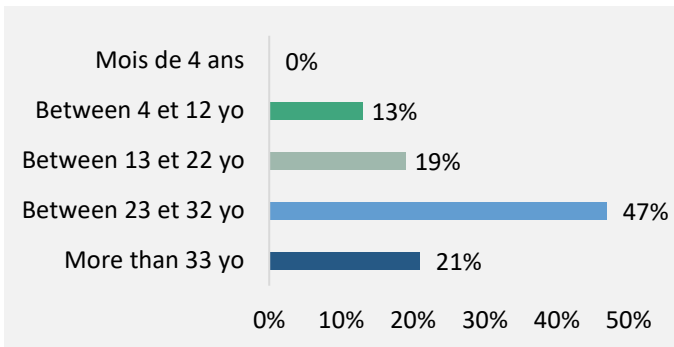
- **Analysis of the city council's human resources**

An internal analysis of the city council was carried out and provided important statistics on the commune's human resources. The analysis of this data highlighted the importance of recruiting, coaching and training the city council's staff in order to be able to follow the city's development projects.

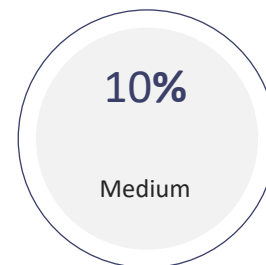
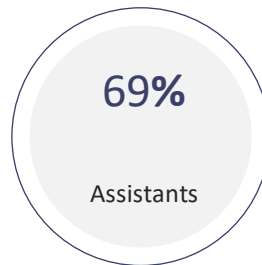
### Distribution of staff by gender



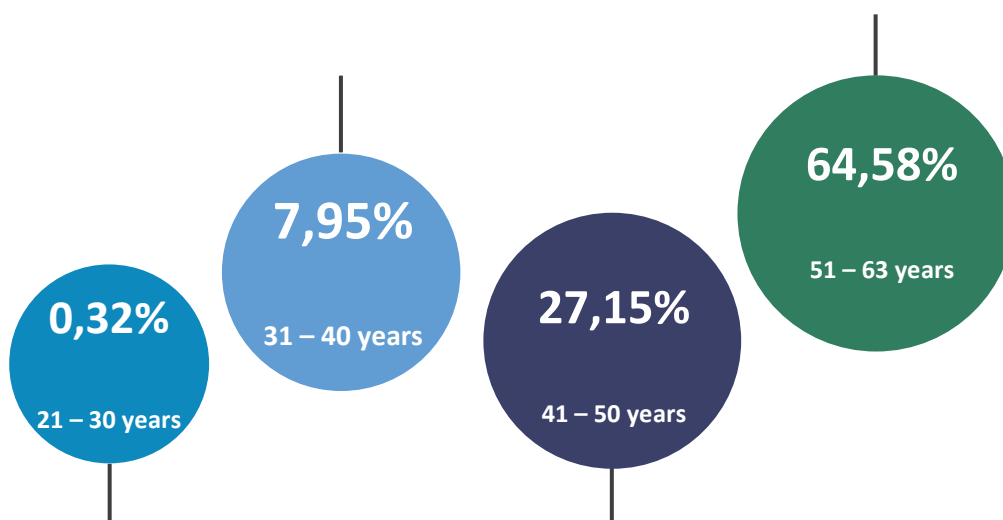
### Distribution of employees by seniority



### Distribution of staff by level



### Distribution of staff by age



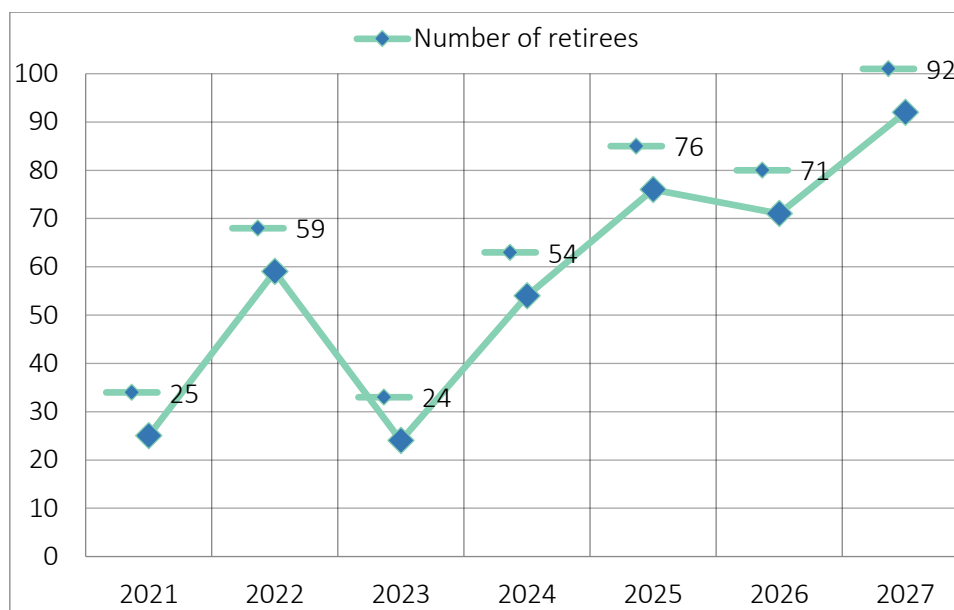
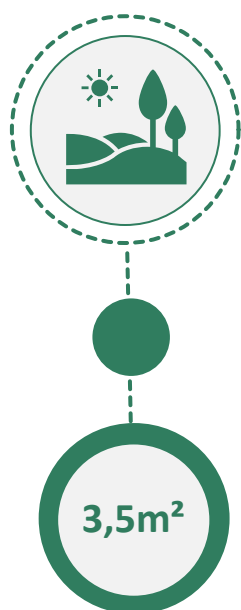
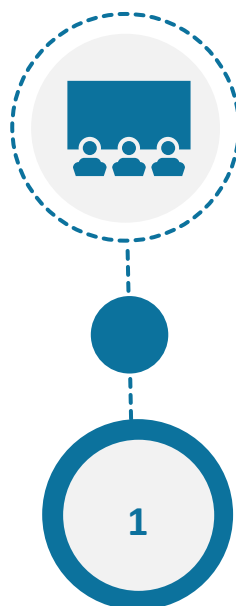


Figure 8 Evolution of the number of retirees in the coming years

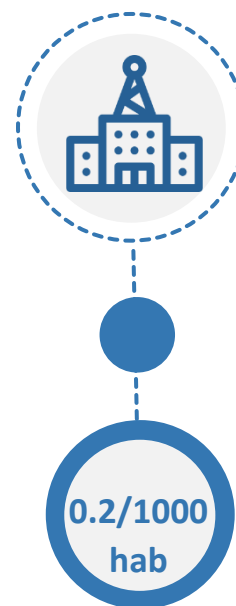
- Quality of life and attractiveness



Green areas per capita behind Rabat (20m<sup>2</sup>), Marrakech (8m<sup>2</sup>), Fez (4m<sup>2</sup>) and Tangier (2.8m<sup>2</sup>)



Movie theaters Vs 3 in Meknes, 4 in Tangier, 5 in Rabat, 4 in Marrakech and 9 in Casablanca



Socio-sports centers vs 3.0 in Oujda, 2.2 in Rabat, 0.8 in Tangier and 0.7 in Marrakech



- The city offers few green spaces and recreation centers
- An improvement is planned by the UDP through the upgrading of existing parks and the creation of 2 new parks
- Establishment of +20 proximity fields as part of the UDP
- 

### • Governance and communication

A complete analysis was made on the axes of communication, governance and competences of the city council. This has allowed us to detect the areas of improvement to allow for a more optimal and efficient functioning of the commune.

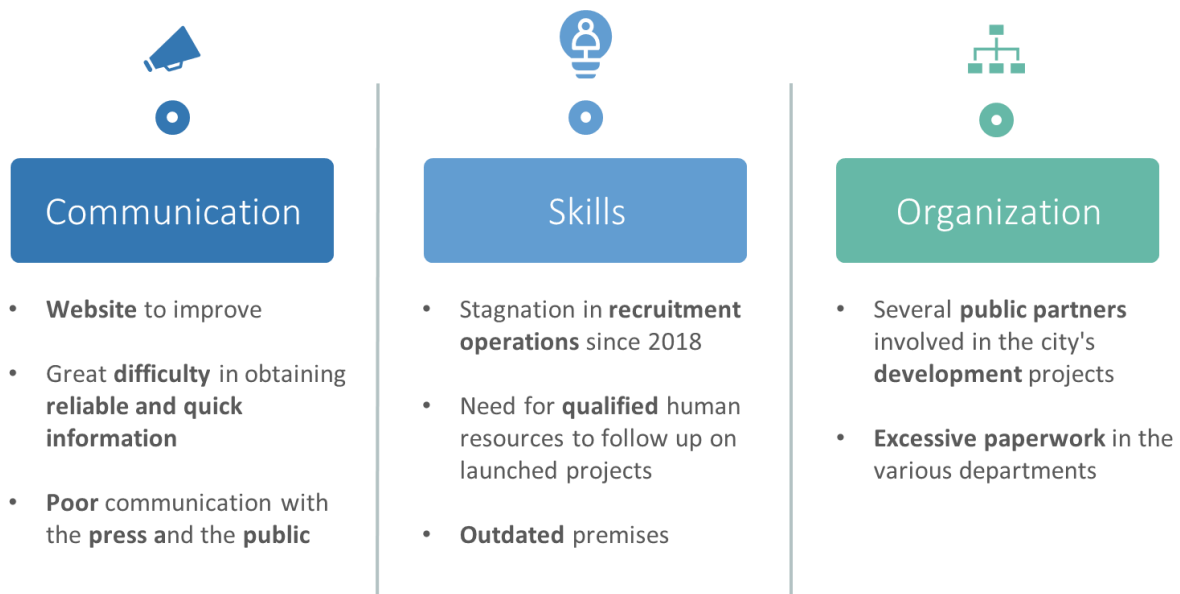


Figure 9 : Analysis of the Governance and Communication Model

## • Summary of the participatory diagnosis

The synthesis of the internal and external diagnosis allowed us to make a complete evaluation of the context and to identify the city's strong points on which we must capitalize, its weak points that must be improved, the opportunities not to be missed for the sustainable development of the city and the threats to be taken into consideration.

This analysis is summarized in the diagram below:

### STRENGTH

- **Context favorable** to change (royal and major projects launched in its wake)
- **Competitive natural potential** (beach, climate, hinterland...) Solid historical sectors to develop: agriculture, fishing, tourism
- **Rich heritage** (cultural, architectural, natural, diaspora)
- Very strong **entrepreneurial spirit**

### WEAKNESS

- **Weak socio-economic performance** compared to the major cities of the kingdom
- Degraded **urban infrastructure**
- **Pronounced territorial disparities** (tourist area, city vs. periphery)
- Unattractive **living environment** (lack of green spaces, weakened health sector)
- **Crisis in the tourism sector** accentuated post-covid
- **Administrative framework** not adapted to Grand Agadir
- Difficulty in mobilizing **land and financing**
- **Unattractive city** for young people (talent drain)

### THREAT

- **Tourism: competition** with northern resorts
- **Agriculture: drought and water stress**
- **Fishing: progressive positioning** of the South as the center of gravity of the activity
- Potential difficulties in **aligning stakeholders** for coordinated implementation
- Low attractiveness of **investors** (crisis, internal competition)
- Difficulties in **mobilizing funding**
- **Human factor**, training & preparation for operationalization

### OPPORTUNITY

- **Favourable dynamics** / launch of several transforming projects:
  - LGV, horizon 2030
  - UDP (2020-2024)
  - Development of tourist resorts in the north (Taghazout, Aghroud)
  - Industrial Acceleration Plan
  - Commitment to sustainability (e.g. desalination) and renewable energy
  - Project in education and training: CMC, private universities, CHU / faculty of medicine, hotel school
  - Development of a health pole: CHU and private

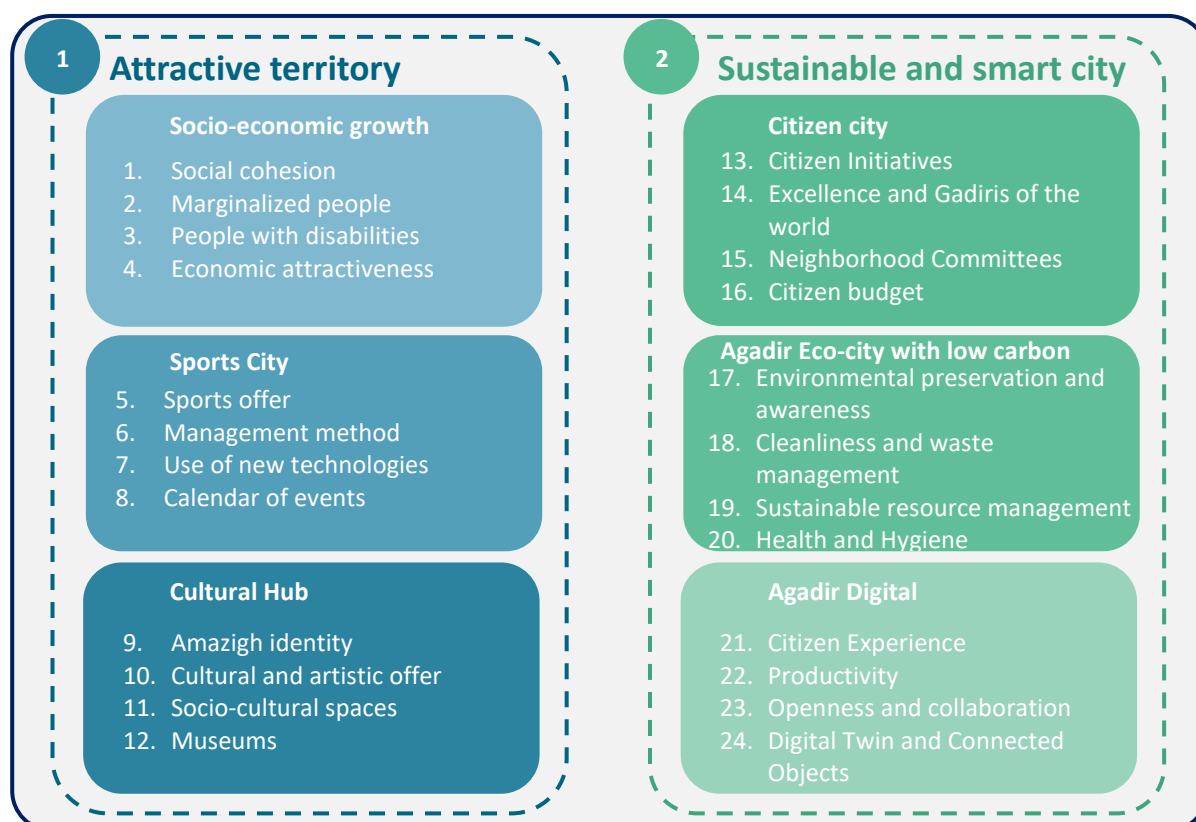
Figure 10 SWOT Analysis of the city of Agadir

# Vision

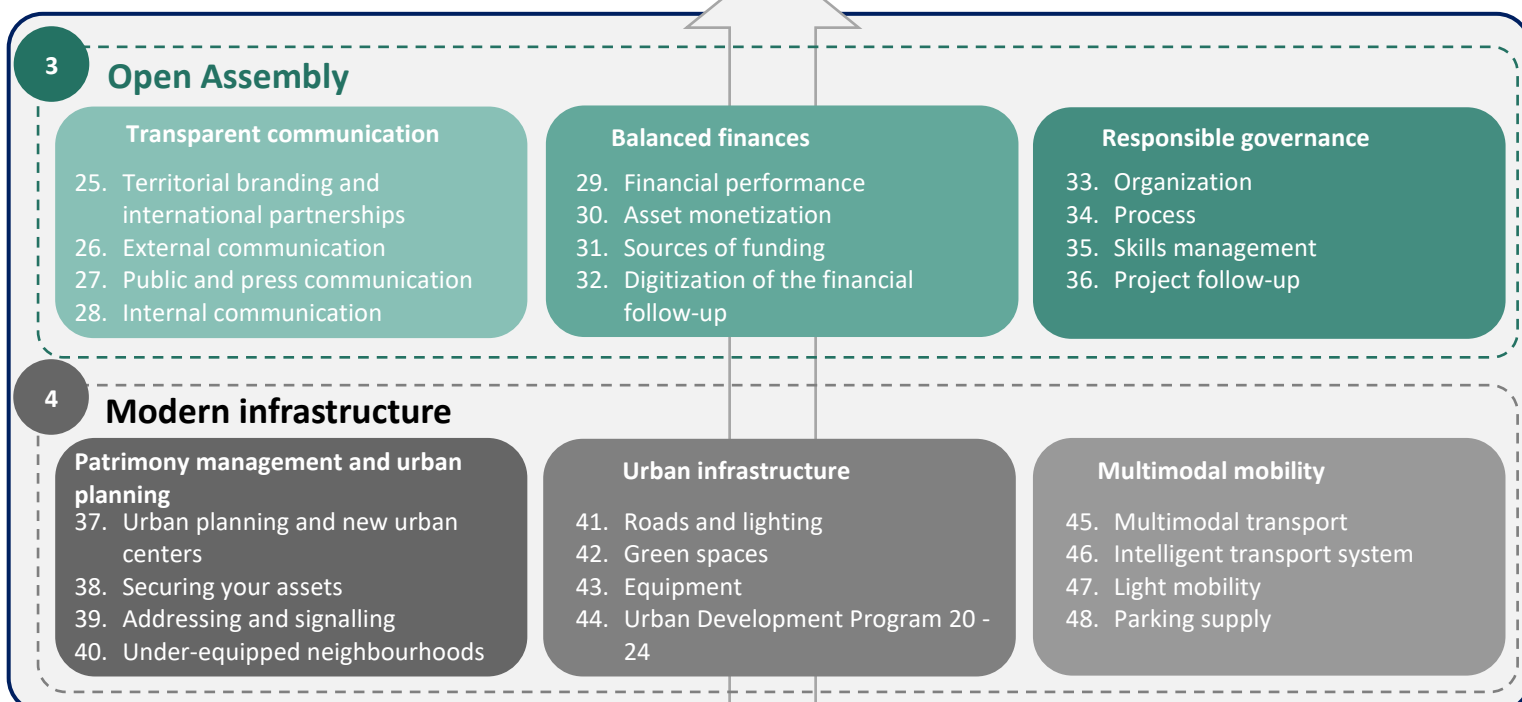
**Make Agadir an attractive, modern metropolis  
open to its citizens and a model of sustainable  
and intelligent transition**

This vision will be implemented through two prerequisite dimensions - an open assembly and a modern infrastructure - and two result dimensions - an attractive territory and a sustainable and smart city. These four dimensions cover a total of 12 axes and 48 components as shown in the figures below.

### Result Dimensions



### Prerequisite dimensions

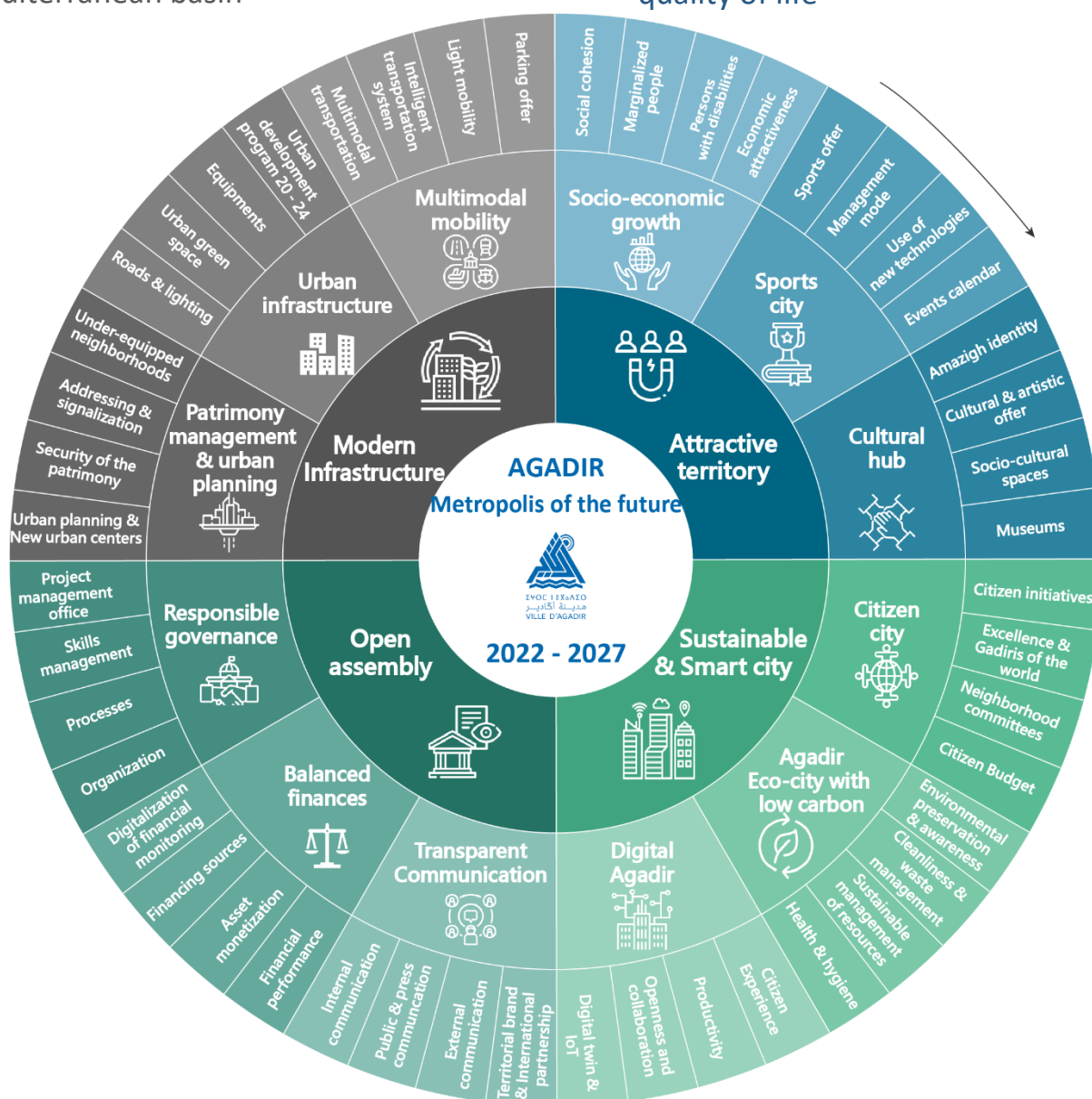




These elements are shown in the wheel below in a concentric way for better readability. The 4 dimensions are found inside the wheel, followed by the 12 axis each aligned with its specific dimension and then the 48 components each aligned with its respective axis.

Make Agadir a modern metropolis and a model in Africa and in the Mediterranean basin

Increase the attractiveness of the territory of Agadir, especially in terms of quality of life



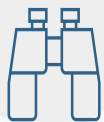
Strengthen the democratic model and inclusive management through citizen-centered open governance

Make Agadir a model of citizen, sustainable and intelligent city in Africa and in the Mediterranean basin in the respect of SDGs

# DIMENSION 1

# ATTRACTIVE TERRITORY

## BUDGET 521 MDH



## Vision

Increase the attractiveness of the territory of Agadir



## Expected results

- Support community life, participate in the socio-economic development of the city and involve as many people as possible
- Position the city as an Olympic city and sports destination in all categories
- Make Agadir a cultural and artistic beacon, especially in terms of museums and festivals

# Axis 1

## Socio-economic growth

Encourage living together, ensure harmonious cohabitation between individuals and communities and participate in the city's socio-economic development



 Budget

116 MDHS



Potential partners

SM Region, INDH, Ministries, other city councils and international organizations



## Expected results

- Strengthen social cohesion and promote living together
- Support marginalized people in their reintegration
- Promote the inclusion of people with disabilities
- Improve the economic attractiveness of the city

**Dimension 1 : Attractive territory | Axis 1 : Socio-economic growth**

## Component 1: Social Cohesion

Encouraging community living through the construction and operation of **32 new social facilities**



The social cohesion program focuses on the social development of neighborhoods and on strengthening intergenerational and intercultural ties. It is based on strong actions in favor of the population.

The city council of Agadir will set up several projects supported by adapted intervention methods which will allow a more adequate management of the various social difficulties encountered on the territory of the City.

Below are the actions that will support the theme of social cohesion:

- Building **day care centers** with a **social aspect**;
- Refurbish and equip **24 social structures**;
- **Launch professional training programs** for youth and women;
- Build **new social centers**



The city council will also implement several actions in favor of Moroccans living abroad who wish to settle or invest in the city, foreigners living in Agadir or passing through and the diaspora.

These actions will be organized in partnership with various foundations and international organizations, especially those specialized in the support of migrants.

Below is the list of planned actions:

- **Moroccans living abroad:**
  - Setting up a **dedicated orientation and information office** to accompany Moroccans returning to the country and facilitate their settlement.
  - Organization of the week dedicated to the Moroccans living abroad during which the city council sets up a reception service for to accompany them in the administrative procedures
- **Sub-Saharan, Syrians and other migrants:**
  - **Social support and professional integration** in partnership with dedicated organizations and foundations
- **Gadiris of the world:**
  - Bringing together and encouraging return and **investment in the city**
  - Creation of a **center dedicated to the Gadirie Diaspora** to promote exchange
- **Foreigners living in Agadir:**
  - Collaboration with the different foreigners residing in Agadir to benefit from their experience and ensure **cultural and intellectual exchanges**
  - Celebration of **cultural days by nationality**
  - Coordination with the **consulates installed in the city as well as the honorary consuls.**

***NB :** See the "Modern Infrastructure" and other components for more details*

## Dimension 1 : Attractive territory | Axis 1 : Socio-economic growth

### Component 2: Marginalized People

## Building an **inclusive society** that empowers **marginalized groups** and **individuals**



The city council of Agadir aims to build an inclusive society that empowers marginalized groups and individuals to participate in the active life of their city.

Marginalized groups are often excluded from decision-making, public institutions, basic services and even citizenship. They are more vulnerable to poverty and more prone to mental and physical health problems. They are more likely to be victims of violence and exploitation.

The city of Agadir launches in this context a major project for :

- **Reintegrating children** in street situations;
- Integrating the **homeless and/or aging people**;
- Minimize the scourge of **begging**;
- Contribute in the creation of **detoxification and mental health centers**;
- Finalize 3 agreements for the **requalification** of **marginalized people**.

***NB:** See the "Modern Infrastructure" and other components for more details*

**Dimension 1 : Attractive territory | Axis 1 : Socio-economic growth**

### Component 3 : People with disabilities

Providing a **better future** for **people with disabilities**



In order to improve the **accessibility of public places and spaces**, the city council of Agadir will develop a program dedicated to people with reduced mobility and more globally to those with disabilities. The objective is to embody the **right to accessibility**, the principle of **spatial justice** and **equal opportunities**, and to contribute to the reduction of costs and burdens related to disability.

Within this framework the city council proposes the following actions:

- Guarantee **access for PRM** to the **different buildings, services and public facilities** such as communal buildings, the use of sports facilities, public toilets, public transport and parking spaces.
- Activate partnerships in favour of PRMs
- Making the city council's website **accessible to deaf people**
- **Positive discrimination** for **women's** and **PRM sports associations**

**NB :** See the "Modern Infrastructure" components as well as the other components for more details

## Dimension 1 : Attractive territory | Axis 1 : Socio-economic growth

### Maps and Figures - Social Facilities

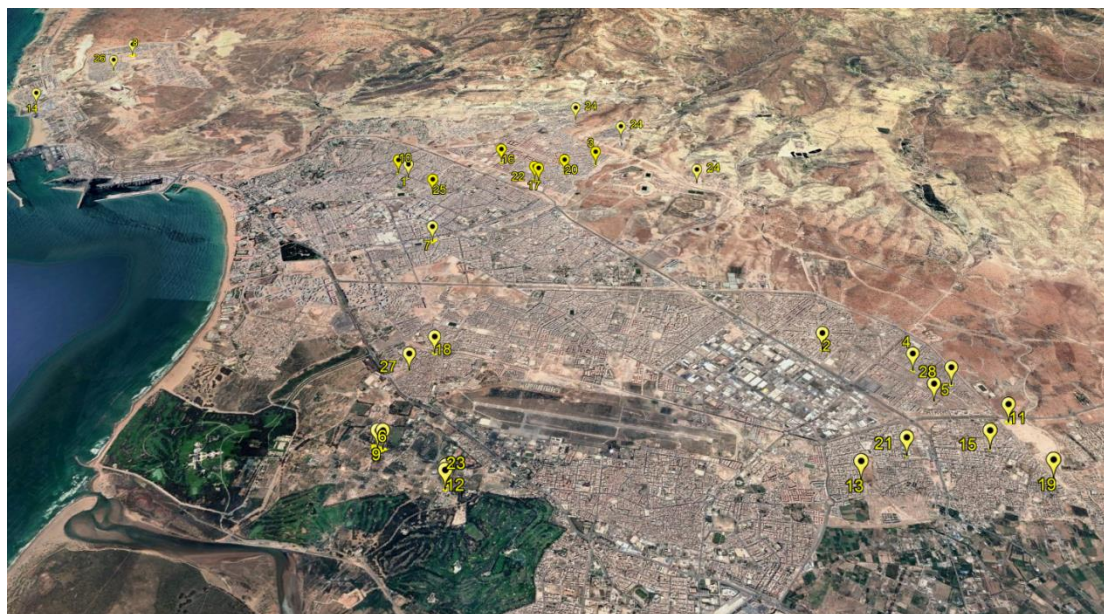


Figure 11 : Map of socio-economic facilities

### List of planned actions - Investment budget

#### Socio-economic facilities

N°	Neighborhood	Project	Budget in MAD	Start date of the studies	End date of constructions
1	Anza Aloulia	Center for children in street situations	10 000 000	2022	2027
2	Hay Mohamadi	Rehabilitation of the social center of Abzekka (multipurpose room)	1 000 000	2024	2025
3	Hay Mohamadi	Rehabilitation of the Tamount space, Hay Mohammadi	1 300 000	2024	2025
4	Hay Mohamadi	Rehabilitation of the women and children space in Hay Mohammadi	2 000 000	2023	2024
5	Hay Mohamadi	Construction of a pre-school unit in Hay Mohammadi	3 600 000	2025	2026
6	Hay Mohamadi	Construction of a multipurpose room in the community house	1 400 000	2026	2027
7	Assafaa	Rehabilitation of the Assafae social center	2 100 000	2023	2024

Version December 2022



N°	Neighborhood	Project	Budget in MAD	Start date of the studies	End date of constructions
32	Zaitoune	Rehabilitation of the Zaitoune preschool unit	1 700 000	2022	2023

## Dimension 1 : Attractive territory | Axis 1 : Socio-economic growth

### Compenent 4: Economic Attractiveness

## Supporting the **economic growth** of Agadir

Economic development is a cross-cutting theme across institutions and a particular prerogative of the regional council. However, the city council of Agadir is improving its **economic attractiveness** by making people with high potential want to settle in the city and investors want to invest there.

The following actions will be implemented:

- Support the creation of **new economic competitiveness clusters** (particularly in the circular economy, digital, cosmetics, crafts);
- Set up a **convention center**;
- **Improve mobility and logistics** within the city;
- **Modernize the licensing department** and cover new activities;
- **Support the emergence of startups**, especially digital ones, through **hackathons** and **incubation programs**;
- **Improve the work of the administrative police** in responding to citizens' complaints and claims;
- **Digitizing the services of the pound**;
- Strengthen partnerships and **develop the territorial brand** in order to be receptive to investments;
- Attract the **best national and international talent**.



## Dimension 1 : Attractive territory | Axis 1 : Socio-economic growth

### Maps and figures - Markers

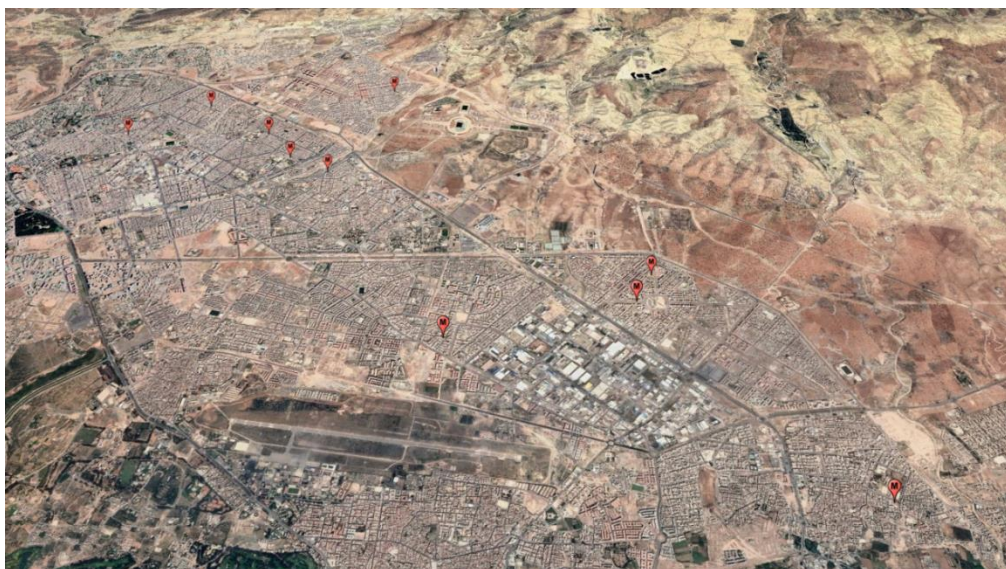


Figure 13: Map of Proximity Markets

### List of programmed actions - Investment budget

#### Construction and upgrading of markets

N°	Equipement	Budget in MAD	Start date of the studies	End date of constructions
1	Proximity market Hay Mohamadi	3 500 000	2022 - 2027 Minimum two per year in order of land availability	
2	Assafa proximity market	3 500 000		
3	Bouargane proximity market	3 500 000		
4	Proximity market Bensergao	3 500 000		
5	Lakhyam proximity market	3 500 000		
6	Al Qods proximity market	3 500 000		
7	Proximity market Al Houda	3 500 000		
8	Tilila proximity market	3 500 000		
9	Proximity market Aghrod	3 500 000		
10	Tikiouine proximity market	3 500 000		
11	Upgrading of the markets of Hay Hassani, les amicales, Talborjt	7 000 000	2022	2023
12	Anza market	20 000 000*	According to UDP program	

\*Budget already made available prior to this communal action plan



## Axis 2

# City of Sports

Position the city as an Olympic city and sports destination for all categories of practitioners

3 GOOD HEALTH  
AND WELL-BEING



4 QUALITY  
EDUCATION



5 GENDER  
EQUALITY



10 REDUCED  
INEQUALITIES



11 SUSTAINABLE CITIES  
AND COMMUNITIES



Budget

317 MDHS



Potential partners

Federations, Ministries, Civil society associations, Sports leagues



## Expected results

- Upgrade sports facilities
- Optimize the sports management model for the benefit of users
- Digitize the interaction processes with the associations
- Enrich the sports events calendar

## Dimension 1 : Attractive Territory | Axis 2 : City of Sports

### Component 5 : Sports offer

Develop the city's sports offer through the construction of more than **85** new quality **sports facilities**



A number of local courts will be set up in the various neighborhoods of the city. Residents and visitors to the city will be able to play a variety of sports such as street workout, soccer, basketball, skateboarding and petanque. They will often be protected by a light fence and installed in the heart of a recreational area that usually includes green spaces, playgrounds and sports equipment. The priority for the covering is given to synthetic turf to limit water consumption and solar lighting is used in some cases.

Actions that will improve the city's sports offer:

- Diversify **proximity sports** by building **6 indoor halls** and **62 community facilities**, including **4 outdoor pools** integrated into parks and green spaces;
- Provide time slots for groups of people with disabilities and women's sports groups;
- Encourage beach sports;
- Exploitation of school sports facilities;
- Structure **amateur sports** through the redevelopment of **6 eleven-a-side fields** and the creation of **4 new ones**;
- Attracting **elite sports** by grouping elite facilities around the **Adrar Olympic Park**;

- Creation of quality sports facilities next to the Great Stadium of Adrar, in the perspective of creating a world sports village;
- Creation of a **sports medicine center**.

***NB:** See "Modern Infrastructure" and other components for more details*

## Dimension 1 : Attractive Territory | Axis 2 : City of Sports

### Part 5: Sports Offer - Map and Figures

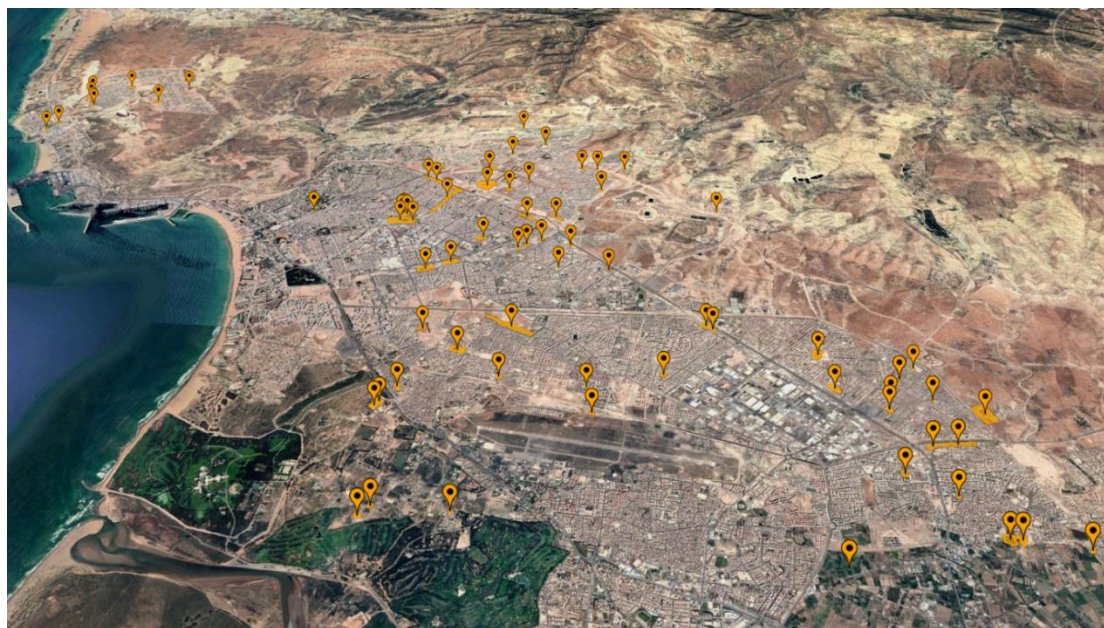


Figure 14: Sports facilities map

#### List of planned actions - Investment budget

N°	Project	Budget isMAD	Start date of the studies	End date of constructions
<b>1. Complexes and large sports fields</b>				
1	Abdellah Didi Sports Complex Phase 1	8 100 000	2024	2025
2	Sports complex Abdellah Didi Phase 2	9 600 000	2025	2026
3	Ibn Zaidoune sports complex high: Abou Ali field	4 100 000	2024	2025
4	Sports complex Ibn Zaidoune high: Tanaout field	11 500 000	2023	2024
5	Sidin Belkhir sports complex Phase 1	4 400 000	2025	2026
6	Sidin Belkhir sports complex Phase 2	3 400 000	2025	2026
7	Sidi Youssef Sports Complex	6 000 000	2025	2026
8	Anza Al Oulya Sports Complex	16 200 000	PDU	PDU
9	Mohamed Achkour Sports Complex Phase 1	3 300 000	2025	2026



N°	Project	Budget isMAD	Start date of the studies	End date of constructions
10	Mohamed Achkour sports complex Phase 2	2 200 000	2026	2027
11	Moudanib Sports Complex Phase 1	3 000 000	2025	2026
12	Moudanib Sports Complex Phase 2	7 200 000	2026	2027
13	Moudanib sports complex Phase 3	4 300 000	2026	2027
14	Msella Aghroud soccer field	9 200 000	2022	2023
15	Tilila sports complex	11 500 000	2025	2026
<b>2. Creation of sports and recreational areas (mini-football, handball, volleyball, basketball, skateparks, etc.)</b>				
16	Creation of an artificial turf field in Ait Taoukt	1 000 000	2024	2025
17	Creation of a sports and recreational area in Imounsis	2 000 000	2024	2025
18	Creation of an artificial turf field in Ighil Ouderdour	950 000	2024	2025
19	Creation of a sports area in Hay Mohamadi	3 800 000	2025	2026
20	Creation of a sports area Doha	3 600 000	2026	2027
21	Creation of a sports area in the green corridor Hay Mohamadi	7 700 000	2026	2027
22	Creation of a sports area in the green corridor Oued Lahouar Hay Mohamadi	6 600 000	2026	2027
23	Creation of a sports area in the Najah green corridor	4 000 000	2024	2025
24	Creation of the Al Qods sports area	4 000 000	2025	2026
25	Creation of a sports space alhouda block K	2 500 000	2023	2024
26	Construction of a sports space in Anza Aloulia	3 100 000	2025	2026
27	Creation of a sports space in the High Founty district	7 700 000	2026	2027
28	Creation of a sports space in Farah green park	5 700 000	2026	2027
29	Creation of a sports space in Aghroud	1 800 000	2026	2027
30	Creation of a sports space in the green strip Styliya	2 700 000	2026	2027
31	Creation of a sports space in Adrar	3 200 000	2025	2026
32	Creation of a sports area in Tikiouine Douar Laareb V89 - Phase 1	900 000	2025	2026
33	Creation of a sports area in Tikiouine Douar Laareb V89 - Phase 2	4 200 000	2026	2027
34	Creation of a sports area in Tikiouine Douar Laareb V89 - Stage 3	5 700 000	2026	2027
35	Création d'un espace sportif au quartier Lhajib	1 100 000	2026	2027
<b>3. Rehabilitation projects for sports and recreational areas (mini-football, handball, volleyball, basketball, skateparks, etc.)</b>				

N°	Project	Budget isMAD	Start date of the studies	End date of constructions
36	Rehabilitation of the Ait Toukt/ Ait Lmoudden sports area	1 800 000	2022	2023
37	Rehabilitation of the Ighil Ouderdour sports area	2 000 000	2023	2024
38	Rehabilitation of the Moubadara sports area	2 000 000	2023	2024
39	Rehabilitation of the Essaada sports area	950 000	2024	2025
40	Rehabilitation of the Hay Assafaa sports area - Phase 1	1 700 000	2022	2023
41	Rehabilitation of the Hay Assafaa sports area Phase 2	2 800 000	2023	2024
42	Rehabilitation of the Zaidoune Haut sports area	1 800 000	2024	2025
43	Rehabilitation of the Olhao field	700 000	2023	2024
44	Redevelopment of the Al Massira sports area Phase 1	3 600 000	2022	2023
45	Redevelopment of the Al Massira sports area Phase 2	4 000 000	2023	2024
46	Rehabilitation of the Rjafellah sports area Phase 1	3 500 000	2024	2025
47	Rehabilitation of the Rjafellah sports area Phase 2	1 800 000	2025	2026
48	Rehabilitation of the Bouargane sports area	5 200 000	2024	2025
49	Rehabilitation of the basketball court al Qods	450 000	2025	2026
50	Rehabilitation of the Lakhyam sports area Phase 1	1 900 000	2022	2023
51	Rehabilitation of the Lakhyam sports area Phase 2	2 000 000	2023	2024
52	Rehabilitation of Dakhla basketball court	900 000	2026	2027
53	Rehabilitation of the AL Houda sports area Stage 1	7 900 000	2025	2026
54	Rehabilitation of the AL Houda sports area Phase 2	8 200 000	2026	2027
55	Rehabilitation of the sports area at the green corridor Taddart - Anza Al Oulya	4 500 000	2024	2025
56	Rehabilitation of the skate park Anza Al Oulia	1 000 000	2025	2026
57	Rehabilitation of the sports area of Al Amal park	4 000 000	2025	2026
58	Rehabilitation of the Amzil sports area	800 000	2024	2025
59	Rehabilitation of the Ibn Khaldoune sports area	2 500 000	2024	2025
60	Rehabilitation of the Aghroud Msella sports area	1 900 000	2022	2023
61	Rehabilitation of the Bizmaoune sports area	1 900 000	2026	2027
62	Rehabilitation of the Boukeri minifoot field	260 000	2024	2025
63	Rehabilitation of the Tadamoune sports area	1 600 000	2024	2025
64	Rehabilitation of the sports area in the green square Tilila	3 800 000	2024	2025
65	Rehabilitation of synthetic resin sports field Adrar 1	800 000	2025	2026

#### 4. Other sports equipment

## Dimension 1 : Attractive territory | Axis 2 : City of Sports

### Part 6: Management Mode

## The involvement of **citizens** and **associations** in the **life of the new sports facilities**



*Figure 15: Model of a proximity field (Ibn Zaydoune)*

Sports life will be managed through a participatory approach called the **contractualization approach with civil society**. This approach consists of launching a **call for projects** in favor of neighborhood associations and sports associations for the management and animation of these sports areas. The **contractualization** will essentially be based on the management and animation strategy proposed by the associations that will soon be selected. The contracts will generally be signed for a renewable period of one year, depending on the specific management and animation programs proposed by these entities.

The **involvement of residents and associations** in the life of the new sports facilities is a key priority for the city.



**Dimension 1 : Attractive territory | Axis 2 : City of Sports**

## Component 7: Use of new technologies

# Technology as a vector for the evolution of sports practice and performance

The local fields allow the practice of several diverse and varied disciplines. The city council's sports department will implement **online solutions** that will provide **100% electronic services** for the collective management and organization of sports in the city of Agadir.

The main elements of this approach are the following:

- Develop a **digital solution** that will also ensure the **reservation of sports halls**;
- **Digitize the Sports department's administrative** structure:
  - Organizational Structure Management;
  - Management of employee login accounts;
  - Management of the access accounts of the city council members;
  - Management of the access accounts of the sports authorities and associations;
  - Administration settings ;
  - Management of sports facilities;
  - Internal translation system.
- **Digitize the internal and external communication** of the department:
  - Management of the archives of sports bodies and associations;
  - Management and programming of the requests of the associations and sports authorities;
  - Management and automation of sports facilities reservations;
  - Management of complaints and electronic reporting.
- **Digital data management system :**
  - Management and programming of digital administrative procedures;
  - Management of electronic forms;
  - Forms programming and digital data ;
  - Electronic document management;
  - Electronic registration of regulatory and legal texts.

## Dimension 1 : Attractive territory | Axis 2 : City of Sports

### Component 8: Events calendar

## Organize and animate the practice of sports around **sports events**

Agadir must offer to its inhabitants and visitors a **rich and varied sports animation** with events of **different scope**. It is for this purpose that the following agenda will be used as a **basis for the sports animation** of the city.

	Name of the sporting event	Proposed Date	Suggested location
International events	Agadir ITF World Tennis Tour	July 31 to August 07	Royal Tennis Club of Agadir
	Mohammed 6 Jet Ski Prize	November 21 to 27	Agadir Beach
	Rally of Morocco	October 01 to 06	Departure: Agadir & Arrival : Agadir
	Beach Volleyball - 3rd stage of the world championships	July 22 to 29	Agadir Beach
	Table Tennis - World Junior Championships	01 to 07 August	Covered room of Bensergao
	International League	July	GSA
Manifestations nationales	Jet Ski Throne Cup	06 to 07 August	Agadir Beach
	National Jet Ski League	Phase I from 15 to 17 July	Agadir Beach
	Equestrian	Phase II from September 2 to 4	Bensergao Riding Club
	X terra of Morocco	September	Agadir
	6th edition of the Golf Cup for Sports Journalists	October	Golf Shems or Golf of Taghazout
Manifestations locales	Summer animation		Agadir Beach
	Karting	01 to 28 August	Parking in front of Marjane
	Motorcycle race	July	Agadir beach
	Road race with our partners in education	May	Neighborhoods of the city of Agadir
	Half marathon	May	City course
	Trial Agadir Oufela	October and November	Agadir Oufella
	Martial arts sports initiation	December	Neighborhoods of the city of Agadir
	Ramadan League	June	Proximity fields of the city
	Sports Day League of PRM	Ramadan	Proximity fields and halls
	International Women's Day	December 03	Agadir beach - Covered halls - Neighborhoods - Football fields

## Axis 3

# Cultural Hub

Make Agadir a cultural and artistic hub, especially in terms of cultural facilities and cultural and artistic offer.

**3** GOOD HEALTH  
AND WELL-BEING



**4** QUALITY  
EDUCATION



**5** GENDER  
EQUALITY



**10** REDUCED  
INEQUALITIES



**11** SUSTAINABLE CITIES  
AND COMMUNITIES



**Budget**

**88 MDHS**



**Potential partners**

Ministry of Youth, Culture and Communication, INDH, Associations and Federations of the civil society



## Expected results

- Strengthen the Amazigh identity of the city
- Provide the city with a robust network of cultural facilities
- Capitalize on the arts and crafts as a lever for development
- Enriching the cultural landscape of the city through the development of its museum offer

## Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub

### Component 9 : Amazigh Identity

## Celebration of the **Amazigh identity** of the city, construction of an **Amazigh cultural center** and a new **museum of Amazigh heritage**

The city council of Agadir has the ambition to highlight the **Amazigh culture of the city** and to position it as the **Amazigh capital of the world**.

Several initiatives will be launched to strengthen the **Amazigh identity of the city**, such as the creation of a large-scale **Amazigh cultural center** and the creation of a new **museum dedicated to the Amazigh heritage**.



Figure 17: House of Arts



Figure 16: Signs in Tifinagh

The cultural agenda of the city will also be enriched by events promoting the Amazigh culture, such as the celebration of the **Amazigh New Year Id Inayer**, the **Bilmawen festival** or the **Amazigh Days** during which artists, writers, poets and intellectuals Amazighs will be highlighted.

To promote **Amazigh music**, an ancestral heritage that is transmitted from generation to generation, a **division of Amazigh music teaching** will be created at the Municipal Institute of Music.

The **Amazigh language** being an official language, the **Tifinagh** script will be used in all communications, documents and signs of the city council of Agadir. Amazigh language courses will also be encouraged.

**NB:** See "Modern Infrastructure" and other components for more details

## Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub

### Component 9: Amazigh identity - Figures

#### List of actions programmed within the operating budget

Category	N°	Project
Promotion of the Amazigh language	1	Creation of an office affiliated to the communication department to supervise the use of the Amazigh language
	2	Adoption of the Amazigh language in all documents issued by the city council
Amazigh culture	3	Establishment of a quota of Amazigh books in the city's media libraries and libraries to promote Amazigh publications
	4	Creation of the Amazigh division at the municipal institute of music
	5	Creation of partnerships with various Amazigh institutions, including the Royal Institute of Amazigh Culture
Amazigh artistic and cultural events	6	Creation of the Great Prize of Excellence in the various fields of Amazigh creation
	7	Organization of the celebrations of the Amazigh New Year Id Yenayer
	8	Creation of an international festival Bilmawen
	9	Organization of Amazigh days



## Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub

### Component 10: Cultural and artistic offer

#### Agadir, an **animated city 365 days a year**

A **diversified and inclusive cultural agenda** will be set up in **partnership with the city's cultural and artistic associations**. This animation will take place on the **main public stages** of the city, but also in the **various socio-cultural centers** and **neighborhood houses** in order to **benefit the entire population** of the city.

The calendar of events will be composed of **major events** (e.g. Timitar Festival, Concert for Tolerance, Amazigh New Year Id Inayer, Bilmawen, Festival of Amazigh Cinema, International Festival of Cinema and Migration ...), **serial events** and **one-off initiatives** organized with different partners in addition to the cultural events of the city council, such as Layali Ramadan and the summer cultural program ...

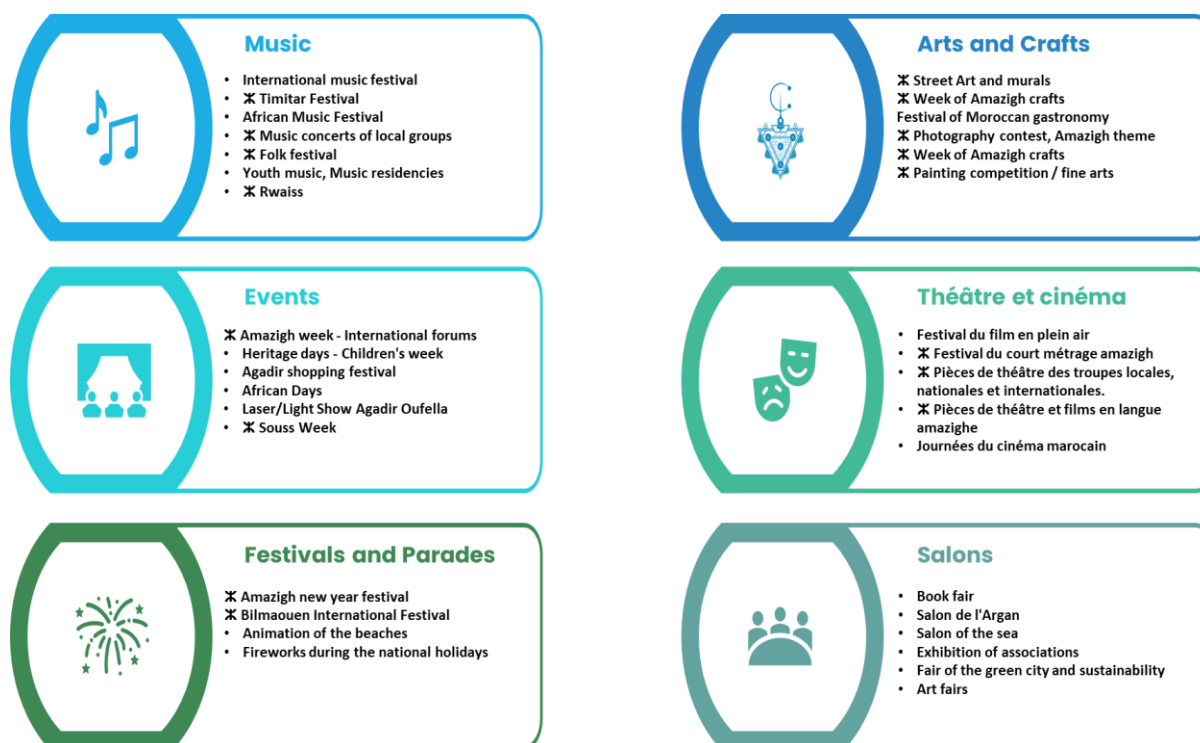


Figure 18: Examples of events to include in the city's cultural agenda

Public art and craft installations will be set up in various locations throughout the city in collaboration with **local and guest artists**.

In order to guarantee the animation of cultural centers and neighborhood houses, meetings of **cultural exchange** between citizens, artists and intellectuals will be organized regularly.

In addition to various cultural and artistic events, **architectural walking tours** of the city will be created in partnership with civil society actors to celebrate the city's specific architecture. After the terrible earthquake of 1960, the city was rebuilt in a unique style offering the city a valuable **architectural heritage** that constitutes one of **Morocco's contributions to world culture**.



*Figure 19: Architectural heritage of the city (City council building)*

## Cultural agenda

The city council, as one of the main incubators of cultural activities, whether through its cultural facilities, its partnership with various cultural actors or through its support to cultural associations, seeks a new experience to establish an annual agenda of cultural activation, aimed at developing public cultural participation, forming the concept of citizenship and

nurturing artistic and aesthetic taste, and bringing the cultural act closer to the population and different audiences, throughout the territory of the city council.

The program will touch all aspects of cultural action: cinema, theater, music, dance, literary meetings, performances and festivals, composition, photography, Amazigh language, street arts, reading and writing, heritage, exhibitions ...

The policy of the council will be based on the development and implementation of its cultural animation program on three basic levels:

Level 1: Major events supported by partnership agreements with the group:

Event	Date
Timitar Festival	July
Concert for Tolerance	October - November
Cinema and Migrations Festival	November
Amazigh Film Festival	September
Documentary Film Festival	June
Festival of theater and performing arts	October
Sahara Festival	August
International Fair of Contemporary Art	December
Summer University	July

Level 2: Community-supported cultural events:

Event	Date
International Festival of Traditional Folklore	August
Amougar Jazz	May
International Forum for African Youth	October
	June
Holi	March
Street Arts Festival	April
Bilmawne Festival	July
Issmgane Festival	June
Theatrical performances	Monthly exhibition

Level 3: City council activities

Event	Date
Id Inayer	January

Evening of the Rwaiss	September
Summer cultural program	July and August
Matinées for children	Last Sunday of each month - School vacations
Art and photography exhibitions	All year round / monthly exhibition
Reading and books	All year round / one activity per month
Layali Ramadan	Month of Ramadan

## Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub

### Component 10: Cultural and artistic offer - Map and figures

#### List of actions planned within the operating budget

Category	N°	Project
Cultural agenda	1	Animation of the city's green spaces
	2	Animation of the socio-cultural spaces of the city
	3	Animation of the public places of the city
	4	Organization of new national and international events (sports competitions, job fair, Bilmawen Festival,...)
	5	Creation of the Great Prize of Excellence in the various fields of Amazigh creation
Amazigh artistic and cultural events	6	Organization of the celebrations of the Amazigh New Year Id Yenayer
	7	Creation of an international festival Bilmawen
	8	Organization of Amazigh days



**Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub**

## Component 11: Socio-cultural spaces

**Strengthening of the city's cultural facilities**  
through the **construction** and **rearrangement**  
of several buildings

Our ambition to make Agadir a **cultural hub** at the local level but also in the Mediterranean basin has led us to launch several construction projects, development and redevelopment of various cultural spaces, such as the **National Institute of Fine Arts of Agadir**, created in partnership with the Ministry of Culture.



Figure 20: Media library in Agadir

These **new socio-cultural spaces** will serve to host the various cultural and artistic events of the city, but also to be a meeting place to **encourage the artistic and cultural initiatives** of citizens.



### Details of typical cultural center redevelopment work:

- Overall rehabilitation of the space
- Rearrangement of rooms according to standards by type of activity
- Outdoor arrangements: walkways, garden, bleachers, etc.
- Video surveillance

**NB:** See the "Modern Infrastructure" and other components for more details

## Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub

### Component 11: Socio-cultural Spaces - Map and Figures

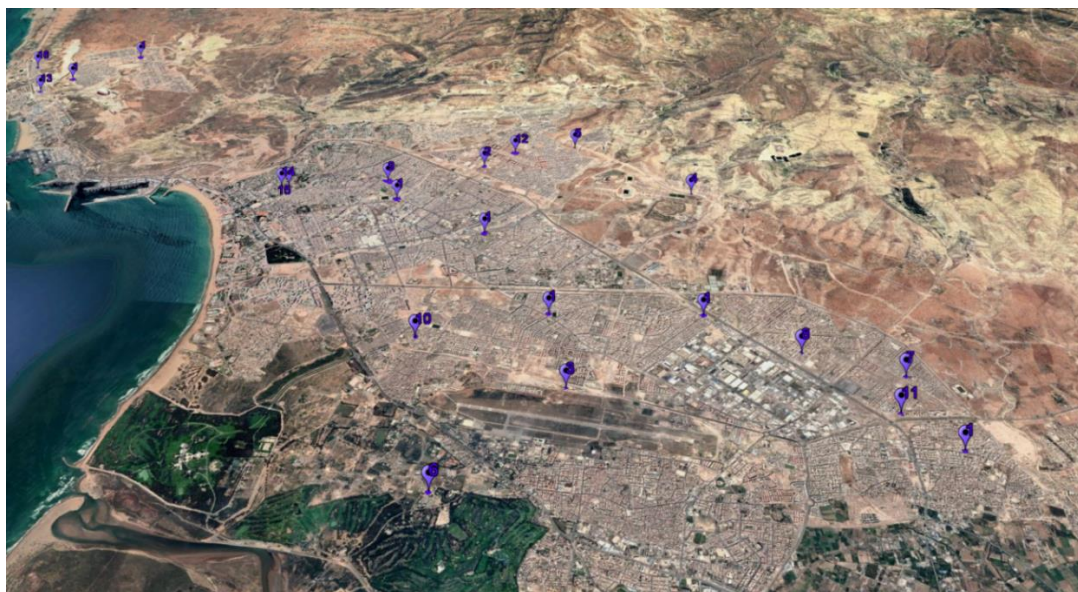


Figure 21: Map of the city's social and cultural facilities projects

Legend for the map above

N°	Projet
1	Redevelopment of neighborhood houses in the city
2	Equipment of the Hay Mohamadi neighborhood house
3	Equipment of the Stilya neighborhood house
4	Redevelopment of the Imounsis neighborhood house
5	Redevelopment of the Ighil Ouderdour neighborhood house
6	Construction of the Aghroud Bensergao neighborhood house
7	Construction of a youth center in Adrar
8	Construction of a youth center in Tilila
9	Redevelopment of the cultural complex Khair Eddine
10	Redevelopment of the cultural complex Oudaden
11	Redevelopment of the cultural complex Adrar
12	Equipment of the cultural complex Doha Hay Mohamadi
13	Equipment of the cultural complex Miftah Sahel
14	Development of the Olhao exhibition gallery
15	Development of a children's area in the Olhao garden
16	Redevelopment of the reception center Hassania Anza

## List of planned actions - Investment budget

N°	Project	Budget in MAD	Start date of the studies	Construction End date
<b>1. Neighborhood house</b>				
<b>A. Rearrangement</b>				
1	Redevelopment of neighbourhood houses in the city - Work	11 000 000	2022	2023
2	Redevelopment of neighborhood houses in the city - Equipment	3 500 000	2023	2023
3	Equipment of the Hay Mohamadi neighborhood house	2 000 000	2023	2023
4	Equipment of the Salam (Stilya) neighborhood house	2 500 000	2023	2023
<b>B. Construction</b>				
5	Redevelopment of the Imounsis neighborhood house - Work	2 000 000	2022	2023
6	Redevelopment of the Imounsis neighborhood house - Equipment	2 000 000	2023	2023
7	Redevelopment of the Ighil Ouderdour neighborhood house - Works	2 000 000	2022	2023
8	Redevelopment of the Ighil Ouderdour neighborhood house - Equipment	2 000 000	2023	2023
9	Construction of the Aghroud Bensergao neighborhood house - Work	3 500 000	2025	2026
10	Construction of the Aghroud Bensergao neighborhood house - Equipment	2 000 000	2025	2025
<b>1. Youth House</b>				
11	Construction of a youth center in Adrar - Works	6 200 000	2026	2027
12	Construction of a youth center in Adrar - Equipment	2 500 000	2027	2027
13	Construction of a youth center in Tilila - Works	4 000 000	2026	2027
14	Construction of a youth center in Tilila - Equipment	2 500 000	2027	2027
<b>2. Cultural complexes</b>				
15	Redevelopment of the Khair Eddine cultural complex - Works	6 000 000	2024	2025
16	Redevelopment of the cultural complex Khair Eddine - Equipment	1 500 000	2025	2025
17	Redevelopment of the cultural complex Oudaden - Works	4 500 000	2023	2024
18	Redevelopment of the cultural complex Oudaden - Equipment	1 500 000	2024	2024
19	Redevelopment of the cultural complex Adrar - Works	5 000 000	2025	2026
20	Redevelopment of the cultural complex Adrar - Equipment	2 500 000	2025	2025
21	Equipment of the cultural complex Doha Hay Mohamadi	5 000 000	2024	2024

N°	Project	Budget in MAD	Start date of the studies	Construction End date
22	Equipment of the socio-cultural complex Miftah Sahel	3 000 000	2024	2024
<b>3. Other cultural infrastructure projects</b>				
23	Olhao exhibition gallery - Works	1 000 000	2024	2025
24	Installation of the Olhao exhibition gallery - Equipment	1 000 000	2025	2025
25	Installation of a children's area in the Olhao garden - Work	1 000 000	2024	2025
26	Development of a children's area in the Olhao Garden - Equipment	1 000 000	2025	2025
27	Renovation of the Hassania Anza reception center - Work	6 000 000	2025	2026
28	Renovation of the Hassania Anza reception center - Equipment	1 500 000	2026	2026

## Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub

### Component 12 : Museums

# Enriching the city's **cultural landscape** through the development of its **museum offer**

The city's museum offer will be intensified to enrich its **cultural landscape** through the creation of **new large museums** in the city's key locations, combined with **small museums** attached to existing structures such as the Anza Dinosaur Museum or the University Museum of Meteorites.



Figure 23: New Museum of Memory in Agadir



Figure 22: Agadir Oufella Kasbah

New innovative concepts may also be implemented, such as **light projections** on facades to highlight buildings constructed by international architects, who left their mark on many of the city's buildings after the 1960 earthquake. The newly arranged city gardens will be included in the city's artistic and cultural landscape. Indeed, they will serve as an **open and permanent exhibition** of **artistic installations and works**.

Finally, in order to get even closer to the citizens and make them benefit from the **cultural wealth** of their city, a **web presence** will also be provided to this museum offer through an online cultural site.

**NB:** See the "Modern Infrastructure" and other components for more details



## Dimension 1 : Attractive Territory | Axis 3 : Cultural Hub

### Part 12: Museums - Map and Figures

#### List of planned actions - Investment budget

Catégorie	N°	Project	Budget in MAD	Start date of the studies	Constructi ons End date
Museums	1	Redevelopment of the Salam Cinema	To be specified mid-term	2022	2023
	2	Reconfiguration of the Amazigh museum into a museum of modern and contemporary art	1 000 000*		
Museum and other cultural projects UDP	3	Rehabilitation of the former headquarters of Bank Al Maghrib into a museum of reconstruction and memory of Agadir	UDP Project		
	4	Construction of the Amazigh heritage museum	UDP Project		
	5	Construction of the Timitar museum	UDP Project		
	6	Creation and upgrading of a Public Reading Network	UDP Project		
	7	Rehabilitation of old buildings of the city into cultural places	UDP Project		
	8	Redevelopment of the Kasbah of Agadir Oufella	UDP Project		

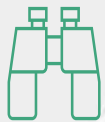
\* Budget already made available prior to this communal action plan

# DIMENSION 2

# SUSTAINABLE AND

# SMART CITY

## BUDGET 413 MDH



## Vision

Make Agadir a model of citizen, sustainable and intelligent city in Africa and in the Mediterranean basin



## Expected results

- Work in favor of the participation and the commitment of the citizens to boost the culture and the citizen action
- Make Agadir shine by its environmental performance
- Increase the efficiency and quality of service to the citizen through new technologies

## Axis 4

# Citizen City

Promote citizen participation and engagement to energize citizen culture and action

3 GOOD HEALTH  
AND WELL-BEING



5 GENDER  
EQUALITY



11 SUSTAINABLE CITIES  
AND COMMUNITIES



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17 PARTNERSHIPS  
FOR THE GOALS



Budget

Operating budget



Potential partners

Civil society associations,  
universities and educational  
institutions



## Expected results

- Support innovative citizen initiatives that meet the objectives of sustainable development
- Encourage excellence and integrate the gadiris of the world
- Establish neighborhood committees and motivate the city's citizens to participate
- Establish an annual citizen budget

## Dimension 2 : Sustainable and smart city | Axis 4 : Citizen City

### Component 13: Citizens Initiatives

## Encourage innovative **citizens' initiatives**

Citizen initiatives allow citizens to intervene in the development of their neighborhoods and the city to **improve daily life** and **ensure the general well-being**.



The city council is working to encourage **citizen participation** by opening a direct channel for **ideas and projects**, by providing support in various forms and by setting up a citizen budget to support the **most sustainable initiatives** that have the **most positive impact on the lives of citizens**.

**Workshops on participatory citizenship** will also be organized to encourage all citizens to get involved in the development of their neighborhoods and cities.

## Dimension 2 : Sustainable and smart city | Axis 4 : Citizen City

### Component 14: Excellence and gadiris of the world

Promote **excellence** and **unite the world's gadiris** around the **development** of their city

An **annual ceremony** will be held to recognize **excellence** among gadiris with awards for the city's **talents** of all **ages and fields**.



In order to strengthen the links between the city and the diaspora and with the objective of involving all gadiris in the sustainable development of their city, **exchange meetings** will be organized with gadiris from all over the world, on the occasion of various events such as the International Day of Migration and the National Migrants Day. These exchanges will aim to **give voice to the diaspora** but also to **benefit from its expertise** in various fields related to municipal management, sustainable development and innovation.



**Dimension 2 : Sustainable and smart city | Axis 4 : Citizen City**

## Component 15: Neighborhood Committees

Support the **sustainable development** of the city through the establishment of **neighborhood committees**

Neighborhood committees are **participatory groups** that allow citizens and local actors to meet and discuss projects related to **neighborhood life**.



**Awareness campaigns** will be organized to encourage and facilitate the creation of neighborhood committees. The objective is to have one committee per neighborhood, to better respond to and **structure the demands of citizens**.

Meetings between the neighborhood committees and the city council will be scheduled on a regular basis to address the **needs of the neighborhoods**.

**Dimension 2 : Sustainable and smart city | Axis 4 : Citizen City**

## Component 16 : Citizen Budget

Support **citizen initiatives** through the establishment of an **Annual Citizen Budget**

The Citizen's Budget aims to encourage the **most innovative citizen projects** that meet the city's sustainable development objectives and are aligned with its communal action plan.



To this end, a **platform** will be set up to allow citizens to submit their ideas for projects to **improve the quality of life** in the neighborhoods and to develop them.

# Axis 5

## Agadir Eco-city with low carbon

Make Agadir shine with its environmental performance and reintegrate nature into the city

**3** GOOD HEALTH  
AND WELL-BEING



**5** GENDER  
EQUALITY



**6** CLEAN WATER  
AND SANITATION



**7** AFFORDABLE AND  
CLEAN ENERGY



**11** SUSTAINABLE CITIES  
AND COMMUNITIES



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**13** CLIMATE  
ACTION



**14** LIFE  
BELOW WATER



**15** LIFE  
ON LAND



**17** PARTNERSHIPS  
FOR THE GOALS



Budget

**373 MDHS**



Potential partners

Ministries, SM Region, Civil Society  
Associations, High Commission for Water  
and Forests, Public Institutions,  
International Organizations



## Expected results

- Preserve nature and fight against global warming
- Collect and treat waste in an environmentally friendly manner
- Use the city's resources in a reasonable manner
- Protect the health of citizens and apply hygiene rules

## Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon

### Component 17: Environmental Preservation and Awareness

#### Preserve nature, fight global warming and launch an urban forest policy

In its action plan, the city of Agadir is interested in several aspects of the ecocity. Faced with the challenges of climate change, the city council intends to introduce a **biotope coefficient** (proportion of surfaces favorable to biodiversity or eco-development in relation to the total surface area) in all new urban construction projects, to promote the development of **green startups** and to develop a training, innovation and research center in the **green economy**.



1st region to develop a Territorial Plan to combat global warming

Le développement des **forêts urbaines**, l'aménagement des **coulées vertes** et le réaménagement des **espaces verts** sont toutes des actions prévues pour offrir des **espaces de fraîcheur, de régulation climatique**, mais aussi de loisirs et de découverte de la nature et des paysages aux citoyens. L'objectif est de tendre vers un ratio de **8m<sup>2</sup> d'espace vert par habitant** entièrement **arrosés par des eaux usées traitées**.

The development of **urban forests**, the development of **green corridors** and the redevelopment of **green spaces** are all actions planned to offer **spaces for freshness, climate regulation**, but also for leisure and discovery of nature and landscapes to citizens. The objective is to reach a ratio of **8m<sup>2</sup> of green space per inhabitant** entirely **watered by treated wastewater**.

*NB: See the "Modern Infrastructure" and other components for more details*

**Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon**

**Component 17: Environmental Preservation and Awareness - Maps**



Green space CAP



Green space UDP

*Figure 24: Distribution map of new green spaces*



## Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon

### Component 17: Environmental Preservation and Awareness - Figures

#### List of planned actions - Investment budget

Zone	Project	Surface	Budget	Total/Zone	Studies start date	Constructions end date
Anza	Redevelopment of the green corridor of Taddart - Anza	114 000	40 000 000	40 000 000	2024	2025
Bensergao	Urban park on Laayoune Avenue - Bensergao	138 000	55 000 000	55 000 000	2025	2026
Hay Mohammadi	Green corridor / Urban forest Hay Mohammadi	292 000	96 000 000	120 000 000	2025	2026
	Hay Mohammadi green belt	70 000	24 000 000		2025	2026
Ville d'Agadir	Najah urban park	54 000	30 000 000	50 000 000	2023	2024
	Development of the green corridor Al Wafa Rja Fellah Al Fiddia	49 000	20 000 000		2024	2025
Tilila	Surroundings of Oued Tilila	27 000	6 500 000	15 000 000	2023	2024
	Green spaces main axis - Tilila	26 000	8 500 000	40 000 000	2024	2026

#### List of actions programmed within the operating budget:

Category	N°	Project
Environmental preservation and awareness	1	Preserve and manage the coastline of the city of Agadir – Blue Flag Beach

## Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon

### Component 18: Cleanliness and Waste Management

#### Smart waste collection management

La propreté est la première image qu'une ville offre à ses habitants et ses visiteurs. La ville met un point d'honneur à agir dans ce domaine et va lancer un plan consacré à la gestion de la **propreté publique**. Ce plan est composé d'un ensemble d'actions coordonnées visant à **réduire la présence de déchets sauvages et de dépôts clandestins** sur le territoire de la commune.

Cleanliness is the first image that a city offers to its residents and visitors. The city makes a point of acting in this area and will launch a plan dedicated to the management of **public cleanliness**. This plan consists of a set of coordinated actions aimed at **reducing litter and illegal dumping in the city**.

The most important actions of this plan are:

- Putting an end to black spots and promoting cleanliness throughout the city
- Carry out communication and awareness campaigns
- Intensify the cleaning process on the most frequented sites
- Improve the working conditions of the agents
- Monitoring and control of services provided
- Enforcement of regulatory laws
- Washing and maintenance of garbage cans, sites and trucks
- Continue the pre-selective sorting of waste
- Reinforcement of waste collection and treatment equipment according to the following table:

Type	Available	To be acquired
Sweeper	2	2
Loader	6	2
Contractor Dumpers	11	2
Dumpers	21	5
Mini Dumpers	1	4
Satellite Dumpers	14	6
Truck Crane	0	1
Ampliroll truck	3	2
Sand screening machine	1	1
Tractors	3	0
Bin washers	1	0
Tipper truck	3	0
Vacuum cleaners	2	5

For a clean city on a daily basis, the city council of Agadir plans to install a large number of litter **garbage cans** throughout the city as well as the acquisition of **high-performance cleaning** and **waste collection equipment**. The city council intends to continue with the **direct management** of waste collection, while **improving its performance and the working conditions** of its agents.

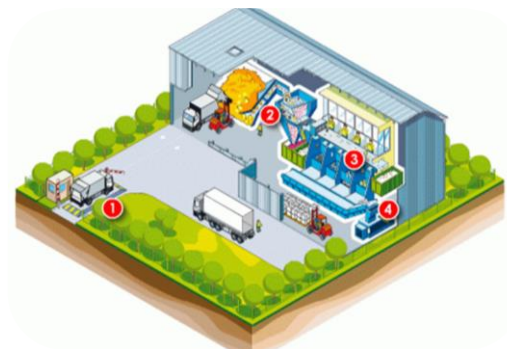
For an optimized waste disposal, the city council of Agadir intends to set up a first **intelligent system** offering the possibility of obtaining precise data on the **rounds** and on the **rate of filling** of the dustbins in **real time** in order to avoid the overflows which oblige the users to put their waste outside the basket and to optimize the rounds of collection.



This intelligent management of the collection will have a direct beneficial impact on the ecological and environmental aspect of the territory, as well as on the **well-being of the inhabitants**. The city council intends to **recover up to 40% of the collected waste**.



The city council of Agadir also intends to set up **awareness campaigns** on **eco-citizen gestures**, through **information panels** and a campaign on **social networks**. The objective is that each gadiri and visitor to the city adopts a **citizen and responsible behavior** through simple gestures.



Selective waste sorting with a capacity of 1000 T/day  
 Daily burial of the remaining untreated waste  
 Elimination of daily odors from the landfill  
 Treatment of leachate up to 200 - 300 m<sup>3</sup> /day

**NB:** See the "Modern Infrastructure" and other components for more details

## Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon

### Component 18: Cleanliness and Waste Management - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Start date of the studies	Constructions end date
Cleanliness and waste management	1	Improvement of the landfill	15 000 000	2022	2027
	2	Selective waste sorting with a capacity of 1000 T/day			
	3	Leachate treatment with a capacity of 200 - 300 m3 /day			
	4	Renewal of the park	70 000 000		

#### List of actions programmed within the operating budget

Category	N°	Project
Cleanliness and waste management	1	Professionalization of the Service
	2	Valuation and reinforcement of the staff
	3	Acquisition of new equipment
	4	Digitalization of the circuits (Tracking)
	5	Valorization of organic waste
	6	Recovery of waste with cement manufacturers
	7	Public awareness campaign on environmental issues
	8	Replace the municipal fleet with clean vehicles



## Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon

### Component 19: Sustainable Resource Management

## Optimize the use of resources while respecting the environment



The city council of Agadir launches new actions respectful of nature, biodiversity and more globally of the environment.

It aims to **reduce greenhouse gas emissions** for all types of actors, promotes **renewable energy**, deploys **intelligent water resource management systems** according to the terrain and conditions, promotes the **reuse of wastewater** and many other actions that will make Agadir a sustainable city.

Only treated water is used for watering green spaces and the network will reach all the city's main parks and gardens. Energy consumption will also be greatly reduced thanks to the monitoring of electricity consumption in real time with **connected meters**, the **generalization of LED lighting** and the use of **renewable energy**. Finally, **fuel consumption** will be monitored by computer and travel routes will be optimized and **tracked by GPS**.

**NB :** Voir les volets « Infrastructure moderne » ainsi que les autres volets pour plus de détails

## Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon

### Component 19: Sustainable Resource Management - Figures

#### List of actions programmed within the operating budget

Category	N°	Project
Sustainable resource management	1	Reduce communal energy consumption (fuel, electricity and water)
	2	Promote renewable energies and generalize LEDs
	3	Update the energy diagnostics of the municipal assets
	4	Reuse treated wastewater in the irrigation of green spaces
	5	Promote biodiversity and plant vegetation adapted to local conditions
	6	Animate and raise awareness on environmental protection

## Dimension 2 : Sustainable and smart city | Axis 5 : Agadir Eco-city with low carbon

### Component 20: Health and Hygiene

## Protect the **health of citizens** and enforce **hygiene rules**

The city of Agadir wishes to offer its inhabitants and visitors a quality living environment and is setting up a series of actions in this sense.

To guarantee the hygiene of public spaces, the city has decided to install, within the framework of public/private partnerships and in sufficient number, hygienic equipment and to ensure frequent cleaning.



Figure 12 : Public toilet facility



Figure 11 : Stray dog shelter

To protect citizens from stray animals, the city council plans to have a regional shelter suitable for the reception and care of stray dogs and cats. It also plans to modernize the anti-rabies center in a way that meets the needs.

**NB :** See the "Modern Infrastructure" components as well as the other components for more details

## Dimension 2: Sustainable and smart city | Axis 5: Agadir Eco-city with low carbon

### Component 20: Health and Hygiene - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Start date of studies	Constructi ons End date
Health and hygiene	1	Designing, equipping and digitizing cemeteries	5.000.000	2022	2027
	2	Dog shelter	3.000.000	2022	2027

#### List of actions planned within the operating budget

Category	N°	Project
Health and hygiene	1	Modernizing the rabies center

## Axis 6

# Digital Agadir

Increase the efficiency and quality of service to citizens through the use of new technologies and work towards the success of the digital transition project

5 GENDER  
EQUALITY



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES  
AND COMMUNITIES



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17 PARTNERSHIPS  
FOR THE GOALS



Budget

40 MDHS



Potential partners

Ministries and SM Region



## Expected results

- Digitizing the city council's services to citizens and creating digital training centers
- Increase the performance and productivity of the city council
- Make data a lever for the development of the city council
- Set up the digital twin of the city of Agadir



## Dimension 2 : Sustainable and smart city | Axis 6 : Digital Agadir

### Component 21: Citizen Experience

## Provide citizens and other stakeholders with efficient and easy-to-use digitalized services

The city council of Agadir places the citizen at the heart of the digital strategy Agadir Digital. Indeed, one of the main objectives of the digitalization of the city council is to facilitate the interactions between the citizen and the city council by ensuring:

- **Access to information**
- **Transparency of data**
- **Efficiency in the processing** of citizens' requests and demands

These objectives will be achieved through the **deployment of national service platforms** (e.g. watiqa.ma, chikaya.ma, rokhas.ma) but also by setting up an E-services portal.

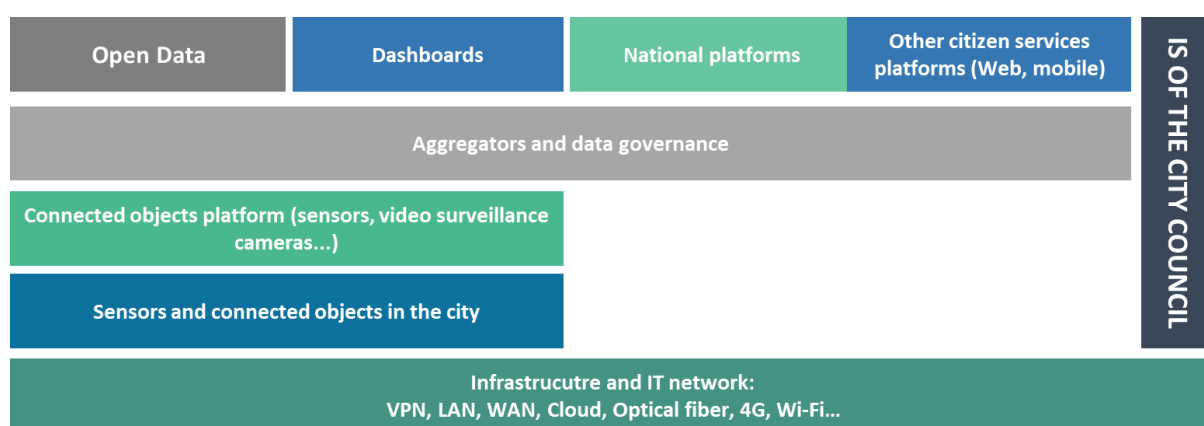


Figure 27: Digital landscape of the city of Agadir

## Dimension 2 : Sustainable and smart city | Axe 6 : Digital Agadir

### Component 21: Citizen Experience - Figures

#### List of actions planned within the operating budget:

Category	N°	Project
National Platforms	1	Program of modernization of the Civil State
	2	WATIQA.MA Platform
	3	CHIKAYA.MA Platform
	4	MAJALISS.MA Platform
	5	ROKHASS.MA Platform
E-services portal	6	Website <a href="http://www.Agadir.ma">www.Agadir.ma</a>
	7	Chatbot for administrative procedures
	8	E-services portal

## Dimension 2 : Sustainable and smart city | Axis 6 : Digital Agadir

### Component 22: Productivity

## Improve **performance** within the city council **administration**

The improvement of services to the citizen cannot be done without a real transformation of **the internal functioning** of the city council with the **support of technology**.



Indeed, the review and **improvement** of the city council's internal **processes** is an essential part of its **digital transformation**.

The goal is to implement the necessary digital tools to:

- Ensure the **integrated management** of the city council's various flows
- **Manage** the city council's **projects** in a rigorous manner
- **Work in a collaborative** and efficient manner
- Launch a major project for **electronic document management** and **protection of the municipal archives**.

## Dimension 2 : Sustainable and smart city | Axe 6 : Digital Agadir

### Component 22: Productivity - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Estimate	Start date of the studies	Construct ions End date
Communal ERP	1	Implementation of a communal ERP	5.000.000	2022	2024
E-services portal	2	Implementation of an e-service portal	1.500.000		
Archiving and electronic document management	3	Archiving and electronic document management	1.500.000		

#### List of actions planned within the operating budget:

Category	N°	Project
Process	1	Implementation of an integrated management software
	2	Implementation of a suite of collaborative tools (email, instant messaging, EDM and document sharing...)
	3	E-learning platform
Reporting	4	Implementation of a project management software
	5	Implementation of an internal reporting tool
Business applications	6	Application for managing equipment reservations (sports facilities, rooms, cultural facilities, etc.)
	7	Application for geolocation of graves
	8	Management application for the forensic service
	9	Monitoring system for the municipal fleet
	10	System for monitoring and controlling complaints and anomalies
	11	Application for the management and use of parking lots
	12	Intelligent lighting management application
	13	Global energy dashboard system
Finance	14	Electronic management of archives and documents
	15	Digitization of tax payments
	16	Deployment of the GID-CT platform: budget programming for local authorities
	17	Deployment of the @ujour-idm@j platform: dematerialization of the management of public employee's careers and situations
	18	Deployment of the GIR-CT Platform: Generalization of the integrated management of local government revenues

## Dimension 2 : Sustainable and smart city | Axis 6 : Digital Agadir

### Component 23: Openness and Collaboration

## Opening of data through an **Open Data portal**

In a move towards **openness and transparency**, the city council of Agadir has planned several initiatives allowing individuals and organizations to access the city's **public data**.



This openness aims to facilitate **access to information** and create a dynamic of exchange and innovation. **Hackathons** will be organized to use **open data** to create **innovative solutions** to improve the quality of life of the city's citizens and to **solve common problems**.

The city council has the ambition to develop a complete **ecosystem** stimulating **innovation**, by attracting **technological champions** from different sectors (IT Services, ITO/BPO...) and by encouraging the **development** of technological innovation **start-ups** within the framework of the creation of a **Technology and Innovation cluster**.



## Dimension 2: Sustainable and smart city | Axis 6 : Digital Agadir

### Component 23: Openness and Collaboration - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Start Date	End Date
Open data portal	1	Setting up and populating an Open data portal	1 000 000	2022	2024
Intelligent Observatory	2	Setting up and populating an intelligent data observatory	1 000 000		
Redesign of the website	3	Redesign of the agadir.ma website and creation of other satellite portals	1 000 000	2022	2027

#### List of actions programmed within the operating budget

Category	N°	Project
Data	1	Elaboration of the data charter
	2	Implementation of the Open Data platform
	3	Implementation of the intelligent data observatory
	4	Organization of hackathons
Digital Culture	5	Creation of information capsules and popularization
	6	Organization of digital internships *

\*Simplify citizens' access to platforms by adopting training and creating rooms dedicated to this in social centers to achieve digital inclusion.

## Dimension 2 : Sustainable and smart city | Axis 6 : Digital Agadir

### Component 24: Digital twin and connected objects

## Improve the performance of the city council and its services via the **Digital Twin**

As part of its **Smart City approach**, the city council of Agadir will launch the project of creating the **digital twin** of the city of Agadir.

This innovative concept allows to **map the city** thanks to new technologies and **connected objects** to solve in a more efficient way the different problems of the city.



The digital twin can be used for example to:

- Monitor various **environmental indicators**: air quality, noise pollution, visual pollution and detect incidents in a more reactive manner
- **Improve the city's revenues** through better management of public domain occupation taxes
- Optimize **urban planning** and **sustainable development** of the city
- Increase the **city's visibility** by creating **virtual tours** of the city's various landmarks
- Connect all **water and electricity meters**
- Deploy **smart watering**

## Dimension 2 : Sustainable and smart city | Axe 6 : Digital Agadir

### Part 24: Digital twin and Connected Objects - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Start date	End date
Digital Twin	1	3D scanning of the whole city of Agadir by drone, mobile and fixed 3D scanner	3 000 000	2022	2024
	2	Survey of data from the administrations (Cadastre, urban agency, city council, wilaya, etc.)	1 000 000		
	3	Establishment of a 3D digital model of the city of Agadir at a very high level of detail	5 000 000		
	4	Establishment of virtual tours of the interior of historical monuments and landmarks of the city	1 000 000		
	5	Establishment of a Digital City model of the city of Agadir on a web server	5 000 000		
	6	IoT network, smart watering and connected meters	12 000 000		
5 taxes OPD	7	Census of the OPD taxes of the city council of Agadir for the roads of the city	2 000 000		

## DIMENSION 3

# OPEN ASSEMBLY

### BUDGET 15 MDH



### Vision

Strengthen the democratic model and inclusive management through citizen-centered open governance



### Expected results

- Boosting the sharing of public utility information and promoting the Agadir brand
- Implementing a forward-looking financial and fiscal strategy by ensuring balance and controlling risks
- Organize the services and collaborators at the service of the citizens in the realization of the Communal Action Plan

## Axis 7

# Transparent Communication

Boost the sharing of information of public utility, mobilize the actors involved in communication and promote the territorial brand Agadir



 Budget

5 MDHS



Potential partners

Ministries, SM Region, Media



## Expected results

- Improve the visibility of the territorial brand
- Strengthen external communication
- Strengthen public and press communication
- Develop internal communication

## Dimension 3 : Open Assembly | Axis 7 : Transparent Communication

### Component 25: Territorial branding and international partnerships

## Federating citizens and partners around the territorial brand of the city of Agadir

The city council of Agadir is committed to launching a **territorial marketing** program aimed at providing Agadir with a territorial brand that will enable it to **increase its visibility**, develop the city's economy and strengthen the city's various key sectors.

A team dedicated to **promoting the destination** to international agencies will be set up for this purpose in collaboration with local and regional partners.

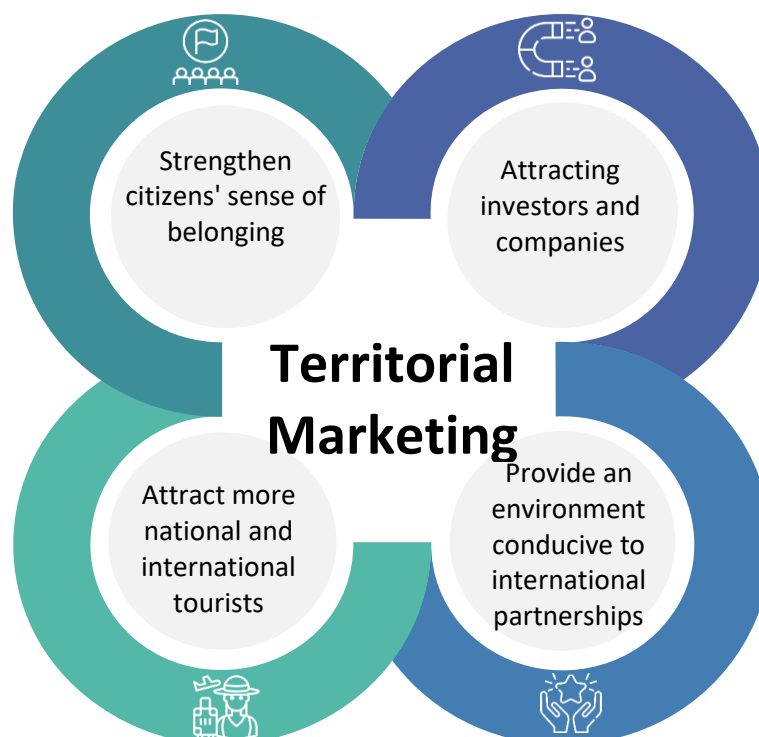


Figure 28: Objectives of territorial marketing



## Dimension 3 : Open Assembly | Axis 7 : Transparent Communication

### Component 25: Territorial branding and international partnerships - Figures

#### List of actions planned within the operating budget:

Category	N°	Project
Development of the territorial brand	1	Creation of the territorial brand of Agadir
	2	Communication campaigns around the territorial brand
	3	Creating a label for local businesses
	4	Setting up totems in the city's key places
	5	Creation of a virtual guide to the city of Agadir

## Dimension 3 : Open Assembly | Axe 7 : Transparent Communication

### Component 26: External Communication

Increase the **visibility** of the city council and participate in the **awareness** of the citizens via **external communication**

The city council's external communication is an **important lever** for strengthening the **relationship of trust** between the council and its citizens.

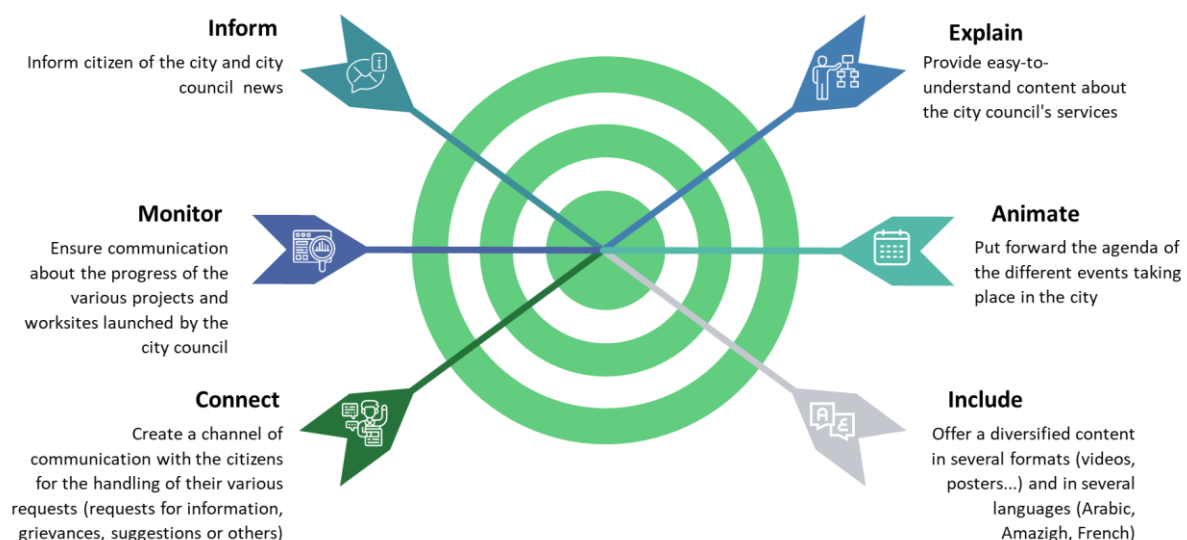


Figure 29: Objectives of the city council's external communication

The territorial city council of Agadir will implement a set of actions to strengthen and **improve its external communication**. The city council of Agadir also intends to improve its **online presence** through the animation and **diffusion of content** on various social networks.

**Video clips** in Arabic, Amazigh and French will be created around the different themes dealt with by the city council to simplify important information. These video capsules will be shared on **social networks** but also on a **new** comprehensive and evolving **website**.

## Dimension 3 : Open Assembly | Axe 7 : Transparent Communication

### Component 26: External Communication - Figures

#### List of actions planned within the operating budget:

Category	N°	Project
External communication tools	1	Maintenance of the city council website
	2	Regular updating of the Open Data platform of the city council
Social networks	3	Animation of the Facebook and Instagram pages of the city council
	4	Creation of video clips of information
	5	Creation of a Youtube channel for the city council

### Dimension 3 : Open Assembly | Axe 7 : Transparent Communication

## Component 27: Public Communication and Press

Strengthen the relationship with the **media**  
and various **institutions** and **partners**

A **good relationship with the media** and the different institutions will allow to increase the **notoriety** of the city council of Agadir, to exchange on the potentialities of development of partnerships and to create the debate around common problems



Several actions will be put in place to create and strengthen the relations of the city council with its various partners, such as the regular organization of **press conferences**, the organization of **One-on-One interviews** with elected officials to discuss different themes as well as the **broadcasting of council sessions** with the possibility to ask questions in advance.

The city council will also open up more to **local and national press** professionals to co-create a **new model of city/media collaboration**.

## Dimension 3 : Open Assembly | Axe 7 : Transparent Communication

### Component 27: Public and Press Communication - Figures

#### List of actions planned under the operating budget :

Category	N°	Project
Press and media communication	1	Press releases
	2	Press kits
	3	Press Conference
	4	One To One Interview
	5	Image Bank / Video Library
Institutions Communication	6	Periodic meetings
	7	Periodic newsletters
	8	Emailing
	9	Idea Labs

### Dimension 3 : Open Assembly | Axis 7 : Transparent Communication

## Component 28: Internal communication

Improve the **performance** of the city council  
through effective **internal communication**

Effective **internal communication** is crucial to the smooth running of a city council. It allows the staff and the elected officials to make informed decisions and to **better manage information**. It also **increases the sense of belonging** of the city council's executives, **federates teams** around shared values and makes internal audiences **better ambassadors** for the territorial city council of Agadir.



Several actions will be put in place to guarantee the **fluidity of internal communication** within the city council. This will be done through the implementation of **collaborative work** tools and **electronic document management tools**.



### Dimension 3 : Open Assembly | Axe 7 : Transparent Communication

## Component 28: Internal Communication - Figures

### List of actions planned within the operating budget :

Category	N°	Project
Internal communication	1	Development of an intranet for the city council
	2	Implementation of collaborative work tools (instant messaging, emails, document sharing...)
	3	Creation of a periodic internal newsletter
	4	Setting up of regular meetings
	5	Implementation of an internal reporting tool

## Axis 8

# Balanced finances

Implement a forward-looking financial and fiscal strategy by ensuring balance and controlling risks

11 SUSTAINABLE CITIES  
AND COMMUNITIES



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



### Budget

\*Budget included in the Smart City budget and in the operating budget



### Potential partners

Ministries, EBRD



## Expected results

- Improve financial performance
- Monetize assets
- Diversify funding sources
- Optimize and digitalize processes

## Dimension 3 : Open Assembly | Axe 8 : Balanced Finances

### Component 29: Financial Performance

# Broaden the tax revenue base, boost collection and rationalize spending

**Financial performance** reflects the financial health of the city council, reassures public partners, and allows for budget surpluses to **continuously improve the city's development**. Priority in this component will be given to the following actions:



- **Expanding the tax revenue base** by revising tax rates and bases;
- **Boosting collection** by cleaning up outstanding debts and monitoring and evaluating collection campaigns in order to increase the city council's revenue
- **Control and rationalization of operating expenses** by :
  - Reduction of non-essential expenses ;
  - Clearance of old pending files (Tenders);

## Dimension 3 : Open Assembly | Axe 8 : Balanced finances

### Component 30: Asset Monetization

## Monetize non-essential or non-performing assets

The **disposal of non-strategic assets** not only **generates disposal proceeds**, but also **reduces the related management costs** (security, maintenance, etc.).

The monetization of non-strategic real estate assets (e.g. unused bare land, obsolete equipment, etc.) is a real additional source of financing. Here is the approach:



- Identification & monitoring of **non-performing, degraded assets or assets for sale**;
- **Disposal of non-essential assets up to 500 MDH**; e.g.: Building A, Amsernat depots, campsite, slaughterhouse, municipal park.
- **Boost concession revenues through :**
  - Updating of the rental base and value of communal property
  - Multiplication of management companies for greater competition
  - Revision of the management model and concession rates, particularly for parking lots, Agadir Oufella and, more generally, the occupation of the public domain

### Dimension 3 : Open Assembly | Axe 8 : Balanced Finances

## Component 31: Financing Sources

## Diversification of financing sources for greater leverage

The city council has adopted an **innovative financing strategy** in order to meet its commitments: In particular, the **first bond issue** carried out by a city council, which falls within the framework of the new decree n°2.22.33 of January 21, 2022, giving municipalities access to **financing on the capital market**.



City Approach:

- Opening up to financing via the capital market



**Bond issue:** the operation which has just raised 1 billion dhs through a private placement with national and international institutional investors, enables to diversify the sources of financing

- **Optimize the cost of financing** by early repayment of the current outstanding FEC debt and release of financial capacity



The city council is about to seize this opportunity for the early repayment of its current outstanding FEC debt amounting to **416 Mdhs** in order to free up its financial capacities for its development program.

## Dimension 3 : Open Assembly | Axe 8 : Balanced Finances

### Component 32: Digitalization of financial monitoring

## Digital technology at the service of finance

The **digitization** of the city council's **finance department** offers multiple benefits: **increasing municipal revenues** while **generating savings**, and **gaining in efficiency** and operational agility.

In this context, the city council aims to :



#### – Digitize the financial service through:

- The Revenue Management Information System (GIR);
- The Expenditure Management Information System (GID);
- The Rokhas platform;
- The Teleservice platform for the management of the issuance of certificates of tax regularity.

#### – Digitize the payment of taxes by:

- A taxpayer database management application;
- Improved addressing;
- A tax collection platform.



## Axis 9

# Responsible governance

Better organize the municipal administration and its collaborators in the service of the citizens in the realization of the Communal Action Plan

5 GENDER  
EQUALITY



11 SUSTAINABLE CITIES  
AND COMMUNITIES



13 CLIMATE  
ACTION



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17 PARTNERSHIPS  
FOR THE GOALS



Budget

10 MDHS



Potential partners

EBRD, national institutions,  
national and international NGOs



## Expected results

- Increase the efficiency of the organization
- Optimize internal processes
- Develop the skills of the city council staff
- Monitor the CAP and UDP

### Dimension 3 : Open Assembly | Axe 9 : Responsible Governance

## Component 33: Organization

## Improve the organizational efficiency of the city council administration through a **jobs and skills repository**

The **jobs and competencies repository (JCR)** is becoming an indispensable tool for **organizational management** in both the public and private sectors. Beyond **clarifying the roles and responsibilities** of each department and each individual, it allows all human resources to become actors in the performance of their organization and the progression of their skills. In this context, the city council of Agadir places organizational efficiency at the heart of its governance priorities and will use the JCR as one of the main tools for internal HR management.



The **jobs and competencies repository** will allow to :

- **List the skills** ideally required to perform each job in terms of knowledge, know-how and interpersonal skills
- **Evaluate the level of skills** and take the necessary measures to adjust the level of skills to the **needs of the communal strategy**
- **Anticipate training needs** and prepare for the **professions of the future** of the city council management

## Dimension 3 : Open Assembly | Axe 9 : Responsible governance

### Component 34: Processes

## Improving operational efficiency to serve citizens by adopting **ISO 18091 guidelines** for local governments

The city is committed to increasing and maintaining the **confidence of its citizens**. It aims to achieve and maintain a **high level of quality** in the way it operates to ensure **sustainable economic prosperity and social progress** for its inhabitants. This includes **interacting with national and regional policies** in a coherent, consistent and compatible manner. The city of Agadir is therefore committed to a **quality management** approach with the following priorities:



## Dimension 3 : Open Assembly | Axe 9 : Responsible governance

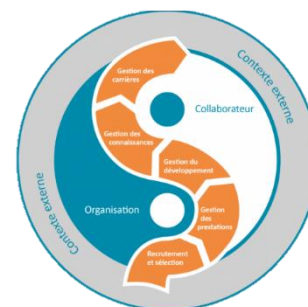
### Component 35: Skills Management

Deepen the **theoretical knowledge** acquired and to **develop** the **know-how** of the city council staff

The **training plan** of the city of Agadir reflects its strategic orientations, the evolution of its services and the needs in skills necessary for the implementation of its action plan.

The purpose of the training plan is multiple:

- Ensure that the **skills** required to achieve the objectives of the municipal mandate are **developed**;
- Give services and agents the means to accomplish their missions and ensure their **ability to react and innovate**;
- Support short and medium-term developments in the city council administration's **future professions** and the professional development needs of its employees;



The city council plans to implement the plan through a complete **training engineering**, in order to provide trainings such as:

- |   |                                      |
|---|--------------------------------------|
| • Hospitality basics;                                     | • Administrative Police Training;    |
| • Time and stress management ;                            | • Management of violent situations;  |
| • Public Communication;                                   | • First Aid Training;                |
| • Management of difficult situations in public reception; | • Maintenance of sports floors, etc. |
| • General training in green spaces;                       | • Project management;                |
| • Circular and solidarity-based purchasing;               | • Risk management                    |
| • Training for youth workers in youth facilities;         | • Lean management                    |
|   | • Etc.                               |

## Dimension 3 : Open Assembly | Axe 9 : Responsible governance

### Component 36: Project Monitoring

# Implement better **project management** to ensure proper implementation of the city council **action plan**

**Monitoring** of the Communal Action Plan is a key element for its successful implementation.

It involves monitoring a set of **indicators** on a regular basis. A summary in the form of a **dashboard** will be sent to the **steering committee** on a regular basis in order to anticipate any blockage situation and to manage any unforeseen event in time.

The city council of Agadir will set up a small project management team called **PMO** which will have participated in the preparation of the **CAP** and which will ensure the **follow-up of its realization**, the **support** of the field teams and the **fast and agile management** of blocking situations.



In terms of follow-up, this team will ensure the following:



## DIMENSION 4

# MODERN INFRASTRUCTURE

BUDGET 1 796 MDH



### Vision

Making Agadir a modern metropolis and a model of urban development in Africa and the Mediterranean basin



### Expected results

- Strengthen the management of the city's assets and ensure that spatial planning is well thought out to ensure stable, harmonious and equitable development
- Provide the city with a solid infrastructure capable of supporting its transformation into a modern metropolis
- Ensure a fluid and comfortable movement of people and goods through an efficient multi-modal mobility



## Axis 10

# Patrimony management and urban planning

Consolidate the city's asset management and spatial planning by ensuring territorial equity



**Budget**

**40 MDHS**



**Potential partners**

The SM region, Ministries, (Housing, Interior, Energy), Al Omrane



## Expected results

- Ensure forward-looking and inclusive urban planning and creation of new urban centers
- Secure the transmission of heritage to future generations
- Cover all areas of the city with addressing and signalization
- Upgrade under-equipped neighborhoods of the city

## Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning

### Component 37: Urban Planning and New Urban Centres

## Ensuring forward-looking and inclusive **urban planning** and emergence of **7 new urban centers** in Agadir

The city council of Agadir aims to cover the entire city with **sectoral development plans** for more balance and better integration between the different types of spaces and plans to integrate **ecological planning** into its plans to ensure that the **city is harmonized with nature** and thus improve the **quality of the environment**.

The Urban Agency, a partner of the city council, has made considerable efforts in this regard. The first results are commensurate with the efforts made. Below is the state of progress of the various sectoral development plans undertaken by the Urban Agency:

Sector Development Plan	State of progress
Agadir tourist center (708 Ha) Agadir new urban center (1176 Ha)	Approved in 2022
Hay Mohammadi (815 Ha)	In the process of being approved
Agadir South (2458 Ha) Agadir Tikiouine (area to be defined)	In the process of being established
Anza (surface to be defined)	To be established



Figure 13 : Centres urbains 23/28

Dans la démarche du **développement durable** de la ville d'Agadir, la commune prévoit le **rééquilibrage de ses quartiers** à travers l'aménagement de **7 nouveaux centres urbains** bien desservis dans le but d'offrir un **cadre de vie de qualité** à tous les habitants de la ville.

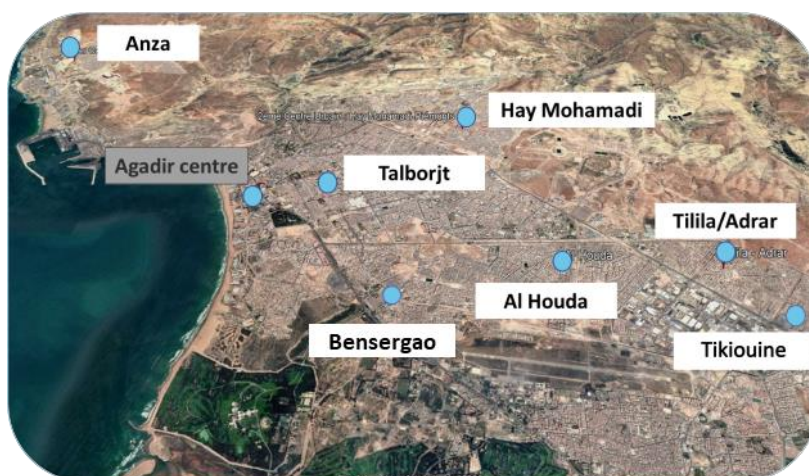


Figure 31: 7 new urban centers

These new urban centers are characterized by the presence of :

- Local services
- Shopping streets and local markets
- Squares, green spaces, recreational areas and local land

As a result, **motorized travel will be limited**, which will help **reduce the city's carbon footprint**.

**NB:** See other components for more details

## Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning

### Component 37: Urban Planning and New Urban Centres - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Studies start date	Constructions end date
Urban planning and new urban centers	1	Create 7 new urban centers	See other items	2022	2027

#### List of actions planned within the operating budget

Category	N°	Project
Urban planning and new urban centers	1	Spatial planning: 1 registered plan, 3 plans in the process of registration and 1 plan to be created

## Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning

### Volet 38 : Security of the patrimony

## Secure the patrimony and preserve it for future generations

The city of Agadir has an **exceptional heritage**. It has several heritage buildings that must be preserved. Aware that this heritage is today a **factor of wealth of the city**, of **transmission between generations** and of **attractiveness** for the local economy, the city council of Agadir aims at setting up a strategy protecting the whole area sheltering this heritage, to preserve it, to make it live and to avoid its degradation.



Figure 14 : Bâtiment Bank Al Maghrib



Figure 15 : Intérieur Collège Souss Al Alima



Figure 16 : Intérieur Bâtiment communal

The city is also launching a **program to reorganize its current land holdings** by **conserving and registering** them and **expanding its land base** where possible.

The actions implemented within this framework are the following:

- **Implementation of the 1990 convention** with the private property of the state concerning 171 titles **securing a total of 193 Ha to gadiris**
- **Administrative delimitation** of the Piemonts, Bensergao, Aghrod, Tikiouine and Jardin Olhao districts

- **Regularization of the situation of important equipments** among which Souk El Had, the music conservatory, the garden of Moulay Abdellah Avenue, the municipal museum of Ahl Souss complex, Al Amal square
- **Cleaning up** of 22 subdivision files and 11 de facto road files



**Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning**
**Component 38: Asset Security - Figures**
**List of planned actions - Investment budget**

Category	N°	Project	Budget in MAD	Studies start date	Constructi ons end date
Communal buildings	1	Upgrading of municipal buildings - Upgrading of the BHM (health and environment) - Refurbishment of the city hall - Modernization of the annex of Tablborjt - Refurbishment of the Kheyr Eddine annex (Culture) - Modernization of the Annex Inbiaat - Transfer of the communal park to Bikarrane	40 000 000	2022	2027

**List of actions planned within the operating budget**

Category	N°	Project
Security of the patrimony	1	Secure the heritage for future generations
	2	Expand the city council's land base for future projects
	3	Enhance the value of the communal heritage

## Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning

### Component 39: Addressing and Signalization

## Cover all the city's **neighborhoods** with **addressing and signalization**

The addressing and signalization system is an essential element in the development of the city. In partnership with the local authorities, the city council will cover its entire territory with a comprehensive addressing scheme and an efficient and effective territorial delimitation.

This will make it possible to achieve a set of objectives, including:

- Control and management of the urban public domain (roads, equipment and multi-use facilities, etc.)
- Enhancing the value of communal facilities and services (annexes, socio-cultural or sports facilities, etc.)
- Enhancement of buildings and sites of interest (tourist promotion)
- Improvement of positioning and guidance using GPS based on an integrated approach
- Facilitate emergency interventions (ambulance, police, firemen...)
- Determining qualifications and fiscal capacities and improving revenues
- Efficient management of different concessionaire networks
- Ensure better urban planning

The scope of the addressing project consists of the following five components:

#### **1. Coding system:**

Determine the coding system to be adopted to perform the following operations:

1. Divide the territory into homogeneous addressable areas, including neighborhoods, sectors and settlements.
2. Name public places and roads.

### 3. Numbering of buildings

## 2. Addressing design :

The addressing plan is developed from a geographic base that includes documented data on departmental and administrative boundaries, the toponymy of neighborhoods and the naming of a set of roads and public places.

### 3. Panel placement diagram:

Development of a plan for the installation of signs in public places and roads, and specification of systems and locations for their installation.

### 4. The public address register

It is an addressing database composed of the following information:

- Location information: name of the borough, name of the administrative annex, name of the neighborhood,
- Information related to public places and roads: type of road (street, avenue, alley, passage, etc.), starting and ending point, length and width.
- Information on buildings: names of buildings, main entrance number, use (residential, commercial, industrial, professional, services, public utility, etc.), number of floors and businesses or apartments that make up the building, numbers, and mode of operation.

### 5. Incarnation in the public space

Efficient installation of nameplates of public places and roads, and numbering of buildings in compliance with all rules and measures applicable to: size and dimensions of signs, materials, colors, composition, fonts, type of lettering, logo, etc...

## Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning

### Component 39: Addressing and Signalization - Figures

#### List of planned actions - Investment budget

Category	N°	Project
Signalization and addressing	1	Addressing and development of a general address register

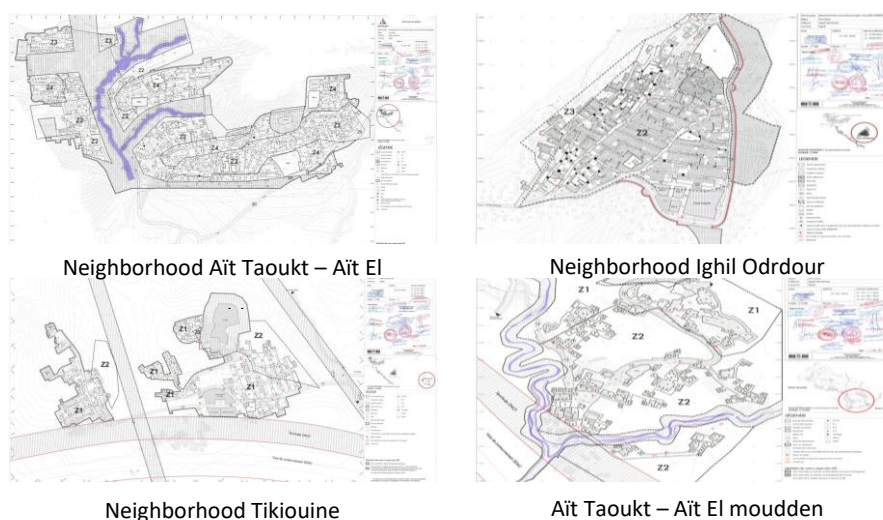
## Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning

### Component 40: Under-equipped neighbourhoods

## Prioritize under-served neighborhoods

**Improving the living conditions** of the inhabitants of **under-equipped neighborhoods** is an important part of the city council's action plan. The inventory studies carried out during the diagnostic phase identified several neighborhoods requiring upgrading in terms of urban services. These districts are as follows:

- Anza / Taddart
- Piémonts
- Aghrod / Bensergao



*Figure 35: Restructuring plans for under-served areas*

The main objectives are the **integration of marginalized neighborhoods** into the urban fabric, the **preservation of the socio-economic** context and the **regularization of the land situation**.

**NB :** See other components for more details

## Dimension 4 : Modern Infrastructure | Axe 10 : Patrimony management and urban planning

### Component 40: Under-served Neighborhoods - Figures

#### List of actions planned within the operating budget

Category	N°	Project
Under-equipped neighbourhoods	1	Implement development plans for under-equipped neighborhoods
	2	Reinforce the 1st necessity equipments
	3	Improve the road system, lighting, green spaces and sports, culture and leisure facilities



# Axis 11

## Urban infrastructure

Provide the city with a solid infrastructure capable of supporting its transformation into a modern metropolis

6 CLEAN WATER AND SANITATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



Budget

1 436 MDHS



Potential partners

Region, Ministries (Housing, Interior, Energy) and Al Omrane



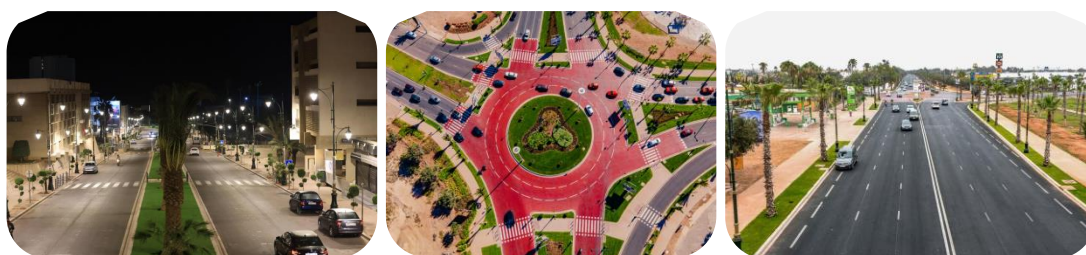
## Expected results

- Strengthen the infrastructure and redevelop the roadways
- Greening the city through parks, gardens and green corridors
- Strengthening social, cultural and sports facilities
- Transforming the city of Agadir into a modern metropolis through the Urban Development Program 20-24

## Dimension 4: Modern Infrastructure | Axis 11: Urban Infrastructure

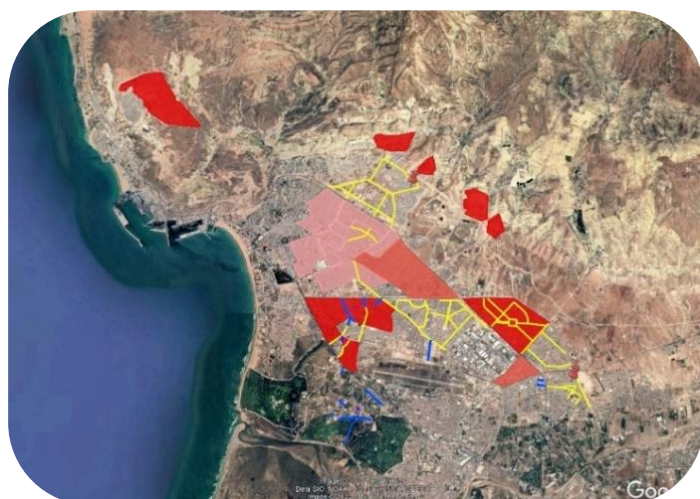
### Component 41: Roads and lighting

## Reinforcing 250 KM of roads and lighting for a budget of 1 376 MDH



With a view to **developing basic infrastructure** according to mobility needs, the city council of Agadir is launching a **new infrastructure program** concerning:

- Redevelopment or construction of roads, sidewalks and parking lots
- Horizontal/vertical signage on 36 major roads and pedestrian crossings
- Development of 94 intersections and response to 179 citizen requests
- Development of plazas, planters and street furniture
- Reinforcement and extension of the existing rainwater network
- The generalization of LED lighting



- Proximity roads
- Redeveloped roadway
- New road

*Figure 36: Roads and neighbourhood upgrades*

**NB :** See Component 44 (UDP) for additional projects

## Dimension 4: Modern Infrastructure | Axis 11: Urban Infrastructure

### Component 41: Roads and Lighting - Figures

#### List of planned actions - Investment budget

Project	Category	Budget in MAD	Studies start date	Constructions end date
Under-equipped neighborhoods (Piedmonts)	Neighborhood Upgrades	90 000 000	2022	2023
Tilila/Adrar 1st phase	Neighborhood Upgrades -	90 000 000	2023	2024
Tilila /Adrar 2nd phase	Redevelopment Main Streets	90 000 000	2024	2025
Anza Al Oulia Phase 1	Neighbourhood Upgrading -	90 000 000	2024	2025
Anza Al Oulia Phase 2	Redevelopment Main Streets	35 000 000	2025	2026
Lakhyam, Amsernat, My Rachid-	Neighbourhood Upgrades - Redevelopment	50 000 000	2025	2026
Hay Mohamadi	Redevelopment Major Axes	80 000 000	2025	2026
Haut Founty- Boutassra-	Neighbourhood Upgrading - Redevelopment Core Axes	30 000 000	2024	2025
Q.I, Hay Hassani	Neighbourhood Upgrading - Redevelopment Core Axes	18 000 000	2026	2027
Zaitoune district	Neighbourhood Upgrading - Redevelopment Core Axes	15 000 000	2024	2025
Agadir Centre - Phase 1	Neighbourhood Upgrades	20 000 000	2024	2025
Agadir Centre - Phase 2	Neighbourhood Upgrades	25 000 000	2025	2026
Dakhla, Al Qods - Phase 1	Neighbourhood Upgrades	30 000 000	2025	2026
Dakhla, Al Qods-Phase 2	Redevelopment - Main Streets	40 000 000	2026	2027
Extension of Farah lane to BEO P1 roundabout	Redevelopment Main Streets	9 435 000	2025	2026
Extension of Farah lane to BEO P2 roundabout	Neighbourhood Upgrades	5 100 000	2025	2026
Extension of Farah road to BEO P3 roundabout	Neighborhood Upgrades	2 720 000	2025	2026
Farah road - section 1	Lane Creation	850 000	2025	2026
Wifaq Ibn Khaldoune link	Lane Creation	1 800 000	2025	2026
Access to Aghroud swimming pool	Lane Creation	1 040 000	2024	2025
Aghroud Rizq	Lane Creation	4 615 000	2025	2026
Aghourd Phase 1	Lane Creation	715 000	2025	2026
Aghourd Phase 2	Creation of lanes	1 885 000	2025	2026
Aghourd Phase 3	Creation of lanes	975 000	2025	2026
Aghroud Structural track 1	Creation of lanes	14 300 000	2025	2026

Project	Category	Budget in MAD	Studies start date	Constructions end date
Aghroud Structural track 2	Creation of lanes	14 300 000	2026	2027
Extension Mehdi Ben Abboud	Creation of lanes	13 860 000	2026	2027
Assaka link Cultural Complex Part1	Creation of lanes	1 122 000	2024	2025
Assaka link RN1 Part2 (Ferrailleurs)	Creation of lanes	2 610 000	2026	2027
Ihchach - Assafaa-	Creation of lanes	50 000 000	2026	2027
Massira, Sidi Youssef, Riad Salam-	Creation of lanes	45 000 000	2026	2027
Najah, Bouargane, Al Ouafae-	Lane Creation	28 000 000	2026	2027
Tassila 3	Neighborhood Upgrades	20 000 000	2024	2025
Al Houda, Salam	Neighborhood Upgrades	40 000 000	2025	2026
Bensergao	Neighborhood Upgrades	40 000 000	2026	2027
Tikiouine	Neighborhood Upgrades	25 000 000	2026	2027
Generalization of LED in public lighting and compliance of the public lighting network	Redevelopment Major Axes	280 873 000	2022	2027
Smart lighting and remote management	Redevelopment Main Streets	46 000 000	2022	2027
Generalization of LED in communal buildings	Redevelopment Major roads	3 000 000	2022	2027
Awareness project for building users	Street Lighting	100 000	2022	2027
Implementation of an energy monitoring system for municipal buildings	Street lighting	3 600 000	2022	2027
Solar city: equipping buildings, pumping stations and charging stations for electric cars with solar stations	Public lighting	12 000 000	2022	2027
Electric mobility for on-call / sample	Public lighting	400 000	2022	2027
Installation of charging stations for electric vehicles	Public lighting	1 200 000	2022	2027
Implementation of an awareness project in schools (regarding energy aspects)	Public lighting	500 000	2022	2027
EESL (Energy efficiency and streetlighting) Lab (Educational platform and training center)	Public lighting	2 000 000	2022	2027
Sanitation master plan	Public lighting	60 000 000	2022	2027

## Dimension 4: Modern Infrastructure | Axis 11: Urban Infrastructure

### Component 42: Green spaces

# Greening the city through parks, gardens and green lanes for a budget of 280 MDHS

Redesigning **peaceful neighborhoods**, more **friendly**, rich in **green spaces** and upgrade and animate existing parks is the ambition of the city of Agadir.

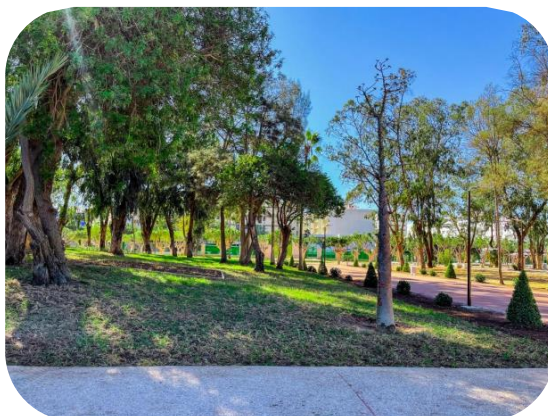


Figure 17 : Espace vert - Jardin Ibn Zaydoun

This **vegetation** is based on a thorough study of several elements to meet multiple needs and **environmental constraints**, namely:

- Tree varieties
- Innovative quality furniture
- Intelligent irrigation system adapted to drought conditions
- Use of treated grey water



**75% of green spaces irrigated with grey water\*.**

\*RAMSA study showing a potential to irrigate 100% of the city's green spaces with wastewater. Sources: CES-MED, RAMSA

**NB:** See section 44 (UDP) for additional projects

## Dimension 4: Modern Infrastructure | Axis 11: Urban Infrastructure

### Component 42: Green spaces - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Studies start date	Constructi ons end date
Green spaces	1	Redevelopment of the green corridor of Taddart - Anza	40 000 000	2024	2025
	2	Urban park on Laayoune Avenue - Bensergao	55 000 000	2025	2026
	3	Green corridor / Urban forest Hay Mohammadi	96 000 000		
	4	Hay Mohammadi green belt	24 000 000		
	5	Najah urban park	30 000 000	2023	2024
	6	Development of the green corridor Al Wafa Rja Fellah Al Fiddia	20 000 000	2024	2025
	7	Surroundings of Oued Tilila	6 500 000	2023	2024
	8	Green spaces main axis - Tilila	8 500 500	2014	2017



## Dimension 4: Modern Infrastructure | Axis 11: Urban Infrastructure

### Component 43 : Equipment

## Strengthen social, cultural and sports facilities

Numerous facilities will be created, renovated, developed or reorganized in the various sectors of the city council of Agadir, in addition to those planned within the UDP. The aim is to improve and diversify the services provided to users.



In the perspective of a **smart and sustainable city**, the city council wishes to integrate as many ecological and intelligent elements as possible in the creation of the facilities:

- Innovative architecture that respects the character of the city
- World-class construction and design quality
- Sustainable concrete solutions that combine aesthetics and ecology
- Ecological pavement around the trees
- Energy saving with connected lighting
- Widespread use of LED technology
- Innovative street furniture to combat heat islands
- The creation or rehabilitation of playgrounds in synthetic turf or acrylic resin.

**NB:** See section 44 (UDP) for additional projects

## Dimension 4: Modern Infrastructure | Axis 11: Urban Infrastructure

### Component 43: Equipment - Figures

#### List of planned actions - Investment budget

Category	Project	Budget in MAD	Studies start date	Constructions end date
Equipment	Sports facilities	317 000 000	2022	2027
	Cultural facilities	88 200 000		
	Social facilities	74 000 000		
	Economic facilities	42 000 000		

## Dimension 4 : Modern Infrastructure | Axe 11 : Urban Infrastructure

### Component 44: Urban Development Program 2020 - 2024

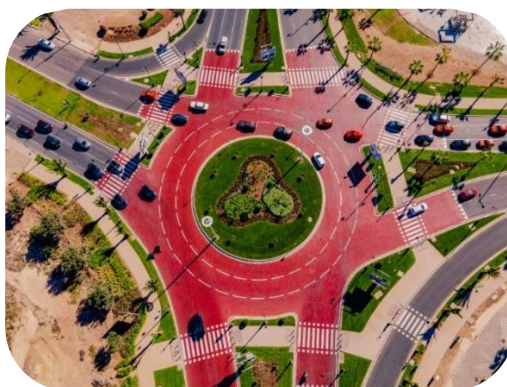
# Transform the city of Agadir into a modern metropolis through the Urban Development Program 2020-2024

**Launched on February 4, 2020 by HM King Mohamed VI**, the urban development program of the city of Agadir aims to **transform the city of Agadir into a metropolis** with a **modern urban infrastructure** and **developed facilities**.

The program runs from **2020 to 2024** and is based on **6 components and 94 projects** covering infrastructure, mobility, health, education, sports and culture.

The total budget for this program amounts to **6.2 billion dirhams** and has mobilized several partners, including the city council, which is financing the program up to **2 billion dirhams**.

This CAP includes the **financing of the remaining 1.7 billion of the UDP** to be paid by the city council.



*Figure 38: Development of the entrance to the city of Bensergao*

## Dimension 4 : Modern Infrastructure | Axe 11 : Urban Infrastructure

### Table of projects

#### Component 1 : Realization of the first line of the bus with high level of service of the city of Agadir

Axis	Project
Realization of the first line of the bus with high level of service of the city of Agadir	Realization of the first BHNS line in Agadir

#### Component 2: Cultural promotion and enhancement of heritage and places of worship

Axis	Project
Protection and enhancement of heritage	Development of the Kasbah of Agadir
	Development of the National Emblem site
	Development of the Remembrance Square and construction of the Amazigh heritage museum
	Development of the walk of memory (Old Yachaech, Founty, Talborjt)
	Rehabilitation of the former headquarters of Bank Al Maghrib into a museum of reconstruction and memory of Agadir
	Rehabilitation of old buildings of the city into places of culture
	Rehabilitation of the old squares of Agadir after the earthquake
Strengthening of the cultural heritage	Construction of a religious, administrative and cultural complex in the Founty district
	Construction of the Salam mosque
Cultural promotion	Construction of the center of documentary resources and the media library of the city of Agadir
	Creation and upgrading of a Public Reading Network
	Construction of a cultural center in the Founty district
	Upgrading of the Théâtre de verdure, Boulevard Mohammed V
	Creation and equipment of a Center for Cultural and Artistic Development (at the Youssoufia School - Talborjt)

### Component 3: Preservation of the environment & development of green spaces

Axis	Project
Development and equipment of parks	Development of the Ibn Zaydoun urban park
	Rehabilitation of the Olhao garden
	Realization of an urban park "Al Inbiaat"
	Realization of the metropolitan park of Tikiouine
Development of green spaces and public places	Upgrading of the Lalla Meryam garden
	Rehabilitation of gardens in the Charaf and Taddart districts
	Development of green spaces in Anza
	Development of green spaces in Bensargao
	Development of green spaces in Tikiouine
	Development of a public square in Hay Mohammadi
	Development of a public square in Al Houda
	Development of a public square in Tilila
	Renovation of the city's urban furniture

### Component 4: Strengthening basic social facilities and improving the living environment

Axis	Project
Construction of infrastructure and upgrading of social, sports, educational and health facilities	Realization of a multipurpose room, Ryad Essalam district
	Development of two socio-cultural centers: Tikiouine Centre and Lakhyam
	Creation of a social activity space, Amssirnat neighborhood
	Construction of a women's home and a youth center, Ryad Essalam district
	Creation of 20 proximity fields
	Creation of an Olympic swimming pool in the Founty district
	Creation of a large covered hall in the Stadium area
	Rehabilitation of three covered halls: Al Inbiaat, Zerktouni, Al Qods
	Development of the sports complex, Anza
	Creation of a socio-sportive center of proximity, type A (Founty district)
	Creation of a local socio-sports center, type A (Adrar district)
	Creation of a covered room in Al Houda district
	Creation of a covered room in Hay Hassani district
	Realization of a covered room in Tikiouine
	Realization of a covered room in Anza Centre
	Realization of a covered room in Anza Al Ouliyah
	Realization of a swimming pool in Bensergao Wifaq
	Realization of a swimming pool in Hay Mohammadi
	Realization of a swimming pool in Bensergao Aghroud
	Construction of a swimming pool in the Al Houda district

Axis	Project
	Construction of Hafsa Oum Al Mouminine elementary school in Hay ANZA ALOULYA
	Construction of ASSOU OUBASSLAM elementary school in Hay Alfarah Bensergao
	Construction of ALYARMOUK elementary school in HAY MOHAMMADI
	Construction of the elementary school SIDI BOUGHAFER in Hay Founty ALOULIA
	Construction of the high school SAAD BEN ABI WAQASS Tikiouine Assaka
	Construction of the high school "HOUDA" Al Houda district
	Construction of collegial high school AICHA OUM ALMOUMNIN Aghroud
	Construction of the college high school MOHAMED KHEIR EDDINE high Founty district
	Replacement and extension of three classrooms in Taqadoum Q Al Houda school
	Replacement and extension of two classrooms Takwit N' Abderahmane school unit
	Extension of six classrooms at the COLLEGIAL IBNO TOFAYL Douar Amzil Bensergao
	Replacement and extension of four classrooms at Idriss Lahrizi High School Tikiouine
	Extension of six classrooms at the high school Aabou Alabass Esebti in Bensergao
	Construction of two youth health centers in Anza and Talborjt
	Construction and equipment of a rehabilitation center
	Construction and equipping of a diagnostic center for tuberculosis and respiratory diseases (CDTMR)
	Construction and equipment of a day clinic in Agadir
	Completion of the construction and equipping of the psychiatric hospital
Realization / Renovation of a set of Souk and markets	Construction of a fish market and restaurants in Bab Al Marssa and other districts
	Rehabilitation of the municipal market, Agadir center
	Construction of a market in Taddart, Anza al oulya, Block D
	Rehabilitation of the municipal market, Talborjt
	Development of the Tikiouine souk and its surroundings and relocation of scrap metal dealers
Improvement of the life style	Urban upgrading of the under-equipped districts of Tikiouine and other sectors 1
	Urban upgrading of the under-equipped neighborhoods of Tikiouine and other sectors 2



### Component 5: Strengthening infrastructure and decongesting the city of Agadir

Axis	Project
Construction of the North-East bypass road	Construction of the North-East bypass road
Upgrading and development of the Expressway	Redevelopment and urbanization of the expressway
Upgrading and development of the city entrances	Development of the city entrances - Anza, Bensargao and Tikiouine
Development of boulevards and local roads and construction of an underground parking lot	Upgrading of Mohammed V Avenue
	Development of the East-West bar
	Development / Widening of a set of Avenues and Boulevards of the city
	Rehabilitation and reinforcement of the local road system in various districts of the city
	Realization of an underground parking Al Inbiaat
	Reinforcement of public lighting
Installation of an integrated video surveillance system	Installation of an integrated video surveillance system

### Component 6 : Urban development and impulse of the tourist area of Agadir

Axis	Project
Urban development and impulse of the touristic area of Agadir	Construction of the tourist information office and the administrative complex of the beach
	Upgrading of the Valley of the Birds
	Development of a recreational area and green space
	Development of the traffic pattern and the road system of the touristic sector of the city
	Redevelopment of the corniche
	Upgrading of the road network and various developments including public lighting
	Development of the green spaces of the touristic area
	Reinforcement of the urban furniture
	Development of sports and recreational facilities of proximity
	Construction of the Timitar museum
	Installation of public equipment

## Axis 12

# Multimodal mobility

Ensure smooth and comfortable movement of people and goods through efficient multi-modal mobility

**3** GOOD HEALTH  
AND WELL-BEING



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**11** SUSTAINABLE CITIES  
AND COMMUNITIES



**13** CLIMATE  
ACTION



Budget

**320 MDHS**



Potential partners

Region, FART, other city councils



## Expected results

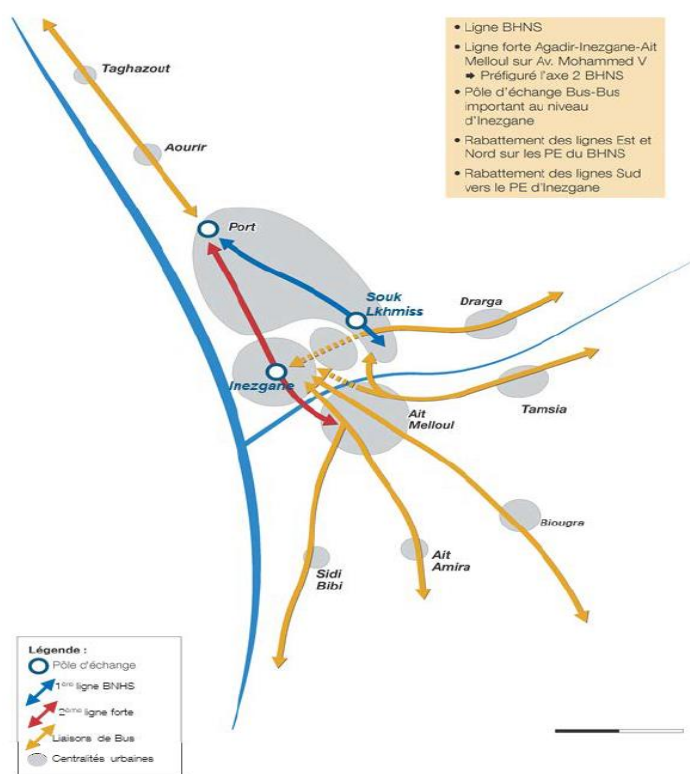
- Restructuring the network and optimizing interchanges and stops
- Ensure the safety and comfort of road users through the implementation of an intelligent transport system
- Ensure a good cohabitation between the different mobility solutions
- Improve the parking offer

**Dimension 4 : Modern Infrastructure | Axis 12 : Multimodal mobility****Component 45: Multimodal Transport**

## Implement **3 BHNS lines** over a length of **45 km** and ensure **efficient transport hubs**

In order to provide the Grand Agadir with a quality public transport offer aiming at increasing the modal share of public transport trips by bus, a **study on the restructuring** of the bus network has been launched by SDL Agadir Mobility. This study is part of the implementation of the first BHNS line with the aim of defining an **integrated and complementary bus network**. This network will constitute the backbone on which the physical offer of the future contract of delegated management of the public service of collective transport will be defined, the launch of which is planned for the year 2023.

The public transport network (Bus and BHNS) will eventually carry approximately 290,000 passengers per day.



A framework of **strong lines** composed of

- the 1st BHNS line linking Agadir to Tikiouine;
- a 2nd strong line linking Agadir-Inezgane-Ait Melloul in response to the high demand between these three cities councils;
- a 3rd strong line linking Drarga to Inezgane. This line has the advantage of providing a link in the TCSP network of the Grand Agadir, by connecting lines 1 and 2, via the EP of Inezgane and Souk Lekhmiss.

## Enhanced network performance

### A new network structure based on the hierarchy of lines

The new bus network of the Grand Agadir agglomeration has been organized according to 4 types of lines:

- **TCSP lines** (BHNS line), strong line in exclusive right-of-way. The network consists of a 15.5 km long BHNS line;
- **Main lines**, which play the role of **completing** the TCSP network in the center of the agglomeration in response to the structuring OD. These lines have regular and efficient frequencies. The restructured network is composed of **14 main lines**;

■ **Peri-urban lines**, whose main role is to **"transport"** customers from outlying urban areas to more central areas. The restructured network is composed of **12 suburban lines**;

■ **Service lines**, which **serve the less densely populated** areas of the urban area and **transfer** users to the other central lines. The restructured network is composed of **11 service lines**;

This hierarchy is an asset to ensure the smooth operation of the network and complementarity between the different types of lines.

### **A bus network that combines functionality and cost effectiveness**

The proposed restructured bus network increases the overall level of service provided by the network, with a significant **increase in the number of kilometers** covered as a direct result of the planned frequency of service. While the number of routes has not changed significantly from the current state, given that the network provides **spatial coverage of the entire territory**, it is the number of buses assigned to each route that has evolved to ensure a good level of service.

Also, the passenger-per-kilometer ratio of about 3.8 passengers per kilometer for the entire network indicates that the overall network is **functioning well** from an operational point of view. It should be noted that this ratio is above average for the majority of the main lines, which alone carry nearly 58% of the network's total passengers per day.

### **A future evolution of the TCSP network**

The Grand Agadir will soon launch a feasibility study of two lines of Public Transport in Proper Site (TCSP), the first will concern the corridor "Agadir - Bensergao - Dcheira - Inezgane - Ait Melloul" and the second will concern the corridor "Inezgane - Dcheira - Tikiouine - Drarga". The aim of the realization of these two lines is to provide Grand Agadir with a TCSP network which will eventually constitute a framework of the public transport network and will be positioned as the structuring lines of the network.

Inputs	2019	2023 avec BHNS	2030 avec BHNS. Avec lignes de test	
Habitants : <b>H</b>	1 689 440	1 847 710	2 140 720	
Voyageurs annuels : <b>V</b>	52 597 700	67 682 667	78 811 800	+ 49,8%
Production kilométrique annuelle : <b>K</b>	17 698 700	20 490 264	24 326 900	+ 37%
Nombre de véhicules en circulation	190	225	262	+ 36,8%
Longueur des lignes	612	573	631	

Indicateurs de performances du réseau de bus	2019	2023 avec BHNS	2030 avec BHNS. Avec lignes de test	
Offre kilométrique : Km offerts / habitant : <b>K/H</b>	10,5	11,1	11,4	+ 8,2%
Voyageurs / Habitant : <b>V/H</b>	31	37	37	+ 18,3%
Kilomètres annuels/longueur des lignes	14 460	17 867	19 287	+ 29,9%

Voyageurs / Kilomètre : <b>V/K annuel</b>	3,0	3,3	3,2	
Kilomètres annuels/véhicule	93 151	91 068	92 851	

Source: Restructuring study of the network within the perimeter of the delegated management of the public bus transport service of Grand Agadir (Mission 4 report)

To ensure a **good performance of the bus network** and in particular of the main lines of the network, the city council plans to put in place the necessary accompanying measures to facilitate the accessibility of the users:

- Establishment of bus lanes and **approach roads**
- Establishment of clear and unobstructed **pedestrian paths** allowing easy access for users, especially for **people with reduced mobility**
- Signalization and delineation of the bus lane by **road markings**
- Installation of dedicated **directional signs**

**NB:** See section 44 (UDP) for additional projects



## Dimension 4 : Modern Infrastructure | Axis 12 : Multimodal Mobility

### Component 45: Multimodal Transport - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Studies start date	Constructions End date
Multimodal transport	1	BHNS Lines	200 000 000	2022	2027

#### List of actions planned within the operating budget

Category	N°	Project
Multimodal transport	1	Improving the performance of the bus network and renegotiating the operator's contract

## Dimension 4 : Modern Infrastructure | Axis 12 : Multimodal Mobility

### Component 46: Intelligent Transportation System

## Technology at the service of **user safety** and **comfort**

To connect the stations with the city center, the city plans to integrate an **intelligent transportation** approach that will ensure safety for residents and tourists, price clarity and abuse control through :

- A **multimodal application** that includes all the city's public transportation (BHNS, Bus, cabs, etc.)
- **Real-time location** of buses belonging to a specific bus line
- The possibility to buy tickets or **subscriptions**, and validate your ticket on board of public transport



- Alerts and **notifications** of network disruptions, and suggestions for alternative routes and solutions
- **Cooperation with partners** (such as Google Maps), to have complete itineraries using public transport

## Dimension 4 : Modern Infrastructure Modern | Axe 12 : Multimodal mobility

### Component 47: Light Mobility

Promote **light mobility** and optimally distribute **transit hubs** and stops that are easily accessible to all

The city of Agadir aims to develop travel offers and **adequate infrastructure** for a **clean and pollution-free city**.



The city council has decided to develop **soft mobility** by reinforcing the use of alternative means of transportation to cars and motorized vehicles, through the development of practical and safe **pedestrian and bicycle routes** as well as the installation of **bicycle racks**, scooter parking stations and, in the future, **recharging stations** for all **electric vehicles**.

## Dimension 4 : Modern Infrastructure | Axe 12 : Multimodal mobility

### Component 48: Parking Offer

# Increase the city's parking supply to reach a total of **73,000** parking spaces

To improve mobility in the city and make it easier to get around, the city council's action plan includes **increasing the supply of parking** by building two new **underground parking** lots.



*Figure 39: Construction of underground parking lots*

The city council also plans to **review the management of the city's parking lots** to improve the quality of service to users. Every parking space in the city has been **identified and geolocated** with the aim of creating **15 balanced lots**. A **set of specifications** for the allocation of the management of these parking lots will be put in place. This is expected to **triple the parking revenue** for the city.

These new developments will make it possible to **limit inconvenient parking** in public spaces, to **limit traffic in certain sectors**, to optimize the use of public transportation and to **secure the use of parking lots**.

*NB : Voir le volet 44 (PDU) pour le complément de projets*

## Dimension 4 : Modern Infrastructure | Axe 12 : Multimodal mobility

### Component 48: Parking Offer - Figures

#### List of planned actions - Investment budget

Category	N°	Project	Budget in MAD	Studies start date	Constructions End date
Parking offer	1	Underground parking lots	120 000 000	2022	2027

#### List of actions planned within the operating budget

Category	N°	Project
Parking offer	1	Creation of 15 parking lots and review of specifications

# SUMMARY OF THE CAP IN FIGURES

Section	Amount/city council contribution
Roads & Lighting	1 376 000 000
Sports equipment	317 000 000
Green spaces	280 000 000
BHNS Lines	200 000 000
Underground parking lots	120 000 000
Cultural facilities	88 200 000
Social facilities	74 000 000
Renewal of the park	70 000 000
Sanitation master plan	60 000 000
Municipal buildings	40 000 000
Open Data and digital	40 000 000
Local markets (Development)	42 000 000
Landfill	15 000 000
Communication	5 000 000
Governance	10 000 000
Cemetery (Development)	5 000 000
Dog shelter	3 000 000
Amount/Contribution city council of AGADIR	2 745 200 000





ΣΥΝΕΤΑΡΧΗ  
مدينة أݣادير  
VILLE D'AGADIR