

II Pla estratègic de Granollers



The 2nd Granollers Strategic Plan



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The 2nd Granollers Strategic Plan is the result of more than two years of work. Of months of shared work that has allowed us to define the city we want. And the path we need to take to get there. A vision of the future that revolves around a clear vocation: “Granollers, educational city”.

An educational city means a creative, innovative city whose essential value lies in its people. A city that places people at the heart of its actions. And a city that understands that education transforms the city and transforms society. Education as a leitmotif linking all the projects and providing coherence to all the actions that have to be carried out.

This is a strategic plan for a city, which must be built collectively, with the participation of the citizens and of the social and economic agents of Granollers. It is a shared plan because the city is, necessarily, a collective project.

We invite you to take part in this project, which is firmly committed to the quality of the urban space, to making innovation and education the basis of development, to making social capital grow from identity and diversity. All of this nourished by the creative potential of the people. We continue to build the Granollers of the future. A city of everyone and for everyone.

Institutional Declaration of the Steering Committee of the 2nd Granollers Strategic Plan

The undersigned institutions and bodies, motivated by interest in the city of Granollers and aware of our role, have decided, at the initiative of Granollers City Council and having evaluated the results of the 1st Granollers Strategic Plan (1996-2007), to jointly sponsor the drafting of the 2nd Granollers Strategic Plan.

The city is the result of the attitudes, projects and actions carried out by all the citizens, institutions and economic and social agents. The future of Granollers is a shared construction in which all sectors of the citizenry, according to their means and abilities, must take part.

For this reason, we have decided to carry out a 2nd Strategic Plan, with the capacity to make all citizens participants in it and to develop the necessary institutional and public-private collaboration for our city to start today to achieve a future with a better quality of life, by strengthening the commitment of all to the city and orienting all projects carried out in Granollers and its surroundings in the same direction.

Our desire is to contribute to making Granollers a modern, quality city, with sustained and sustainable economic development that respects the environment and is compatible with a balanced and harmonious demographic and urban growth. A city that is advancing toward the knowledge society, making social and territorial cohesion a priority objective. A city with its own

cultural identity and, at the same time, open and welcoming, that provides the greatest range of opportunities for the human development of its citizens, regardless of their background and origin.

This strategic project is inscribed in the territorial framework of Vallès Oriental and of Catalonia, so that what we consider best for our city is also best for the county and for Catalonia. The 2nd Granollers Strategic Plan arises from the will to cooperate fully and in solidarity with the projects of the municipalities of the county, so that the uniqueness and specificity of the strategy of Granollers can be an accelerant for progress in the county. At the same time, given the position of Granollers historically and today in the system of cities of the Barcelona metropolitan region and Catalonia, the Strategic Plan will aim to share the objectives and strategic lines of each municipality and to identify possible joint projects with a view to achieving the common progress of the country.

With the 2nd Granollers Strategic Plan, we hope to achieve an attitude of greater commitment to the city and greater trust and collaboration between all the citizens to build the future of the city together.

Therefore, with this declaration, we call on all citizens to become involved in drawing up and developing the strategy of our city, based on participation in the different means that the organizers of the 2nd

JOSEP MAYORAL ANTIGAS
Mayor of Granollers

Granollers Strategic Plan will make available to the citizens.

Granollers, 1 July 2008

- AJUNTAMENT DE GRANOLLERS
- ASSOCIACIÓ CULTURAL DE GRANOLLERS
- ASSOCIACIÓ DE COMERCIANTS GRAN CENTRE GRANOLLERS
- BALONMANO GRANOLLERS
- CAMBRA DE COMERÇ DE BARCELONA. DELEGACIÓ DEL VALLÈS ORIENTAL
- CÀRITAS DIOCESANA. EQUIP TERRITORIAL DE GRANOLLERS
- CASAL DEL MESTRE DE GRANOLLERS
- COMISSIONS OBRERES. UNIÓ COMARCAL DEL VALLÈS ORIENTAL - MARESME
- CONSELL COMARCAL DEL VALLÈS ORIENTAL
- FEDERACIÓ DE LES ASSOCIACIONS DE VEÏNS DE GRANOLLERS
- FUNDACIÓ HOSPITAL-ASIL DE GRANOLLERS
- PETITA I MITJANA EMPRESA DE CATALUNYA (PIMEC). DELEGACIÓ DEL VALLÈS ORIENTAL
- UNIÓ EMPRESARIAL INTERSECTORIAL DEL VALLÈS ORIENTAL
- UNIÓ GENERAL DE TREBALLADORS. UNIÓ COMARCAL DEL VALLÈS ORIENTAL

The process of drawing up the 2nd Granollers Strategic Plan

SUMMARY This article describes the process of drafting the 2nd Granollers Strategic Plan. It explains the considerations that gave rise to the drafting of the plan and the use of the methodology of the so-called second-generation plans. The conviction that it was impossible to conceive and design the city of Granollers in isolation from its environment led to the creation of an intermunicipal council with the municipalities of Canovelles, Les Franqueses del Vallès and La Roca del Vallès, with which Granollers forms a conurbation. As well as the intermunicipal council, the article explains the functions and actions of the different bodies of the strategic plan (the Steering Committee, the promoter group, the municipal executive committee, the council of ex-mayors and ex-municipal spokespersons) and the mechanisms for coordinating the process with other key municipalities of the second metropolitan ring. At different moments of the process, working committees were set up with the participation of representatives of bodies and groups of the city, technical experts and professionals connected to the area or sector, municipal technicians and representatives of the municipalities of the conurbation. The intention was also to include the vision of people from outside the city who are experts in the topics being debated and, with this aim, the cycle of conferences called “Mirades sobre el futur de Granollers” (Views of the future of Granollers), which were designed as a counterpoint to the working meetings in which the proposals for the future of the city were being debated. A strategic plan is a collective commitment to the future, for which citizen participation is essential. As well as the working groups and the meetings with different groups and entities of the city, strategic conferences were held, with broad citizen participation, online participation channels were used, such as the web and the ideas bank, and opinion polls were performed with the aim of drafting the documents of the strategic plan collectively and with the greatest possible citizen consensus.

In December 2007, the City Council of Granollers presented to the Strategic Plan Steering Committee of Granollers the document **City projects. 1996-2007. Results**. This document evaluated the state of implementation of 213 projects defined in the 1st Granollers Strategic Plan and it was considered that 74 per cent of the projects had been achieved. The need to draw up a second strategic plan responded to this high number of projects achieved, but also to other considerations.

Firstly, the transformation of the city and the changes that had taken place in the area since 1996 had exceeded in many respects, the provisions made in the 1st Strategic Plan. For example, from the year 2000, the phenomenon of foreign immigration led to a much more heterogeneous population in Granollers, with highly diverse characteristics and needs, and posed new challenges of the

highest magnitude. The development of communications and transports had also exponentially increased inter-communication between cities. Mobility inside and outside of the city had undergone profound changes and the conurbation that Granollers formed with Canovelles, Les Franqueses del Vallès and La Roca del Vallès was now exceeding 100,000 inhabitants, while strengthening the pull that Granollers had historically exercised as capital of the Vallès Oriental county and as a sub-centre of the Barcelona Metropolitan Region.

Another consideration was the change in the strategic planning concept with respect to the first generation strategic plans of the 1990s. In those strategic plans the spotlight was on projects, particularly projects linked to facilities and infrastructures, and priority was given to economic and social development. In the so-called second generation¹ strategic plans,

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Director of the 2nd Granollers Strategic Plan

priority is given to human development, including economic growth but also environmental sustainability, social equity and the strengthening of democracy. This gives greater prominence to the more intangible aspects (inequality, civic identity, multiculturalism, social cohesion, social and relational capital formation) which are more specific to the knowledge society and to advanced democracies.

A fundamental contribution of these strategic plans is the improvement of social organization, with the aim of strengthening civil society and improving the relationship between the different city agents and its Council, which is the institution that has to lead city projects. In this sense, strategic plans become an instrument of democratic governance: “Their main purpose, beyond promoting urban projects, is to reinforce processes of social organization based on defining a common strategic and reference fra-

mework for the entire city, strengthening processes of public and private cooperation, and developing the capacity of citizens to take responsibility for different sectors of the community in building the city.”²

These new approaches in strategic planning were especially suited to initiate a process of collective reflection within the new context of the information society, where people have much more autonomy and independent decision-making capacity, and of advanced democracies, in which mechanisms for expressing each individual’s options are numerous.

Improving quality of life involves working to improve the city’s urban and environmental quality, as well as the services it offers. This is essential to make the city attractive enough to live in, i.e. to reside in, but also to develop there all the social activities that make a city rich in relations between its members and, therefore, a producer of knowledge. But the degree of citizen satisfaction also depends on his or her awareness of belonging³, which is what gives meaning to what we do in the city (“for the city”) and gives the city its own personality as a collective. Insofar as citizens are recognised as part of the city (of its past, present and future), it is easier for them to take co-responsibility for its evolution and this makes them more capable of reacting, together, to the challenges of the future, which is the most important objective of a strategic plan.

When tackling the drawing up of the 2nd Granollers Strategic Plan, there was already experience accumulated during the process of preparation and implementation of the First Plan. It was based on previous knowledge of the weaknesses, threats, strengths and opportunities identified in the first phase of analysis of the 1st Strategic Plan, as well as the difficulties of the implementation phase, the need for articulation of the Plan with the dynamics of the municipal administration and for promoting the various sectorial projects with overall coherence. In recent years, the city had undertaken some participative sector projects (Granollers Education Project, Agenda 21 for the Environment, Agenda 21 for Culture, Mobility Plan) that the 2nd Strategic Plan

would have to integrate into an overall strategy for the city.

The conviction of the impossibility of designing and planning the city of Granollers in isolation from its environment was taken into account from the start of the work. The Strategic Plan had to respond to the future challenges of Granollers which are often inseparable from the conurbation, the metropolitan reality of over one hundred thousand inhabitants that today make up Granollers, Canovelles, Les Franqueses del Vallès and La Roca del Vallès, with four different councils. At the same time, it was necessary to take into account the position Granollers occupies in the county’s reality and also in the system of cities in the Barcelona metropolitan region, in Catalonia and in the system of cities of Southern Europe. This had to be taken into account in the design and organizational structure of the Strategic Plan, which had to allow the following challenges to be tackled:

1. the structuring of the process of preparing the Strategic Plan with the dynamics of the public municipal administration of Granollers
2. the involvement of the three municipalities of the conurbation in the process of drawing up the Plan and in its implementation
3. the connection of the process of drawing up the Strategic Plan with its immediate environment and with other strategic planning processes that were taking place in the Vallès Oriental county and the province of Barcelona.

The City Council is the institution democratically elected by the citizens of Granollers which has responsibilities in all city spheres. That is why it is responsible for promoting the process of drawing up the Strategic Plan: it appoints a technical director, who, with an internal team (**Promoter Group**), acts as a technical office throughout the Plan drafting process, and creates a **Steering Committee** which has maximum responsibility for directing the Plan and which, therefore, is constituted as its government.

To ensure the structuring of the Strategic Plan with the dynamics of the municipal public administration, the

Municipal Executive Committee is created. It is formed comprising members of the Promoter Group and heads of the different divisions of the City Council (6 areas). It directly monitors the entire process of drawing up the Strategic Plan in different phases, offering its knowledge and experience in the discussion of each of the Strategic Plan documents. Following approval of the Strategic Plan, its mission is to promote and monitor its implementation process, with continuous evaluation of that process, and to ensure the coordination of municipal action with the directives of the Strategic Plan.

Also to reinforce the structuring of the Strategic Plan with the municipal administration and obtain contributions that enrich the development of the successive Plan documents, the **Council of ex-mayors and ex-spokespersons** was created. This is a consultative body made up of different ex-mayors and spokespersons from different municipal groups from the Granollers City Council which holds periodical meetings with the Mayor (and Chair of the Strategic Plan), the director of the Plan and the councillor of the Strategic Plan, with the aim of examining the documents and proposals of the Strategic Plan and making contributions using their experience at the municipal level.

The creation of this standing committee was a proposal by the Mayor of Granollers at the first meeting of ex-councillors of Granollers City Council which took place in October 2008 with the aim of informing them regarding the process of drawing up the Strategic Plan and gathering their opinions. As was agreed, the meeting was repeated on 20 October 2009 to share discussions and work on defining the city. Briefings and work meetings were also arranged with all municipal technicians and staff, in order to explain the status of the process and collect contributions regarding development of the Strategic Plan.

In relation to the sphere of the Strategic Plan, the organisational design had to respond to the following objectives:

- Start the process of drafting the Granollers Strategic Plan taking into account, in the analysis, the sphere of the conurbation that is formed by the municipalities of Granollers, Canove-

lles, Les Franqueses del Vallès and La Roca del Vallès.

- Inform the town councils of Canovelles, Les Franqueses del Vallès and La Roca del Vallès regarding the start of work on the drafting of the Granollers Strategic Plan.
- Invite these town councils to share in the processes of strategic reflection developed by each municipality, according to its work system, the municipal technical structure, and the internal debate with the organisations, while adapting to the work pace and possibilities of each of the municipalities.
- Establish mechanisms for coordination between the four municipalities to ensure the strategic coordination of all four, establishing common criteria for analysis, identifying key projects that are common (to two or more municipalities), placing in common objectives and strategic lines from each of the four municipalities and, once the different strategies have been clarified, establishing the joint monitoring mechanisms for those shared projects. This objective has materialised as a Strategic Plan resource, the **Intermunicipal Council**.

The Intermunicipal Council has functioned from the start with two different levels: the political level, which periodically brings together the four mayors and the director of the Granollers Strategic Plan and the

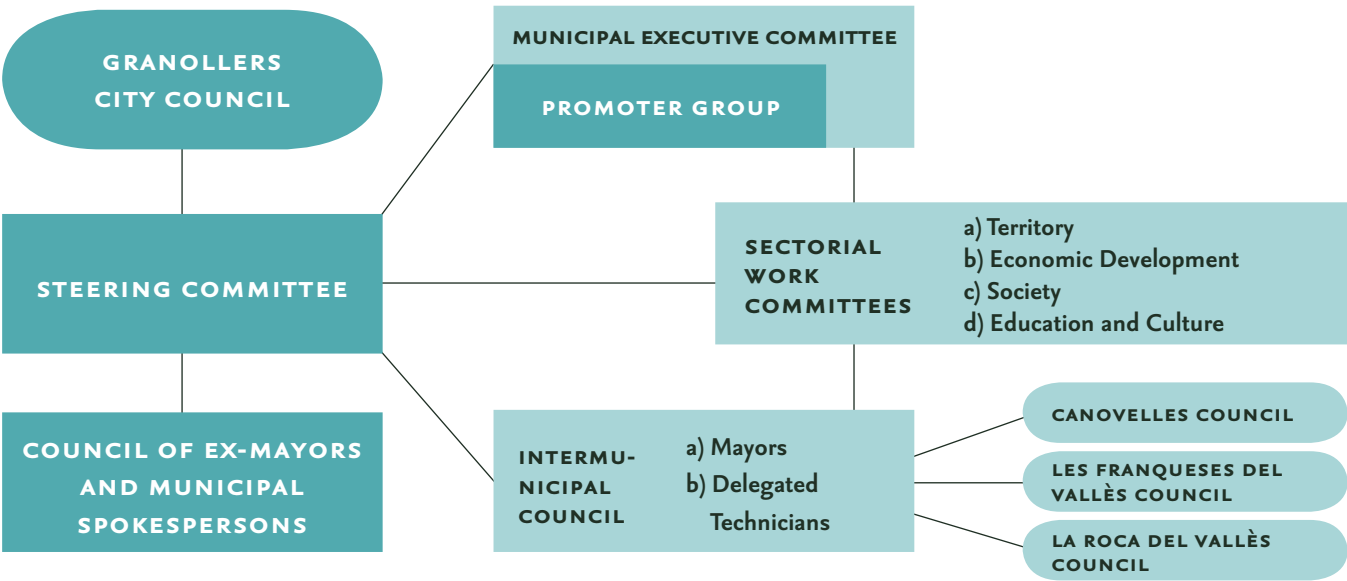
councillor for the Plan, and the technical level, which periodically brings together municipal technicians (delegated by each mayor) from the councils of Canovelles, Les Franqueses and La Roca del Vallès with the director of the Strategic Plan. The character of the meetings is different according to level, but the objective is always the same:

- a) during the process of drawing up the Granollers Strategic Plan, to report on the entire process and review together all the projects that have been suggested in the proposals document (many of which are proposed on the conurbation level), listening to the opinions of other municipalities, considering them also as agents in the Strategic Plan.
- b) during the process of implementation of the Strategic Plan, the Intermunicipal Council must become a resource for promoting and monitoring the Strategic Plan, including periodical meetings at both levels. One of the city’s projects for the future contained in the Strategic Plan document is precisely the establishment of the Intermunicipal Council as a permanent platform to reach agreements in all the projects common to the conurbation and issues affecting all four municipalities, establishing formulas for joint cooperation and decision-making between them and also with other neighbouring municipalities.

Since work began on drafting the Strategic Plan there was also the objective of

establishing mechanisms for coordination with the territorial structure of the Vallès Oriental county district, in order to share the objectives and strategic lines of Granollers with the whole of the region and identify possible joint projects. The intention has been to achieve this goal through the Vallès Oriental County Council. As an institution, the County Council forms part of the Strategic Plan’s Steering Committee and, therefore, it has an opinion, a voice and a vote in all discussions on the Plan’s development and implementation process. The County Council has also been represented in the sectorial working committees that have produced the first proposal document for the Strategic Plan. However, additionally, the County Council has played a proactive role in communication between different planning processes currently underway in the region, relating them to each other, facilitating the circulation of documents and holding conferences, such as that which took place in Mollet del Valles on 4 November 2009 and that of 12 May 2010 in Granollers, facilitating contact and joint work between technicians and managers responsible for strategic planning within the county sphere.

In parallel, Granollers has organised a meeting with the mayors of the 9 municipalities with which it shares a municipal border (beyond those with which it forms a conurbation) in order to inform them first-hand about the Strategic Plan drafting process and learn their views.





Finally, when establishing coordination mechanisms with other municipalities that form the backbone of the second metropolitan ring and other municipalities in the province, help has come from the **Local Strategic Processes Network (XPEL)** and the coordination and promotion offered by Barcelona Provincial Council's Technical Strategies Office. The director of the Granollers Strategic Plan has formed part of the **Contrast Group** created for studying the documents and questionnaires presented at successive working seminars with the aim of creating spaces for debate and the exchange of experiences in relation to strategic planning which is taking place in different towns and cities in the province of Barcelona. One of these seminars, focusing on public management in relation to strategic planning, was held in Granollers on 12 May 2010 and brought together around forty officials and technicians responsible for strategic planning across the entire province of Barcelona, who were able to learn about the specific experience of the Granollers Strategic Plan which was publicly presented by its director.

Citizen participation in the process of drafting the Strategic Plan has transcended the bodies forming the organisational structure of the Plan mentioned above. On 15 November 2008 the **First Strategic Conference** was held at Granollers Cultural Centre, a first major citizen participation event which included the presentation of a first document: **Granollers: facts and challenges**. Some 250 people registered to debate this document and also filled in the questionnaires that were handed out during the conference, contributing with their input to a shared diagnosis of the state of the city and its challenges for the future. Among those attending were the mayors of Canovelles, Les Franqueses del Vallès and La Roca del Vallès, in a show of the involvement of the three municipalities in the process of drawing up the Strategic Plan.

At an initial plenary session, the Strategic Plan director presented the document **Granollers: facts and challenges**, which was then debated in four spheres: territory, society, economic development and culture and education. In each of these, in order to open the debate, there

was a short intervention by people who, through their representativity, experience or knowledge, could contribute perspectives or reflections of interest. This was followed by the floor being opened up to all those attending. Finally, in a last plenary session, the first conclusions were presented. Once the exhaustive analysis of the questionnaires filled out by those attending and of interventions during the conference had taken place, a results report was written and sent to all those who had attended and was made available to all city residents through the Strategic Plan website.

The Strategic Plan website also opened up an **ideas bank** where any citizen could submit proposals and consult all the ideas and proposals that other people sent to the Strategic Plan. Ideas could also be voted for to help find out which had the best public acceptance. The ideas bank collected some two hundred proposals which included those formulated at the First Strategic Conference and also those sent by baccalaureate pupils at the Escola Pia, IES Celestí Bellera and IES Antoni Cumella schools, who took part in a pilot experience to bring the Strategic Plan closer to this sector of younger citizens and find out their opinion on the future challenges for the city. All the ideas contributed constituted material for analysis in the process of drafting the Strategic Plan.

In February 2009 **four working committees** were formed with twenty people in each. They were in charge of producing a first Strategic Plan document, defining the strategic projects and lines based on the diagnosis of the state of the city and the proposals that had emerged from the Strategic Plan participative process. They based these on the results of the First Strategic Conference and for that reason they were organised in line with the tables of the first conference: territory (urban development, infrastructures and environment), economic development, society and education and culture

These committees were formed by representatives of organisations or groups from the city, technicians and professionals linked to the sphere or sector, municipal technicians and representatives from the conurbation municipalities. To

ensure the structuring of the Strategic Plan with the municipal public administration, the committees were helped by the presence of technicians from Granollers City Council and the coordination of each committee was entrusted to the municipal division chief (member of the Strategic Plan Municipal Executive Committee). In order to gather contributions from the three municipalities of the conurbation, the committees had representatives from the municipalities of Canovelles, Les Franqueses and La Roca del Vallès, delegated by the mayor of each of these municipalities. These committees held a total of 16 meetings between the months of March and May 2009, with prior processing of documentation and the drafting of conclusions following each meeting, with the aim of producing the first Strategic Plan proposals document.

The title of this first proposals document was **Objectives, strategies and projects** and it identified 4 general objectives that pointed towards which direction the city would need to take, 16 strategies and 40 projects. These strategies and projects were debated in a process of citizens' participation that culminated with the **Second Strategic Conference**, which took place at the Granollers Cultural Centre on 14 November 2009. In the preceding months there were presentations of the document and work meetings with different civil organisations and groups, political formations, city civic centres, former mayors and councillors from Granollers City Council, the town councils of Canovelles, Les Franqueses del Vallès and La Roca del Vallès, and contributions were also collected via the Strategic Plan website.

In parallel, during the months of September and October a series of lectures was held titled **Views of the future of Granollers**, conceived as a counterpoint to the work meetings being used to debate proposals regarding the future of the city. In the process of participative drafting of the Strategic Plan, there was a desire to incorporate the vision of people from outside the city who were experts in the issues being debated. Those who intervened were: Josep M. Pascual (coordinator of the America-Europe Association of Regions and Cities) on "Territory management: democratic governance";

Joan Subirats (Chair Professor of Politics at the UAB) on "A city for everyone. Urban strategies and policies for inclusion"; Joan Trullén (director of the Institute of Regional and Metropolitan Studies of Barcelona) on "The knowledge economy and new industry", and Eulàlia Bosch (teacher of Philosophy) on "The educational capacity of the city". All of them had received beforehand the first proposals document for the Strategic Plan and were able to contribute their reflection to it.

With the contributions received, a second proposals document was produced titled **Strategic objectives, vectors and projects** which was presented at the Second Strategic Conference. This new work session enjoyed the participation of some 150 people who debated the document around five tables, one for each of the vectors: 1. Public space and territory governance; 2. Commerce and industry; 3/ Health and sport; 4. Social cohesion and civic commitment, and 5. Training and culture. Those attending gave opinions on the city's projects for the future and over 200 questionnaires on prioritisation were collected. Once analysed, together with all the interventions at the conference, a report was produced with results which was sent to all participants and also published on the Strategic Plan website for its consultation. The questionnaires were also available on the Strategic Plan website in order to receive new opinions.

In the final phase of drafting the Strategic Plan the aim was to extend the public participation process which began in 2008 and achieve the maximum consensus before its final approval. During February and March 2010 the sectorial working committees met again to examine and discuss the new proposals document after the input from the Second Strategic Conference. In parallel, meetings were resumed with various organizations and groups in the city, as well as working meetings at Granollers City Council (with councillors, with the council of former mayors and municipal spokespersons as well as technicians and staff from the City Council) and the town councils of Canovelles, Les Franqueses del Vallès and La Roca del Vallès.

The Ascension Fair was also used to disseminate the values and projects envi-

saged in the Strategic Plan: the municipal stand imagined Granollers as a city of the future, based on values such as creativity, knowledge, competitiveness, social and territorial cohesion, sustainability, civic commitment and democratic governance. These referential ideas were transmitted in a friendly and amenable way, drawing an image of what the city would be like in 2025, when all the proposals that the citizens had put forward in the Strategic Plan participation process had materialised. As if it were a game, visitors could photograph themselves in this imagined city and take a diptych home with the photograph and the projects and action programmes envisaged in the Strategic Plan.

From December 2009 and during the entire first half of 2010, the **Granollers Children's Council** was also working on the Strategic Plan. The Children's Council is a participation group formed by children from different schools in Granollers who are in 5th and 6th grade primary school and who meet once a month to talk about the city. Its aim is for the children to be heard in city affairs and to allow them to present proposals and suggestions for actions. After a first introductory session on the Strategic Plan, on 20 January 2010 the Children's Council met with the Plan's director and the children put forward issues that they considered most important for the city's future: education, coexistence and urban space. These three spheres focused their reflections during the following months and, as a result of their work at successive meetings and debate at the school centres, they produced the **Document of proposals from the Children's Council for the Granollers 2nd Strategic Plan**, which was presented to the Strategic Plan's Steering Committee on 27 May and later, on 18 June, at a public audience, to the mayor of the city at the Granollers City Council Chambers.

With the aim of incorporating new opinions and sensitivities, during the month of March 2010 two surveys were carried out, using different but complementary methodologies. The first was treated as a tool for participation in the process of drafting the Strategic Plan, with the idea of collecting the maximum number of opinions in a voluntary way. The survey **How do you want the Granollers**

of the future to be? was sent to all households in Granollers through the Granollers Informa newsletter and was collected at urns situated at municipal facilities and at collaborating bakeries. At the same time, the survey could be answered online via the Strategic Plan website. The survey form was designed to receive new opinions on the Strategic Plan, as well as the evaluation that citizens made of the entire process. With the aim of obtaining opinions from young people, who had not used other spaces for communicating their input to the Strategic Plan, the survey was sent to baccalaureate education centres in Granollers. A total of 372 students answered the survey and a total of 813 completed surveys were collected, 450 in printed format and 363 online.

The second survey was carried out with a sample of 400 Granollers adult citizens, selected according to their neighbourhood of residence, age and sex, with in-person interviews at home. With this methodology the aim was to record the opinion of the entire group of citizens regarding the Strategic Plan and to find out the opinion of the "silent majority of Granollers residents", all those who through their own initiative would not normally participate in a process like the drafting of the Strategic Plan. Since the year 2005, Barcelona Provincial Council's Assessment and Quality Service has carried out a survey each year regarding the state of satisfaction of citizens, which on this occasion included a specific block of questions dedicated to the 2nd Strategic Plan.

Both surveys led to a very positive assessment of the Strategic Plan scheme. According to the survey carried out by Barcelona Provincial Council, the drawing up of the Strategic Plan was considered very important (34%) or quite important (56%). This percentage contrasted with the knowledge that citizens had of the 2nd Granollers Strategic Plan, which was limited to 16% of those interviewed. In the second survey, which was conceived as a tool for voluntary participation, knowledge of the 2nd Strategic Plan increased to 40%. Some 44% of participants considered it very important and 40% quite important, with only 3% considering it not very important and 2% not important at all. According to the results



of the two surveys, which were presented to the Strategic Plan Steering Committee on 27 May and later to the media at a press conference, the projects included in the Strategic Plan had a great citizens' consensus, with quite evenly distributed responses when it came to prioritising them.

With this important citizens' consensus, probably attributable to the participative way in which it had been drawn up, the main Strategic Plan document was approved by the Steering Committee on 1 June 2010. With the title **The city we want. Proposals document regarding the city model**, it aims to be the reference framework for the actions of different economic, social and institutional agents of the city during the coming years. It consists of the vision or model of the city towards which we propose heading, identifies the main routes or strategies for reaching it, as well as the major projects or programmes of action that it is necessary to carry out, a total of 47. On 29 June, the document was also taken to be debated at the Municipal Meeting and was approved by all Granollers City Council councillors, with the exception of two representatives from Esquerra Republicana de Catalunya, who abstained.

Once the Strategic Plan reference document was approved, it was agreed to immediately start work towards its implementation, with the prioritisation of those projects initially promoted and process monitoring and evaluation systems, which measure the degree of realisation of the projects and the adaptation of the evolution of Granollers, with respect to the city model defined in the Plan.

With this objective, preparation of the **Document of first action commitments** began. Prioritisation of projects was decided based on the considerations of the members of the Steering Committee (expressed in questionnaires) and also the opinions regarding the projects manifested by citizens in these two surveys carried out in March 2010.

For each of the prioritised projects, a standardised form was produced covering the main lines of development, The production of this form, which specifies in a little more detail the orientations of each

project and the work plan for developing it, gave rise to another participatory process. This involved setting up a drafting committee for each project, composed of municipal technical experts and citizens with specific knowledge relevant to the sphere of the project (from six to eight people), led by a coordinator, in such a way that the work was carried out with the participation of some seventy people who were able to make contributions and proposals to define the lines of action of each of the projects.

The **Document of first action commitments** includes the forms of those projects to be promoted initially, and it is, therefore, another document of collective production. With this document, the committees for promoting and monitoring the projects will have a starting point to begin the execution phase of the Strategic Plan.

1. JOSEP M. PASCUAL (2007): *L'estratègia territorial com a inici de la governança democràtica. Els plans estratègics de segona generació*, Barcelona, Diputació de Barcelona, col·lecció Documents de Treball, serie Desenvolupament Econòmic.

2. JOSEP M. PASCUAL (2008): "Innovació en els governs locals: la governança democràtica", *Revista de la Diputació de Barcelona*, 151, p. 31.

3. KEPA KORTA (2007): *La prospectiva territorial. Los observatorios de desarrollo económico local: una herramienta al servicio de la toma de decisiones*

The 2nd Granollers Strategic Plan as a promoter of democratic governance

SUMMARY The crisis has highlighted the fact that local governments cannot act alone in their areas. To face any economic, social, technological or cultural challenges of the city, there must be collaboration between the public and private sectors and a greater active commitment of all citizens to creating the city is essential. It is vital that democratic governance be used as a way of managing complexity based on the efficient management of social interdependencies and social interactions. Local governments must fully exercise their role as democratic representatives in order to build general interest based on the legitimate interests of all the actors and sectors present and to articulate strategies, programmes and projects by sharing knowledge and challenges, as well as resources and action commitments. The 2nd Granollers Strategic Plan is the first second-generation plan to be drafted in Catalonia and this requirement for a new focus for management and good governance of the city has been front and centre, as has the need to strengthen the capacity of the citizens to act in order to carry out the shared objectives. This article reflects on the contribution of the strategic plan to the implementation of democratic governance and analyses its design process and the importance that has been placed on relations management. At the same time, it highlights the importance of providing the processes established in the execution phase of the strategic plan with continuity and proposes other dimensions for developing democratic governance in Granollers.

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The 2nd Granollers Strategic Plan was the first second-generation strategic plan to be produced in Catalonia. Second-generation strategic plans aim towards the general progress of the city, identifying shared criteria for action and key projects, within the framework of a process of improvement of the organisation and action of the city that promotes a new way of governing territories which has been termed democratic governance.

1. THE DEMAND FOR A NEW FOCUS FOR THE MANAGEMENT AND GOOD GOVERNANCE OF CITIES

The recession has demonstrated with great clarity what many already saw clearly a long time ago: that local governments can not act alone in the city. Any economic, social, technological and cultural challenge to the city must involve collaboration between public and private sectors, and a greater active commitment from all citizens in the task of building the city is essential.

The city is a collective construction, the result of what we all do. We build it in an

asymmetrical way: there are some institutions and organizations with greater powers, resources and ability to influence than others according to the challenge we are facing. However, and this is important to know, the comparative analysis and the development of cities shows with great clarity that their progress is directly related to the involvement and commitment of its main agents and the overall group of citizens².

Today in Catalonia, as in the rest of Spain and the European Union, it is still believed that the main function of local government is to produce and manage services and facilities. And the majority of governments adopt as a management model what has been called managerialism, which has two essential characteristics:

- The City Council is considered fundamentally a generator of services that aims to imitate commercial enterprise in the production and management of services.
- The citizen is considered above all as a client or user of services financed by public funds, as happens with commercial enterprises.

This approach to government action, even though it may have had its rationality in times gone by, poses major difficulties today. These prominently include:

- It generates passive citizenship. Citizen participation is reduced to demanding goods and services from the Administration as well as making and expressing complaints and claims and also recommendations.
- It causes delegitimation and major financial deficits in local governments. City councils with own or leased resources cannot cope nor even effectively influence the growing number of economic, social and infrastructure needs that are involved in the so-called network city or knowledge city, which furthermore brings a significant economic and financial deficit. To the contrary, if councils only focus on their obligatory duties they end up totally delegitimised as they make no impact on the important challenges of their city³.
- It confuses the public municipal institution with an organisation with private aims. The task of ensuring an institutional framework so that the organisations of civil society and the use



of public assets can function properly, ends up corrupted due to fundamentally pursuing objectives foreign to the public function and the role of public servants – such as productivity in the management of services – which produces disenchantment of the staff involved as well as their delegitimation as citizens.

- It disorients citizen participation. This is understood fundamentally as the channelling of citizens' demands and protests regarding municipal policies, and never as a space for strengthening civic commitment to the city.
- It reduces the role of elected politicians as representatives and managers of the interests of the polis (city) to that of mere managers of publicly funded services. It confuses the politician with a manager or subordinates the elected politician to the management.
- It hinders multi-level governance with other administrations and intermunicipal management with nearby town councils. As it focuses political and management success on the aim of producing services for citizens in the municipal district, rather than satisfying its challenges, a competition is produced that adds up to o (if one wins the other loses) between the other administrations and town councils.

Managerialism is increasingly inadequate to respond to the new challenges of local governments that increasingly need to agree with the different agents the actions to be implemented in the city and involve citizens in responding to the challenges.

2. DEMOCRATIC GOVERNANCE: A NEW MODEL FOR GOVERNING THE CITY

Democratic governance is a new model for governing cities that is characterised by:

- It considers – and this is evident yet very often overlooked – that there is no challenge or problem whose tackling depends on the action of a single agent, but rather it depends on a plurality of agents and sectors of citizenry.

- The government, rather than a producer or funder of goods and services, appears as a promoter and organiser of networks to move from inter-dependencies to collaboration between agents and sectors of citizenry in order to achieve common and complementary objectives by developing specific projects and actions.
- It strengthens the values of what is public and generates a specific institutional framework so that the organisations of the city and local markets function regularly with objectivity and efficiency. It situates public servants in the creation and management of this institutional framework which generates economic and social development.
- It establishes shared strategies and develops networked projects. Efficiency in governance is, above all, articulating the public funds in agreements and commitments to action between the agents involved. In other words, that the set of funds and resources of a territory are included in a shared strategy or programmes, led by the democratic government and produced based on the identification of the challenges and needs of the different citizen sectors involved.
- It involves citizens in order to tackle social challenges. Good governance needs active citizens committed to the public good, in other words, that of all men and women. For this reason it is necessary to have access to channels of citizen participation and duty, because territory is a collective construction. Citizen participation is understood as the implication of citizens in overcoming the challenges that are posed before a society, and that has two implications of major importance: it generates a greater force for social transformation and has an impact on qualifying the quality of political representation of those who are capable of generating spaces for meeting, deliberation and collaboration by citizens.

- The strengthening of civic values. A society's progress and innovation capacity depend on the density and diversity of the interactions among the entire population. Values such as respect, coexistence, trust, solidarity and collaboration

are essential for constructing a society for all. Democratic governance is an option for civic and democratic values.

- The reassessment of democratic politics and of the role of the representative government. Governance represents a change in the government's role in relation to society. The government does not appear simply as the supplier of resources or services, but fundamentally as representative of the territory, of its needs and challenges. The government does not only have powers, but also duties. It is duty-bound by everything that concerns citizens and for that reason it assumes a backbone role in the territory's capacity for organisation and action and in relations between the different levels of government.
- The shared construction and strengthening of the general interest. In governance, the general interest is not attributed to a specific social group nor to public servants or the political class. The general interest is a collective construction that has to be led by elected politicians as representatives of the citizens, based on the legitimate needs and interests of all citizen sectors. Democratic governance means a specific governing action to ensure that all needs and challenges of citizens are present during the deliberation as well as the implementation of policies, and very especially, the needs and challenges of the most vulnerable sectors.
- Transparency and accountability are other essential conditions for democratic governance. Without them it will be difficult for the government of a territory to be able to organise the different agents into a common action with the support and involvement of citizens.

3. THE EMERGENCE OF DEMOCRATIC GOVERNANCE

The fact that democratic governance is an emerging mode of governing cities is related directly not only with the crisis of managerialism but also with:

- The stagnation of public spending before the new challenges of sustainable economic and technological develop-

ment which involves the necessary deployment of the network city or knowledge city.

- The growing social complexity of the population and of its needs, given the greater generational diversity, the different geographical and cultural origins, the emergence of different family and household structures, the existence of different itineraries for socialisation, the importance presence of processes of social and territorial segmentation and the development of processes of social individualisation.
- The growing vulnerability/risk of the population, in other words, the greater probability of disconnection, rupture or blockage from participating at levels that are considered socially suitable, in one or more of the social spheres established as basic: employment, income, health, education, housing and family and social bonds.
- Inequality acquires a polyhedral form. In addition to traditional inequality, measured in terms of income and access to services, new forms of social inequality are emerging such as access to the educational and cultural capital and to the social bonds that generate social capital.
- The greater distribution of knowledge and training of citizens. The information and knowledge society means, among other things, that the population is acquiring more knowledge, training and know-how in the development of policies, therefore the knowledge of all things public is no longer exclusive to the Administration and is increasingly distributed to a wider social fabric.

All this leads us to the conclusion that the traditional forms of governing have problems adapting to current reality due to the fact that:

- It is not possible to respond only with public resources to the new social and healthcare challenges, it is important to involve all agents and make citizens responsible for their own challenges. Articulating public and private resources and social initiatives in networks.

- The distribution of knowledge and social legitimacy make a hierarchical and top-down way of exercising authority or defining the general interest unfeasible.

- Citizens cannot be considered simply as passive, i.e., as clients or users.

It is necessary to exercise democratic governance as a way of managing complexity from the efficient management of social interactions and interdependencies, and in which those elected, the politicians, exercise in depth their role as democratic representatives to construct the general interest based on the legitimate interests of all the agents and sectors present, and on articulating strategies, programmes and projects by sharing knowledge and challenges, but also resources and commitments to action.

Democratic governance, by the type of management that characterizes it – relational or network management – contributes decisively to the economic and social development of the city, strengthening what is called its capacity for organisation and action, i.e., the ability to act jointly in order to achieve shared objectives.

Infrastructures are important for economic development, but they are not strictly necessary and they are absolutely not sufficient. Development depends fundamentally on the capacity to highlight the resources of a territory and especially on knowing how to articulate the human potential and physical capital towards broadly shared progress objectives and aims. While there is an adequate organisational capacity, it is possible to identify the physical capital projects suitable for improving their competence and the generation of value.

4. THE 2ND GRANOLLERS STRATEGIC PLAN AND ITS CONTRIBUTION TOWARDS THE IMPROVEMENT OF DEMOCRATIC GOVERNANCE

Granollers City Council decided to clearly focus the 2nd Strategic Plan as a strengthener of a process of deployment of democratic governance in the city,

for this reason it developed second-generation strategic planning methodologies. The 2nd Plan contributes to the deployment of democratic governance through:

- The establishment of a strategy shared between the main agents and citizenry sectors that serves as a reference framework both for the actions of each and every one of the participants and especially of those who form part of the steering council of the 2nd Plan.
- The identification of the structuring projects or driving forces that, in the majority, require action agreed or networked between different agents.
- Incorporation into the strategy drawn up of the challenges and main demands of the citizenry through systems of participation established at different levels: strategic conferences, meetings and sectorial and neighbourhood working groups, a representative survey in the city, the deployment of questionnaires at the busiest public spots and spaces, etc. In other words, the strategy for Granollers has been drawn up taking into account the results of the different consultation processes. One would hope, therefore, for widespread citizens' support for the Granollers strategy.
- An entire process of citizen participation has begun in which the objective is not the plans or programmes financed with municipal funds, but the entirety of the city, and therefore projects that also require the commitment of citizens.
- On an internal City Council level, a space has been consolidated for transversal work with the participation of all the department directors to share analyses on the city and establish objectives and joint-action projects that develop the 2nd Plan.
- The bases have been set for the coordination of structuring strategies and projects between the town councils of the Granollers conurbation by creating an intermunicipal coordination table of a horizontal type.
- A public and private space for interaction, the Plan's Steering Committee,



has been promoted, favouring the generation of trust and collaboration between the city's main organisations.

The contribution of the 2nd Strategic Plan drafting process to the democratic governance of Granollers has been notable, but it can still be further reaffirmed when the phase of its promotion and monitoring is begun, since apart from providing continuity to the processes established, it envisages:

- The generation of networks between the most inter-dependent agents and sectors in different themes, to articulate synergies between them and promote the main structuring projects.
- The evaluation and permanent reprogramming of the shared strategy based on both project implementation indicators and the comparative evolution of Granollers on the basis of the city model identified in the 2nd Plan.
- The establishment of greater articulation with the policies of the Barcelona Metropolitan Region, based on the identification of issues and projects of common interest identified in the different strategic and territorial plans of the different municipalities.

5. OTHER DIMENSIONS FOR DEVELOPING DEMOCRATIC GOVERNANCE IN GRANOLLERS

One of the structuring projects of the Plan is the development of relationship management, an essential pillar of democratic governance, by the City Council. In effect, apart from the important contribution that the 2nd Plan is making – and will make – to the deployment of democratic governance and the improvement of the capacity for organisation and action, it would be important for the City Council to implement other interventions complementary to and synergic with the 2nd Plan, which would serve to complete the model of relational government in the city. Among the complementary interventions, some of which have already been started, we would highlight:

- Based on the 2nd Plan, which acts as a general and referential framework for

all the sectorial policies of the city, it would be a good idea for the different divisions to deploy their sectorial strategy, with a methodology similar to that of the 2nd Plan, to achieve advances in democratic governance in their specific spheres of action and thus ensure that relationship management encompasses all dimensions of the city.

- Orienting the entire process of citizens' participation in the city with the aim of strengthening citizens' involvement and the active civic commitment of the city's residents.
- Giving educational intentionality to everything that is done in the city, in such a way that any municipal project transmits an enterprise culture and one of citizen's commitment to everything public. Articulating all the municipal communication to seek citizens' complicity in building the city.
- Designing the City Council's model of institutional intervention and its deployment in the city, with the participation of public servants in order to strengthen the values of all things public, to give greater social meaning to the work of public servants and improve relations between the City Council and citizens.
- Reordering the production of services financed with public funds in line with the relationship management of the city's programmes and projects. This will require technical and personal training of all senior management, middle management and programming staff in these kinds of management and in network leadership.

The city of Granollers has initiated a strategy which, if it is continued and reinforced, will become a reference point not only for the cities of Catalonia, but also for the entire group of medium-sized Mediterranean cities.

1. AERYC, America-Europe Association of Regions and Cities, is an international movement of professionals who analyse and innovate in territorial governance methodologies and techniques.)

2. See for example, CIPOLLA, C (coord.) *La decadencia económica de los imperios* (Madrid, ed. Alianza, 1989) and PASCUAL ESTEVE, JM and TARRAGONA GORGORIO, M *Estrategia territorial y gobierno relational* (Seville, Junta de Andalucía, 2010).

3. In Spain, local administration has very categorical obligatory competencies for which it receives financing from public funds. In contrast, it can develop almost any type of voluntary competency providing that it finances it itself.

The 2nd Granollers Strategic Plan: an exercise in collective intelligence

SUMMARY This article provides an outside view of the experience of the 2nd Granollers Strategic Plan, in the context of four basic questions: Why have we drawn up a strategic plan? What is a strategic plan? How is a strategic plan drawn up? What can we expect from a strategic plan? Granollers has not prepared a strategic plan either on a whim or because it is fashionable. It has done so because it needs to anticipate the future and prepare for it. Granollers City Council has done so, in fact, because it is its obligation as the entity responsible for the community, its development and its welfare. A strategic plan is a commitment, it defines one future scenario and rules out others, it opts for a city model and, therefore, prioritizes that which, given the circumstances and the context of a specific city, is deemed to be most appropriate. In the case of Granollers, the strategic plan does this through a radical phrase: "Granollers, educational city". In Granollers, a commitment has been made to a highly relevant aspect of the future, which is the knowledge society ("educational city") and a project consistent with this vision has been developed ("public space – innovation – social capital – creativity"). A strategic plan is a shared project, the success of which depends more on the fact that it is jointly prepared than on any other technical attribute. The bottom-up philosophy is essential and has been present throughout the process of drafting the 2nd Granollers Strategic Plan. Indeed, participation has been one of the main pillars of the plan. A strategic plan is a kind of collective conspiracy, the recognition that strength lies in the sum of forces, a way of accepting that only by working together can we face the future with a chance of success. This was the intention of the 2nd Granollers Strategic Plan and this is where its strength lies.

This document does not aim to explain in detail the 2nd Granollers Strategic Plan nor analyse it scientifically. The aim is, in contrast, a very much more simple one: to offer an external view of the experience, presenting a panoramic view of the Plan and underlining those aspects that have most caught my attention. Often the observer's distance can help to understand an experience, removing all the leaves and the grass that skew the view of those people more closely involved. That is what this contribution intends to do. And to achieve this, I have organised this document based on four basic pillars. These are the four questions that, I understand, anyone interested in the Strategic Plan would ask themselves:

- Why have we drawn up a strategic plan?
- What is a strategic plan?
- How is a strategic plan drawn up?
- What can we expect from a strategic plan?

In the following pages we will try, in a brief and comprehensive way, to tackle

each of these questions and, at the same time, to do so with specific reference to the 2nd Granollers Strategic Plan.

1. THE REASON FOR STRATEGIC PLANNING

Strategic planning is interpreted as a way of thinking about the future and forecasting the way of getting there. Unlike traditional rational planning, which is ordered and systematic, strategic approaches respond to the complexity and uncertainty that characterise the world today and demand an open and flexible way of planning. Based on this idea, the 1980s – initially in the business sector – saw a proliferation of strategic planning initiatives. In that first phase the new focus was justified as a way of tackling the "turbulence" of an increasingly dynamic, uncertain and volatile environment. In contrast with the security offered by a stable context, strategic planning meant an attempt to tackle an increasingly uncertain future, to anticipate it and take the measures

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necessary to pro-actively build it. Strategic planning not only looks at the future, it also wants to model it.

Granollers, like all the towns and cities in the country, is today facing a context of growing uncertainty. The deep social transformation we have experienced, the question marks hanging over the municipality's employment and economic future, as well as the loss of cultural and political references, have converted the future into an unknown and often threatening scenario. This circumstance alone, easily understood, justifies the commitment to strategic planning. Granollers has not opted for a strategic plan based on a fashion or a whim. It has done so because it needs to anticipate and prepare the future. Granollers City Council does this, in fact, because it is its obligation as the main body responsible for the community, its development and its welfare.

The document **Granollers: Facts and Challenges**, which was the subject of public deliberation during the first



Strategic Conference held on 15 November 2008, contains this reflection on the city's future: on its situation in the present (facts) and its alternatives for the future (challenges). It is not my role to evaluate the contents of this collective reflection, nor to make any pronouncement regarding to what point the diagnosis made is sound or whether the challenges for the future have been correctly identified. What I would like to highlight, in contrast, is that this is an indispensable exercise for any city in the 21st century. In other words, Granollers is producing a strategic plan and, in my understanding, it is doing so because it has no alternative; because if it truly is concerned about the welfare and development of its community all it can do is evaluate its current situation, think about the future and prepare itself to arrive there in the best conditions.

2. BUT, WHAT IS A STRATEGIC PLAN?

A strategic plan is a radical and articulated statement that defines both a future scenario and the lines of work for achieving it. Radical because it is not a letter to Santa Claus containing all the expectations that would situate us in the best of worlds. A strategic plan is a bet, it defines a future scenario and rules out others, opting for a certain city model and, therefore, prioritising what, given the circumstances and context of a determined city, is considered most suitable. The radical part of a strategic plan refers in practice to its cornerstone: its vision. The vision represents what we could term the basic values that inspire its commitment to the future. Values and a vision that are swiftly converted into an articulated statement; in other words, into a set of working lines designed in a coherent way and with the aim of organising the actions that should lead us to achieve the mission identified previously.

In the case of Granollers the Strategic Plan defines a synthetic vision of the city's future through a radical statement: "Granollers, educational city". Furthermore it complements this vision with four general objectives, conforming what we called an articulated statement:

1. Turn the city into a quality urban space
2. Make innovation and human capital the basis of development
3. Grow the social capital of the city through diversity
4. Strengthen and implement the creative potential of the people

Often, strategic plans do not comply with the definition of being a "radical and articulated statement" and, then, they become a simple list of desires and good intentions. This is not, in my opinion, the case of the 2nd Granollers Strategic Plan. In Granollers a commitment has been made to such an important aspect of the future as the knowledge society ("educational city") and, simultaneously, a project has been articulated in line with this vision ("public space – innovation – social capital – creativity"). The success of the Granollers approach lies in having been capable of orienting the drafting of the Plan through the response to three basic questions:

- Where are we? Document 1: **Granollers: facts and challenges** (The City We Have).
- Where would we like to be? Document 2: **The City We Want. Proposals document regarding the city model.**
- How will we get there? Document 3: **Document of first action commitments.**

With this sequence of three documents, the Granollers Strategic Plan shows all its strength. Following the sequence planned it begins with a diagnosis, continues with a dream and ends up with a commitment to action. These are the basic ingredients of a strategic plan. They are, in reality, the conditions necessary but not sufficient for its development. A strategic plan is a commitment to the future; but, above all, it is a commitment to a collective future. This is the second condition – this time sufficient – that it has to fulfil. The City Council can promote the Strategic Plan, but it has to be the Plan for the entire city. It is the different social, economic, political and cultural agents that have to commit themselves as much to the future that they want as to the strategies for achieving it. A strategic plan, in short, is a form of thinking about and tackling the future, but only when this involves everyone. In this sense, we would like to highlight how

the 2nd Granollers Strategic Plan takes on board this idea, as included in the first lines of the document that has been approved:

"The city is a collective construction built by all its citizens. Granollers is the result of inter-dependencies and interactions between different sectors of citizenry acting within a specific environment. To successfully tackle all the challenges lying before it, and progress further, we need to identify these together, reach agreement regarding where we want to go and equip ourselves with strategies, programmes and projects to bring them to fruition, through the cooperation of the agents involved and counting on maximum participation and civic commitment from everyone towards building the city."

A strategic plan is, therefore, a kind of collective consortium, a recognition that there is strength in numbers, a way of accepting that only by sticking together can we tackle the future with chances of success. That was the aim with the 2nd Granollers Strategic Plan and that is where its strength lies.

3. THE "HOW" OF A STRATEGIC PLAN

There are varying methods for producing a strategic plan, although each always contemplates two basic phases: the diagnosis phase and the proposal phase. The diagnosis involves answering the question about where we are, while the proposal phase involves considering where we want to be and how we can get there.

The diagnosis is crucial for realistic knowledge of the starting position, and, therefore, for constructing a project on solid, realistic bases. The diagnosis must be accurate and sound, but need not be very detailed nor technically highly sophisticated. Given that a strategic plan is a shared project, it is necessary for the diagnosis to be comprehensible and agreed between all parties. Some strategic plans convert the diagnosis phase into a prolonged exercise of data gathering, statistics production and writing up of technical reports. Even

when these may be very interesting and impeccably executed, they are not what a strategic plan needs. We need a shared starting point, easily understood and as precise as possible, not a long and sophisticated report that many people would not understand and the majority would never read.

In this sense, in Granollers, intelligent use has been made of two elements that have contributed towards producing a fast, shared, comprehensible and probably very accurate diagnosis. Firstly, use has been made of the work already carried out some years before during the drawing up of the 1st Strategic Plan. Instead of repeating studies and duplicating efforts, the work done has been exploited to the full. Secondly, a very important role has been played by the Municipal Executive Committee, a working group in which the heads of different municipal departments participated and where, from a privileged position, they have put their knowledge at the service of an evaluation of the reality and context of the city of Granollers. Solid bases, therefore, existed in terms of knowledge of the city, which was made use of to culminate this first phase of diagnosis with speed and clarity of ideas.

As for the proposals phase, the most important thing, again, is that these have been constructed collectively and shared sufficiently among the community's diverse agents. Only thus can we hope for effective development of them that benefits from everyone's collaboration and involvement. A strategic plan, as we have already mentioned, is a shared project, and its success depends more on the joint efforts involved in drawing it up than any other technical attribute. Bottom-up logic is essential, and, at least from my perspective, has been very much present in the drawing up of the 2nd Granollers Strategic Plan. In fact, participation has been one of this Plan's mainstays, leading to numerous initiatives linked to four levels of participation:

1. Firstly, the participation of the whole group of men and women citizens, as well as of their organisations, has been intense. The Strategic Plan has generated numerous spaces and moments for struc-

turing this participation of civil society and that has allowed everyone interested in it to express their opinions, their voices, in the process of drawing up the Plan. Without entering into any detailed explanation, I would like to highlight some of the spaces and mechanisms for participation that have been made available to citizens and their representatives:

- Steering Committee (very plural)
- Strategic conferences
- Ideas bank
- Questionnaires and surveys
- Sectorial work commissions: territory, economic development, society, education and culture

2. Secondly, the Strategic Plan has also encouraged internal participation, of the municipal organisation itself and the different people who form part of it. This is a very important aspect – and one often forgotten in many strategic plans – as the organisations and staff working in them have amassed a large quantity of knowledge that tends to be underestimated. In Granollers, the 2nd Strategic Plan has tried to make use of this knowledge and incorporate it into both diagnosis and proposals alike, while generating greater complicity within the municipal organisation. In the measure that it has been questioned and listened to, the organisation can feel the strategic initiative to be something that is its own and, thus, make a positive contribution to its development and success. To materialise this internal participation, the Granollers Strategic Plan has promoted different spaces for meeting and discussion, such as:

- Participation of the municipal technical team itself (Promoter Group)
- The Municipal Executive Committee (Promoter Group extended with the heads of the different municipal areas)
- Information meetings with municipal staff.

3. A third and highly innovative element makes reference to the participation of other municipalities from the metropolitan conurbation. The interrelations between neighbouring municipalities are evidence of this, as is the fact that their future scenarios are linked to each other. The visions of the future of a municipality's strategic plan are, therefo-

re, conditioning and being conditioned by others that are envisaged in neighbouring municipalities. In Granollers this obvious fact has been recognised and the municipalities of Canovelles, Les Franqueses del Vallès and La Roca del Vallès have been invited to an Intermunicipal Council that has held meetings with the mayors of the four municipalities and others with municipal technicians, where they have been informed and able to intervene in the definition of the 2nd Granollers Strategic Plan.

4. Finally, also in an innovative way, an attempt has been made to make use of the knowledge and experience accumulated by the different protagonists of the municipality's democratic history. Thus a Council has been created made up of former mayors and municipal spokespersons who, as in the previous case, have been informed about the process and have enjoyed a space from which to offer their experience of and knowledge about the city. Also, as important or even more so, is an initiative that has allowed complicity to be joined, making the Strategic Plan increasingly a product of the city and all of its sensitivities. A strategic plan cannot be just a government's Plan, it has to be the entire community's.

This vague outline illustrates the commitment to broad participation, the desire of the project's promoters to invite everyone to help devise the Strategic Plan. This is not just stating the obvious because, even though a theoretical trait of strategic plans, when we move to reality it turns out that strategic plans in practice do not always enjoy such intense and open participation. In fact, observing the Plan from outside and with access to certain comparative information, there are diverse aspects that I would like to highlight and underline. Firstly, as I have commented, the 2nd Granollers Strategic Plan represents a real commitment to participation, to devising a plan that belongs to everyone. Also, within this participation, I would underline the intention to make it reach the very interior of the organisation. At times when everyone is criticising and complaining about the administration, launching a message of confidence in its knowledge and its contributions seems to me to be an intelligent initiative. I have also been



positively surprised by the complexity of what we could call the participation strategy, opening different spaces and formed by citizens and, above all, thinking also about contributions from other municipalities and the democratic history of Granollers. Finally, although it would deserve a greater explanation, I would also like to underline the effort made – especially via the website – to guarantee access to information, transparency and traceability of everything that has been carried out.

4. AND IN SUMMARY, WHAT CAN WE EXPECT OF IT?

This is not the time to enter into the details of the policies and the actions that will be deployed based on the Strategic Plan. Beyond these outlines, however, from a strategic plan we should expect orientation, guidance and a space for collaboration that generates commitments and synergies. This is a case of results that are certainly intangible, but of great value and impact on the more everyday functioning of the whole city. The fact that the 2nd Granollers Strategic Plan has dedicated major efforts to the relational and participative aspects would anticipate, in my opinion, that these objectives can be achieved successfully.

In contrast with other kinds of planning of an operative nature, which aim to improve the efficiency and efficacy of municipal actions, a strategic plan ought to generate intelligence. We do not usually use this word when we discuss issues linked to public management, but I consider that, at the present time, it is an essential concept. Before the challenges of a growing, complex and diverse society, it is evident that it is necessary to work well but, above all, it is necessary for us to think adequately. We need to be sufficiently intelligent in order, in government and public administration, to make the best decisions possible. That is what I would ask of a strategic plan and what I would expect from the 2nd Granollers Strategic Plan. Some may find it too little, too intangible; in my opinion it is immense, and has great potential.

The City We Want

PROPOSALS DOCUMENT REGARDING THE CITY MODEL

The city is a collective construction built by all citizens. Granollers is the result of the interdependencies and the interactions between the different sectors of the public that act in a specific environment. In order to successfully meet all the challenges facing it and to allow it to go further, we must identify them in a shared way, agree on where we want to go and provide ourselves with strategies, programmes and projects in order to deal with them, by means of the cooperation of the actors involved and with the maximum civic participation and commitment of everyone in creating the city.

The aim of the 2nd Granollers Strategic Plan is to identify these challenges and develop a shared strategy with the economic, social and institutional actors and the main sectors of the citizens of Granollers.

The strategic plan consists of four dimensions:

- Strategic contents.
- Public and private cooperation, cooperation between institutions and citizen collaboration to develop strategies, programmes and projects.
- Citizen participation to allow the plan to meet the needs and expectations of the public and to develop their civic responsibility and commitment in building the city.
- Communication of the plan to our city, the conurbation and beyond.

The process of defining the contents is based on **three documents**:

- **Granollers: Facts and Challenges**, which was discussed at the First Strategic Conference (15/11/2008), in which future challenges were prioritized and new challenges and proposals were collected. This document, together with the report of the results of the First Strategic Conference, describes **the city we have**.
- The second document is the proposal document and describes **the city we want**. It describes the vision or the model toward which we wish to move and

identifies the routes or main strategies for getting there, together with the main action programmes and projects that need to be carried out.

- The third document contains the **action commitments** of the organization of the strategic plan and of its members. It identifies the strategies, programmes and projects that will be carried out initially, and the follow-up and evaluation systems that will measure the appropriateness of the evolution of Granollers with respect to the model of city that we want and the degree to which the projects have been carried out.

The second proposal document, **the city we want**, was drawn up based on the work of the sector-based committees and working meetings with the institutions and groups of the city, and involved the collaboration of the neighbouring municipalities that form a conurbation with Granollers (Canovelles, les Franqueses del Vallès and la Roca del Vallès), in a participatory process that began in 2008 and continued until May 2010.

This document is a redrafting of two previous documents, created within the framework of this participatory process: Objectives, Strategies and Projects (06/2009) and Objectives, Vectors and Strategic Projects (10/2009). The latter document was deliberated on in the Second Strategic Conference (14/11/2009) and the report of the results of this conference was the starting point for the redraft, which was also carried out by means of a participatory process and includes the results of the two public surveys carried out in March 2010.

It is the central document of the 2nd Granollers Strategic Plan and aims to be the reference framework for the action of the different economic, social and institutional actors of the city. To the degree that the institutions and bodies represented in the Steering Committee of the plan and of the city in general have it as a reference when defining their projects and action programmes, it will guide the direction of change in Granollers. It will be the docu-

ment we will use to evaluate the evolution of the city and we will update the proposals and actions.

The document contains the model of city that we want, which consists of a synthetic vision of the future of the city, eight values that should guide the strategic development of Granollers and four general or strategic objectives. To achieve these goals, there will be twelve strategies and 47 action programmes and key projects that we have grouped into four areas to make them easier to understand: 1) territory, 2) economic development, 3) public welfare and social cohesion and 4) education, culture and sport.



Vision, Values and General Objectives

WHAT IS THE VISION OF THE FUTURE OF GRANOLLERS?

We define it in three words: **Granollers, educational city.**

This synthetic definition makes Granollers unique because educating is not just another dimension of its challenges but is the overall STRATEGY of the city.

By 'Granollers, educational city', we mean that there is an educational intent behind everything it does. That is, all the projects carried out in the city are based on civic and citizenship values and transmit knowledge to all its citizens. An educational city is not one that educates only through educational centres but one that educates in everything it does, i.e., it transmits values and knowledge.

WHAT ARE THE REFERENCE VALUES AND IDEAS OF GRANOLLERS AS AN EDUCATIONAL CITY?

The main reference values and ideas of the city's strategy are the following:

DEMOCRATIC GOVERNANCE. Granollers is the work of all of us. It is a collective construction lead by those who represent the democratic will of all the citizens - the city council. Governing it means knowing how to articulate projects that represent the legitimate interests of all the sectors involved. Creating a city means involving all its inhabitants in its progress and making the conurbation, the county and the metropolitan arc participants; it means managing the interdependencies between all the municipalities in shared projects. Governance is public and private cooperation and multilevel government, with agreement between the local public authorities and organized civil society. Governance is also easy and sustainable communication - both internal and with all the territories in which the life of the city and its people takes place. **Communication and transparency** of information between the city council and the public in order to ensure the greatest level of complicity in building the city, and spaces for dialogue in order to encourage the initiatives of civil society. The formulation of this strategic plan and the manage-

ment of its proposals responds to this vision of governance of the city.

CREATIVITY. This is the ability to generate novelty and is closely related to the concept of an educational city. The creativity of a city is, together with knowledge, quality education and technology, the basis of an **innovative city**, i.e., the city does new things or does things in a unique and different way. Granollers, not forgetting the external-attraction factors, is committed to the internal generation of creativity and talent by means of creative activities in all areas of social and economic life, as a key strategy for progress and future welfare.

COEXISTENCE. This concept is interrelated with the generation of creativity, innovation, equality and social cohesion. The capacity for progress and creativity of a city is directly related to the density and quality of relations between people and, especially, with the interactions between people of different social background, age, sex, culture and territory. For this reason, the city must be, essentially, a meeting place, and must have an attractive, safe and high-quality **public space**. The generation and intensive use of public space is a reference civic value of the educational strategy of Granollers and ensures its capacity for progress.

KNOWLEDGE. The ability to produce knowledge and disseminate it, and equal access to it by all citizens is a reference value of the strategy of Granollers. The generation and popularization of knowledge occurs with coexistence and, especially, with education. Education is the other component of the educational city and **human capital** is the principal basis for developing it. Being a city of excellence in primary and secondary education, promoting professionals and universities, learning languages, with Catalan as the common language of all the citizens, and the development of permanent continuous training throughout life comprise an objective that expresses this value in our city.

COMPETITIVENESS. This is the ability of a city to face the future with success, with the economic and technological development of its business fabric, the creation of stable, quality employment,

commercial and tourist attractiveness and projection on the international stage. In modern society, progress is closely linked to connection to networks of all kinds and to open innovation. For this reason, the strategy promotes the **openness** of the city and **internationalization** and encourages connection to the global networks, collaboration between cities based on complementarity and synergies, as well as providing the city's inhabitants with excellent education in order to improve its human capital and professional skills, promote advanced services for business innovation, R&D&I activities and connection with the production and commercial fabric and with the most advanced technological and accessibility infrastructure base, and boosting emerging economic sectors. In a globalized economy, the levels of welfare of a society depend increasingly on the ability of its economy to compete in international markets.

SOCIAL COHESION. To meet the future challenges, Granollers needs social capital, association capacity, **joint responsibility** of all the actors and collective action. To achieve this collaboration, it is essential to reduce social imbalances. This means an equitable city that ensures **equal opportunities** in a complex society, which not only considers aspects of income and access to basic services but also employment, education and culture, use of time, total accessibility in the city for all people, and which has the goal of eradicating gender inequality. It is a city that sees the social cohesion of an open city that is nourished by human **diversity** in all its dimensions as an opportunity for greater wellbeing.

TERRITORIAL COHESION AND SUSTAINABILITY. A more equal city, which ensures equal opportunities, must also reduce territorial imbalances. It needs to be made cohesive from a territorial point of view so that the diversity of land usage guarantees quality of life and diversity of functional interactions between people, while at the same time ensuring sustainability as a commitment to future generations.

CIVIC COMMITMENT. The responsibility of the citizens in the creation of the city is another basic and complementary value for the human progress of the city. This is

only implemented if people develop their social dimension of building the polis, with **participation** in the projects that transform the city, volunteering, strengthening of social networks and public commitment to the future.

WHAT ARE THE GENERAL OR STRATEGIC OBJECTIVES OF GRANOLLERS AS AN EDUCATIONAL CITY?

The four general objectives referenced in the above-mentioned values are the following:

OBJECTIVE 1. TURN THE CITY INTO A QUALITY URBAN SPACE

Urban space is a physical living environment and improving its quality increases the wellbeing of its inhabitants and favours coexistence. The city is, at the same time, a space for social interaction and improving it increases the quality of the relations established in it. The quality of public space is therefore conditioned by development, from an economic and human perspective, in the broadest sense. Thinking of the future progress of Granollers involves improving the urban and environmental quality of its surroundings, facilitating external access to the city and internal mobility in order to encourage all kinds of social and economic interactions, and strengthening its attractiveness and its reference role as the capital of the Vallès Oriental county and a unique city in the metropolitan arc.

OBJECTIVE 2. MAKE INNOVATION AND HUMAN CAPITAL THE BASIS OF DEVELOPMENT

The economic development of the city depends largely on the projects related to the first objective (transport and communications infrastructure, urban and environmental quality, etc.), but it also essentially depends on the capacity for innovation and the quality of human capital. It is therefore necessary to design strategies that encourage education and innovation and to dedicate priority attention to some sectors with great capacity for innovation and future growth, such as those linked to health, habitat,

agrofood, the audiovisual industry, renewable energy or engines, while continuing to potentiate and modernize proximity trade and the diversified industrial fabric.

OBJECTIVE 3. GROW THE SOCIAL CAPITAL OF THE CITY THROUGH DIVERSITY

A fundamental objective of Granollers must be to become a city that respects people and their differences, a city that is cohesive from the social perspective, that shows solidarity and commitment in the fight against inequality. Granollers must, therefore, be made a city that integrates diversity, i.e., a city that caters to differences in age, gender, origin and social and cultural background. In order to build this city, it is necessary to fight against exclusion, adapt social and health care services to the needs of the population, promote civic values and attitudes, with inclusive safety based on prevention, increase the self-organizing capacity of the citizens and the connectivity of people while strengthening the fabric of associations, networks of citizen relations and participation, and potentiating education, culture, sport and the social use of Catalan as factors for coexistence.

OBJECTIVE 4. STRENGTHEN AND IMPLEMENT THE CREATIVE POTENTIAL OF THE PEOPLE

Encouraging and strengthening creativity is a strategic objective in the overall development of the city. Economic progress depends largely on the ability to innovate and the quality of human capital (objective 2). In a much broader sense, the implementation of creativity is a motor of evolutionary change. To create a favourable environment, it is necessary to develop the cultural resources of the city and turn them into first-line educational agents, and to promote education in all ages, both in regulated and non-regulated education, and in more diverse areas (sports, culture, leisure), while involving all the education agents in the process of constant improvement, to make Granollers an educational city that learns and perfects itself continuously.

The strategies for implementing the four general objectives have been grouped into four areas of action:

1. territory,
2. economic development,
3. public welfare and social cohesion
4. education, culture and sport.

In each of these areas (1 digit), there are strategies (2 digits), which are developed in different projects or action programmes (3 digits). In total, there are 12 strategies and 47 projects or action programmes. The strategies and projects contain the values of Granollers associated with the model of an **educational city**.



Strategies and projects

AREA 1. TERRITORY

This area of action contains the projects that have the aim of improving urban space (urban and environmental quality and mobility) in order to facilitate social interaction and the relationship of the city with its surroundings. These changes must be carried out through governance, i.e., by seeking formulas for cooperation between public authorities with responsibilities in the territory, and between these authorities and the citizens, involving them in solving problems and seeking agreement and commitment by means of participatory and democratic procedures and, therefore, incorporating the function of education in all decisions.

These projects are organized in four strategies: the first refers to improving accessibility from outside, to make Granollers a city open to exchanges of all kinds (1.1); the second refers to increasing and improving urban public space (1.2); the third, to sustainability and the environment (environmental quality, mobility) (1.3); and the fourth, to coordination and relational leadership, seeking formulas for cooperation between the public authorities with responsibilities in the territory (1.4).

1.1. AN OPEN CITY, ACCESSIBLE TO ALL

1.1.1. DEVELOPMENT AND IMPROVEMENT OF TRANSPORT INFRASTRUCTURE

The improvement of transport infrastructure is an essential condition for the economic development of the territory and for the quality of life of its inhabitants. The existence of large projects to expand the rail network (connection with Martorell, Sabadell and Terrassa, orbital line, straightening and improving the northern line, high-speed network) and the roads (Vallès ring road, side lanes of the AP-7 motorway, widening the C-17), as scheduled in the new Barcelona metropolitan territorial plan recommend close monitoring of these projects and other projects that may leave a profound mark on the territory and its mobility, and the defence of the interests of Granollers in coordination with other municipalities of the metropolitan arc (1.4.2). An important facility, due to its capacity for future development, is the heliport at the Circuit de Catalunya.

1.1.2. DEVELOPMENT OF INTERURBAN PUBLIC TRANSPORT

The geographic position of Granollers and its influence on a large area of its surroundings generate an impact on mobility that needs to be resolved by improving interurban public transport with other municipalities of Vallès Oriental, the neighbouring counties (with special attention to Vallès Occidental, with which it holds a historic debt) and with Barcelona and its metropolitan area. As well as developing and improving the rail network (1.1.1), obtaining semi-direct train connections with Barcelona and Girona, with the necessary adaptation of the infrastructure, it will be necessary to improve the connection with Sabadell and with Mataró, with a bus service. Adapting public transport to working timetables is essential. Intermodality needs to be strengthened in order to make Granollers an essential interchange node in the conurbation, the county and the northern area of the metropolitan region. The position of the city in the group of municipalities that own urban transport in the metropolitan arc must be used to meet the challenges of future mobility, taking into account the needs of the territory.

1.2. CREATION AND IMPROVEMENT OF URBAN PUBLIC SPACE

1.2.1. COMPREHENSIVE IMPROVEMENT OF THE PUBLIC SPACES OF THE SECOND URBAN RING

In recent years, a great effort has been made to remodel the old quarter of the city by increasing the pedestrian mall, which needs to be completed and consolidated. In the coming years, efforts should focus on the comprehensive improvement of the new areas of the city surrounding the old quarter, i.e., the second urban ring, by increasing green spaces and walking areas and improving the design, accessibility and the quality of public spaces. When designing these spaces, it is essential to take into consideration their social use and, to determine this, the citizens must take part (3.3.4). Some very interesting projects have been carried out in Granollers that involve participation of children and women in the design of urban areas and these projects should be extended to other groups. It is necessary to promote the coexistence of different uses within the urban area in order to favour social interaction and to make the city an attractive platform for economic, social and cultural relations. It is essential to eliminate barriers between the city centre and the surrounding neighbourhoods by reconnecting the urban area of the city, improving the urban landscape and ensuring better coexistence of pedestrians and vehicles.

1.2.2. CREATION OF A NEW POLE IN THE CITY BY COVERING THE TRAIN TRACKS, MOVING THE GOODS STATION AND RE-URBANIZING THE SURROUNDINGS

This is a vital project to improving the second urban ring (1.2.1), which must be used to expand walking areas and improve the connection between the centre of the city via the Torras Villà park and Avinguda del Parc, and with the newly developed urban area around the newly inaugurated judicial building. All this major urban trans-

formation must facilitate the intermodality of urban and interurban public transport (1.2.2) and create new polarity in the urban area of the city, which allows it to become more attractive and with a better quality of life for its inhabitants.

1.2.3. ADAPTATION OF THE BASIC SERVICES TO THE FUTURE NEEDS OF THE CITY

An essential element for improving quality of life are basic services (drinking water, sewers, energy) and their correct maintenance. A coordinated effort is required aimed at the overall improvement of the different installations (drinking water, grey water, sewers, energy, ICT wiring) and planning for future requirements. It is also essential to renew public street services (lighting, footpaths, etc.), rationalize the network of overhead installations (electricity, telephony) by putting them underground wherever possible, removing obsolete elements that disfigure the façades of buildings (signs, aerials, installations, etc.) and those that are physical barriers to the citizens.

The development of a city model with trees, with the inclusion of plant maintenance in the main lines of organizing the city, means that the different species along the streets need to be treated as basic services, and have their place in the use of the underground part of the city so that they can grow and be healthy.

1.3. SUSTAINABILITY AND QUALITY OF THE ENVIRONMENT

1.3.1. PLANNING OF ENERGY INFRASTRUCTURE AND EFFICIENT MANAGEMENT OF WASTE, WATER AND ENERGY IN COORDINATION WITH THE MUNICIPALITIES OF THE CONURBATION

To provide the city with the necessary energy capacity for future development, space will need to be reserved for current and future energy infrastructure and the investments of the different service companies operating in this field will need to be coordinated. It is necessary to create

a coordinate platform from Granollers city council, with the participation of the surrounding municipalities and the distributing companies, in order to plan the short-, medium- and long-term needs, taking into account the action plan for sustainable energy and promoting improvement actions in municipal management of energy (street lighting, vehicles and facilities), and in the industrial and commercial sectors and in homes. Provisions must be made for distributed generation and, for example, for the fact that the electric vehicle will be a reality in a few years and that spaces will need to be remodelled to make room for new services. Granollers must be a leader in this area.

The Granollers local Agenda 21 establishes guidelines in the management of municipal waste based on reducing, reusing and recycling, the promotion of renewable energies and more efficient technologies and services that use less energy and cause less pollution, and measures for improving water management. These guidelines must be shared with other municipalities in the conurbation in the permanent Intermunicipal Council (1.4.1) and use should be made of being in the Vallès Oriental Waste Management Consortium to prepare a joint waste plan with provisions for infrastructure for final disposal.

1.3.2. CONSERVATION OF NATURAL SPACES OF THE CONURBATION AND CONNECTIVITY WITH OTHERS IN THE COUNTY

Implementing measures for planning and managing the territory that ensure the protection of natural spaces, biodiversity and the maintenance of the ecological network is one of the objectives of the Granollers Local Agenda 21. This objective should be shared with the municipalities of the conurbation, with special attention to rivers and the connectivity of the agro-forestry areas of Les Franqueses and Cardedeu, and with the Montseny massif. The design and implementation of these measures and the connectivity of the environmental and leisure itineraries should be agreed in the permanent Intermunicipal Council of the four municipalities of the conurbation (1.4.1), with the possible participation of other surrounding towns.

1.3.3. DEVELOPMENT OF THE GRANOLLERS URBAN MOBILITY PLAN AND ADAPTATION OF THE GENERAL GUIDELINES TO THE CONURBATION

We must move toward easy and sustainable mobility that decongests traffic inside the urban area and facilitates connection with the Barcelona metropolitan area and the neighbouring counties. The development of the Granollers urban mobility plan must allow for the improvement (organization, rationalization, speed and signage) and recovery of spaces for pedestrians. The ring road, the planned side lanes beside the motorway and the different measures scheduled in this plan (car parks, hierarchy of road, traffic calming area, urban public transport services, promotion of travel on foot and the use of bicycles) will make it possible to reduce vehicle traffic and the high environmental impact this causes, and to increase road safety by moving toward sustainable mobility adapted to the diversity of the population.

These general guidelines of the Granollers urban mobility plan should be shared with the municipalities that share the conurbation with Granollers - Canovelles, Les Franqueses del Vallès and La Roca del Vallès. In the Permanent Intermunicipal Council (1.4.1), all four municipalities must agree to joint measures to advance in this direction: facilitating travel within the conurbation and contributing to traffic calming by, for example, a bus plan that increases integration, as well as other matters of internal and external mobility of the conurbation.

1.3.4. CONTROLLING AND IMPROVING THE ENVIRONMENTAL QUALITY OF THE CITY

The Local Agenda 21 and the Granollers urban mobility plan establish objectives and measures for ensuring control of air quality (atmospheric and noise pollution) and for encouraging corrective measures for improving current conditions. Of these measures, special attention should be paid to reducing greenhouse gases by encouraging improved environmental management in the businesses in the conurbation, in accordance with the promotion of innovative business activity (2.1.3). The Permanent



Intermunicipal Council (1.4.1) must oversee these control measures and the improvement of environmental quality, which are especially important for preventing factors that are harmful to human health.

**1.4. COORDINATION AND
RELATIONAL LEADERSHIP
AS THE BACKBONE OF THE
TERRITORY**

**1.4.1. PERMANENT INTERMUNICIPAL
COUNCIL FOR THE
DEVELOPMENT OF STRATEGIC
PROJECTS COMMON TO THE
CONURBATION**

In the process of drafting the second Granollers strategic plan, an Intermunicipal Council was set up to debate the future strategies of the conurbation made up of Granollers, Canovelles, Les Franqueses and La Roca del Vallès. The council requires continuity to implement the plan and to make it a permanent platform with the aim of reaching agreements on joint strategic projects in the conurbation, and global territorial matters that affect all four municipalities, with the aim of gaining consensus to achieve a joint position on the place of the city in the county and the metropolitan region, which will make it more attractive and give it a reference role as an important pole of the metropolitan arc. The Intermunicipal Council should be led by the four mayors of the municipalities of the conurbation, to be able to establish the creation of different committees with municipal technicians, professionals and representatives of the private sector, in order to develop the established objectives. Based on this structure, it will be necessary to develop formulas for cooperation with the other neighbouring municipalities.

**1.4.2. ARTICULATION OF A
COMMON POSITION WITH
THE MUNICIPALITIES OF
THE METROPOLITAN ARC
ON PROJECTS TO MANAGE
MOBILITY, TERRITORY AND
LARGE INFRASTRUCTURE**

The cooperation relations that Granollers has established in recent years with

the municipalities of the metropolitan arc (Vilanova i la Geltrú, Vilafranca del Penedès, Martorell, Terrassa, Sabadell, Mataró and their respective territories), identifying common problems and designing strategies, must allow the municipal councils, together with the economic and social agents, to articulate a common position in projects for managing mobility, the territory and the major infrastructure and facilities. Granollers must take up leadership of this joint position and also the challenge of transferring to the international stage the problems of the second rings of large conurbations and the competitiveness of medium-sized cities.

AREA 2. ECONOMIC DEVELOPMENT

In order to potentiate and modernize the economy of the city, as well as improving transport (1.1.1) and other projects linked to the territory, it is necessary to promote sector-based strategies and other more cross-sectional strategies that improve the competitiveness of companies and the human capital of their employees. The recently created Granollers Economic and Social Council should be an important element for driving these policies. In this area, we present three strategies aimed at reinforcing business and industrial competitiveness (2.1), driving the emerging economic sectors (2.2) and improving the attractiveness of commerce and tourism (2.3).

**2.1. ENTERPRISE AND INDUSTRY
COMPETITIVENESS**

**2.1.1. COMPREHENSIVE IMPROVEMENT
OF TELECOMMUNICATIONS
INFRASTRUCTURE**

The knowledge society requires a decided push toward information and communication technologies. To carry this out, it is essential to strengthen the fiberoptic network and to facilitate the provision of network services, both public, such as TV over IP, mobility, such as high-capacity voice and data services for business. It is also necessary to increase wireless connections in the city, both from the public and private sectors. The master plan for the knowledge society, which must be developed in the context of the conurbation, includes these and other measures for promoting ICTs.

**2.1.2. PROMOTION OF INNOVATIVE
BUSINESS ACTIVITY**

The public authorities must be proactive in supporting innovative business activity but it is also essential for business organizations linked to the territory to participate and necessary to achieve consolidation of the business cooperation networks and for committed people to lead transformational projects.

One of these initiatives is the creation of the Can Muntanyola Advanced Services Centre, promoted by Granollers City Council and the Vallès Oriental delegation of the Chamber of Commerce, which must be a key project in activating the territorial innovation system and facilitating an environment of competitiveness that promotes

strategic change in companies toward activities that generate more added value. This centre must specialize in generating and transferring knowledge on innovation in management between activities such as encouraging entrepreneurship and support for business internationalization. It is also necessary to promote commerce studies, taking into account the weight of the commercial sector and the future commitment to its development (2.3.1).

In connection with this new centre, it is necessary to promote the Granollers Technological and University Centre (CTUG) as an agent for business and technological development, aligned with third-level studies that are developed as a priority (4.1.3). The creation of the Telefónica Corporate University in the Bell-lloc centre in La Roca could have a major impact on the territory as a contact point with a potential node for producing and transferring knowledge and advanced technologies to industrial and service activities. Action proposals should be put forward that arise from collaboration between the public and private sectors and have the aim of developing ICTs (such as the Catalunya 4.0 project) and, from the CTUG, specialist training should be promoted that specializes in recycling and adapting ICTs, specifically, in the education community.

**2.1.3. INCREASING THE
COMPETITIVENESS OF
PRODUCTION AREAS**

To reinforce the existing industrial fabric, as well as improving transport infrastructure (1.1.1) and telecommunications (2.1.1) and the promotion of innovative

business activity from the administration and from business organizations (2.1.2), it will be essential to plan industrial land in the conurbation, in coordination with the other municipalities.

Reurbanization and comprehensive improvement of the existing business estates (accesses, mobility, public transport, safety, services and urbanization) must make it possible to create spaces that encourage the competitiveness of the businesses established there, while creating attractiveness through new business initiatives. The public authorities must facilitate the development of industrial activities while offering incentives and speeding up paperwork as much as possible.

The proposal to energize and modernize these spaces also includes the promotion and creation of associations or organized networks of business people in each of the business estates, which can become representatives before the public authorities and other agents.

**2.2. BOOST FOR THE ECONOMIC
SECTORS IDENTIFIED AS
EMERGING SECTORS**

For future economic development, the biggest efforts must focus on production and business innovation and on cooperation between the small and medium-sized enterprises of Granollers and its surroundings. Those initiatives that favour spaces for relations between business people linked to the territory, such as business associations or the future Can Muntanyola Advanced Services Centre (2.1.2), will be essential to fomenting this inter-business cooperation. Furthermore, progress in intermunicipal cooperation between Granollers and the neighbouring municipalities (1.4.1) must be an essential element of this boost to innovation and inter-business cooperation.

Innovation in collaboration is needed, particularly in the high-tech sectors and in areas of activity that, due to their major presence in the city, can take part in the policy of energizing clusters in Catalonia. This could be the case of the agrofood sector, of businesses linked to habitat, health or the motor industry, as highlighted by the local innovation plan spon-



sored by Granollers City Council, Vallès Oriental County Council and the Catalan government. These sectors, together with those linked to renewable energy and energy efficiency, should receive priority attention in the coming years.

2.2.2.1. CREATION OF A CENTRE OF EXCELLENCE IN ADVANCED TECHNOLOGIES IN SERVICES FOR THE ELDERLY AND DEPENDENT PERSONS

The sector linked to health has a fundamental role to play in the production of knowledge. By taking advantage of the existence of the Fundació Hospital-Asil of Granollers and its traditional specialization in geriatric care, experience in postgraduate training, collaboration with different universities and the recent agreement to become a university hospital with the International University of Catalonia, it will be possible to achieve the creation in Granollers of a centre of excellence in advanced technologies and services for the elderly, disability and dependence care, and innovation in social services. This centre could form part of a health care park with specialities ranging from geriatric care and services linked to dependency, which develops technology-transfer projects that could include the development of specialist higher studies and international masters' programmes related to biomedicine (4.1.3). It could also encourage development of the activity sector linked to health care (2.2.2).

2.2.2.2. DEVELOPMENT OF THE ACTIVITY SECTOR LINKED TO HEALTH CARE

The health-related sector, which is closely linked to the knowledge economy, is one of the sectors with the greatest capacity for innovation and potential for growth and, therefore creation of employment. The presence in the county of a business fabric related to this sector (pharmaceutical medical-technology companies) and the existence of the Fundació Hospital-Asil of Granollers, with a major expansion project (3.1.2) and that carries out university teaching, are important assets for the development of this sector in our city. The creation of a centre of excellence in

advanced technologies in services for the elderly, care of disability and dependency and innovation in social services, in the setting of a health park (2.2.1), could create synergies and drive innovation projects in collaboration between different agents.

2.2.3. STRENGTHENING THE AGRO-FOOD SECTOR

The agrofood industry and auxiliary industries have a long tradition in Granollers, linked to the county. Currently, there is a large concentration of important companies in the sector surrounding the city, both industrial end-product manufacturers and auxiliary companies linked with the food sector, as well as large distribution companies. As recommended by the Vallès Oriental local innovation plan, it is necessary to encourage collaborative R&D projects throughout the chain of this industry in order to increase productivity and innovation in the sector, and to reinforce specialization in ecological products linked to the agricultural production of the county, which has the added value of its association with healthy and safe food (3.1.1).

2.2.4. ACTIVATION OF THE SECTOR OF COMPANIES RELATED TO HABITAT

According to the Vallès Oriental local innovation plan, the habitat sector is the third most important sector in the county in terms of turnover, with a large number of companies with different specializations (furniture, lighting, textiles for the home, etc.), and some of them are international references in their specialization. Use should be made of economies of agglomeration by creating incentives for collaboration between companies, in order to open up new markets or hire design professionals with the aim of reinforcing their competitive position.

2.2.5. DEVELOPMENT OF THE MOTOR INDUSTRY IN CONNECTION WITH THE CIRCUIT DE CATALUNYA

Another sector that may give rise to agglomeration economies is the motor-re-

lated industry, by taking advantage of the Circuit de Catalunya Formula 1 race track in order to develop industrial activities linked to this infrastructure. In relation to this major facility and bearing in mind the availability of industrial land near it, the installation of knowledge-intensive activities linked to motor racing, energy and mobility should be encouraged. The option could also be studied of working with innovative and leading companies in technology, with the universities and with the Catalan government and Circuit de Catalunya to create a technological research centre on sporting competition linked to this field, which would reinforce production specialization.

2.2.6. BOOST TO THE AUDIOVISUAL SECTOR

The audiovisual industry is an emerging sector with tremendous creative potential, which should be promoted while taking advantage of its development within Roca Umbert Fàbrica de les Arts, which hosts the project of the Granollers Centre for Audiovisual Research and Distribution and the new Vallès Oriental county digital television station. This should constitute an important commitment to the city, seeking synergies and complementarities with the projects being developed in the cities of Mataró and Terrassa. Roca Umbert Fàbrica de les Arts should promote the consolidation of assets of the city that currently have a role as occasional events and have not become incorporated as strategic elements, such as the Audiovisual Market of Catalonia or CDigital. The strategic dimension of these events needs to be incorporated so that they can become a source of generating economic activity, value and recognition, and become positioned as references in this area.

2.3 COMMERCIAL AND TOURIST ATTRACTIVENESS

2.3.1. STIMULATION OF PROXIMITY TRADE AS A DISTINCTIVE BRAND OF THE CITY

The commercial tradition of Granollers and the strength of this sector has

turned it into patrimony that needs to be maintained. Commercial activation must be driven by traders' associations, with the support of the administration. One of the commercial activation strategies should consist of dissemination of local commerce as a distinctive brand of the city, based on excellent service and the socializing role of proximity commerce. This and other promotion initiatives require good coordination between the different traders' associations or the creation of a joint organization, as well as the support of the public authorities, for example, in the development of commerce studies (2.1.2).

Proximity commerce, as well as economic value, has the added value of encouraging positive coexistence. Initiatives should be encouraged that reinforce this socializing role, such as the local solidarity currency sponsored by the Gran Centre de Granollers Traders' Association, citizen quality certification in commerce or the commitment to fair and responsible trade. Similarly, the Sant Carles market should be promoted (improving its facilities, diversifying the range of goods and adapting opening times to the needs of the people) and the periodic craft markets should be consolidated, particularly those selling agricultural produce from the county, by providing the producers with sales channels.

2.3.2. POSITIONING OF GRANOLLERS AS CAPITAL OF A HIGHLY ATTRACTIVE COUNTY

Granollers is the centre of a county with a considerable tourist potential. The tourist attractiveness of the natural surroundings is supplemented by the historic patrimony, hot springs and some facilities, such as the Circuit de Catalunya race track, together with the attractiveness of the businesses and entrepreneurial activity. With the Vallès Oriental Tourism Consortium and the agreements of the Intermunicipal Council (1.4.1), Granollers needs to take a clear position as the capital of this county and develop initiatives in collaboration with other public and private agents (for example, using sports events such as the half marathon or those linked to Circuit de Catalunya), aimed at international tourism.

Tourist information on the county should be placed in physical and virtual spaces where it will be seen by visitors to the city. It is also advisable to reinforce cooperation strategies between the municipalities involved and the association of the different actors (operators, restaurateurs, hoteliers), develop a brand and new tourist routes, promote the historical and cultural patrimony of the city (4.2.2), boost meeting tourism, promote the different uses of spaces for pedestrians to revitalize and increase nightlife.



AREA 3. PUBLIC WELFARE AND SOCIAL COHESION

The population of Granollers is increasingly diverse and this diversity (cultural differences, religious differences, differences in origin, social background, etc.) should become an opportunity to grow the social capital of the city and the creative potential of its people. For this to be possible, it is necessary to assume the positive values of this diversity and make it compatible with the fight against social and gender inequality.

Health is one of the most important areas in people's welfare and, at the same time, it is important for social cohesion. A large part of health problems are the result of complex interactions between the individual characteristics of a person (age, sex, race, genetic predisposition), their social and economic determinants (level of education, working conditions, income, housing) and environmental factors. Social inequality also affects health. People of a lower socioeconomic level eat worse, take less exercise and have a higher probability of becoming sick.

To increase social cohesion, it is necessary to encourage personal autonomy, safety and protection of citizens, prevent and fight against processes of physical and social segregation and guarantee equal opportunities. It is essential to promote civic attitudes and values, understanding civic as meaning an attitude of respect for other citizens (especially the most vulnerable) and toward the physical environment and public property; this is an essential part of the educational function of the city. At the same time, the capacity for social self-organization must be increased by strengthening the fabric of associations and social networks and involving the citizens in solving problems.

In this area, three strategies are proposed that are aimed at social cohesion: the first is related to health (3.1), understood as a comprehensive strategy in which education plays a fundamental role; the second pillar of the project has social inclusion as its aim (3.2); and the third strategy is a strategy to strengthen social networks (3.3), which also reinforces social cohesion.

3.1. COMPREHENSIVE HEALTH CARE STRATEGY

3.1.1. PROMOTING HEALTHY HABITS

Health is a rising value among the population and a fundamental element of individual quality of life and welfare. The degree to which the citizens value the quality of the environment and the projects that contribute to improving it (1.3.1, 1.3.2, 1.3.3 and 1.3.4) are an example: a city with low pollution levels, with green spaces and with low noise levels favour physical and mental health. Factors that determine people health include, firstly, life habits (eating, physical exercise, non-consumption of toxic

substances), in which education plays a fundamental role. Health education is a powerful tool for promoting healthy habits and lifestyles. In an increasingly sedentary society in which eating habits change, emphasis should be placed on physical exercise and sport in all age groups, conciliation of personal life and work and a return to valuing the Mediterranean diet with more healthy eating habits.

Parallel to this, the functioning of modern society brings people face to face with many personal conflicts that require an appropriate ability to understand and manage emotions; it also generates situations and conducts that involve risks

to physical and mental health, such as the use of toxic substances like tobacco, alcohol and other drugs. The public authorities must play a fundamental role in the fight for prevention, early detection and treatment, and social and occupational rehabilitation of people with drug addictions and people with mental illness, using information tools such as the Observatory on Drug Use and other planning tools such as the municipal drug-dependency plan, which could be expanded to the entire conurbation. People need to be given the appropriate skills by means of education on how to successfully manage their health and life and emotional conflicts, taking into account the social, cultural and gender diversity of the population.

All public services should encourage healthy practices and habits, with the aim of incorporating them into the entire life cycle and achieving an active and healthy old age by implementing community public health actions in all groups, especially among the younger population. The new law on public health and the creation of the territorial health authorities, which open up the option for council departments to play an active role in providing services and planning health care in the territory, and the primary care and community health innovation plan must be important instruments for advancing in this direction.

The actions developed in this area need to be supplemented and reinforced from the city council and the primary health care services. Another instrument for promoting actions in the area of health education, in areas such as eating habits and healthy behaviour, including moderate physical exercise, support for businesses in promoting healthy behaviour by the employees, and education to improve people's health, which should be potentiated in the future, is the Dr. Carles Vallbona Health Observatory (OSVA). To achieve greater effectiveness and efficiency in these actions, it is essential that all the city's public institutions involved work in coordination to design and implement common actions and programmes preferably conceived to be applied in all the municipalities of the conurbation.

3.1.2. ADAPTING PUBLIC HEALTH CARE SERVICES TO THE GROWING NEEDS OF THE POPULATION

As well as living habits and environmental factors, another determining factor of people's health is the quality of the health care services, which require resources sufficient to meet the needs of the population and to improve the education of citizens in order to facilitate the provision of care and make it sustainable. There is currently a mismatch between supply and demand for health care service, which has been created by processes of demographic growth and ageing of the population. This situation must be met with decisive action to extend and improve the health care services, both in primary care centres and in specialist care facilities, and with the creation of new formulas for coordination of residential health care, aimed at prevention and at improving the effectiveness and efficiency of the services.

The planned expansion of the Granollers general hospital, with the creation of a new hospital and new buildings and services, including a project to replace the old Vallès clinic with the parallel construction of a new adjacent hospital to provide psychiatric care, must be a key element of this project and reinforce the institution as a leader. The location of the hospital for activities linked to applied research in geriatrics and the autonomy of the elderly (2.2.1) should be another piece of this project.

To achieve maximum efficiency, it will be necessary to make intensive use of the new communication technologies, with highly innovative technological solutions, and a fundamental task of prevention and education, in order to promote the correct use of these services.

3.2. SOCIAL INCLUSION

3.2.1. EXPANDING HOUSING POLICY

Access to housing is recognized in the Universal Declaration of Human Rights as a premise for enjoying an appropriate standard of living that ensures health and wellbeing. The current difficulty in

gaining access to housing is one of the social problems that need to be faced as a priority, due to the risk of social exclusion that it represents. This is also true of the difficulty of maintaining housing. One of the future challenges of the city is that of young people who have not left their parents' home because they are unable to buy or rent housing, and that of the search for alternatives to the problems that the economic situation generates. Although one of the solutions is the construction of social subsidized housing, it appears that this is not the path that will be followed in the future. Innovative formulas are required that encourage the rehabilitation of the existing stock of housing and encourage renting and sharing apartments, as well as the design of policies of assistance for young people or groups in risk situations. It is also necessary to promote the creation of assisted housing for the elderly and to encourage the adaptation of housing and the removal of interior barriers, particularly for the elderly and the disabled.

3.2.2. JOINT ACTION OF THE CONURBATION ON GROUPS AT RISK OF SOCIAL EXCLUSION

Value should be placed on the right of all people to participate in society in equal conditions, and the need to remove all physical and social barriers that limit this participation. Based on this premise, an action plan is required on groups at risk of social exclusion, which covers the whole conurbation, with a considerable increase in the number of education and community mediation professionals, optimization of public social grants (grants for dining rooms, summer camps, school books, etc.) and specific and coordinated care of marginalized groups at risk of social exclusion. The labour market needs to be brought to these groups. More initiatives should be promoted that facilitate normal life and social participation of people with disabilities (physical, intellectual or due to mental illness), require compliance with the regulations on insertion in the labour market and increase the social awareness of institutions, groups and the general population regarding the problems of these groups. Specific measures should be promoted, such as the creation of job exchanges for

adapted jobs, systematic actions to ensure the coverage of social benefits and access to shared apartments. In relation to the strategy of the educational city, it is essential that all these social realities and the task carried out by the different public services and social-initiative institutions are made known to the population by increasing awareness-raising on situations of poverty, vulnerability and social exclusion.

3.2.3. ADAPTING THE RANGE OF SOCIAL CARE SERVICES TO NEW NEEDS

The new Catalan law on social services and the Spanish law on promoting personal autonomy and care for people in situations of dependency introduce the guarantee of compliance with the rights of people by the public authorities, in a binding obligation for local government. In this new context, it is necessary to establish long-term planning of municipal action that is based on universal and preventive maxims, which foresee situations of crisis and steer clear of a handout philosophy.

The social-initiative organizations are bodies that, having arisen from the spontaneous solidarity of civil society, have a high social value and currently effectively make up for different deficiencies in the public social protection system. They need to be able to act effectively as complementary agents providing care to the most vulnerable groups, such as immigrants, by improving relations with the public social care services, with other public and private organizations and by increasing their capacity by encouraging volunteering (3.3.2). Local governments must help to promote and energize social networks for cooperation with the third social sector by encouraging cohesion, solidarity, commitment and shared responsibility (3.3.1), and by providing support of all kinds to these social-initiative organizations.

3.2.4. OBSERVATORY ON FRAGILITY

The coexistence of the need for social and health care is particularly common in the elderly. To provide an adequate



response to this need, the current system of social and public health services needs to move toward a model of integrated service. The change to this model must be driven by government above the municipal level, but until this does not happen, it is necessary to promote an observatory on fragility, with joint initiatives to achieve coordination between services in order to remove barriers to this integration, sharing information between the social services of the city council and the different health care providers of the municipality, so that all of them can identify situations of vulnerability, risk or threat to autonomy due to age, illness or lack of social support and act preventively and to provide care in a coordinated, multidisciplinary manner.

3.2.5. INCREASING DOMICILIARY CARE SERVICES AND DISTANCE CARE FOR PEOPLE IN SITUATIONS OF DEPENDENCY

The ageing of the population as a result of improved living conditions in recent decades is one of the great triumphs of modern society and it also poses serious challenges to increasing the quality of life of the elderly by promoting autonomy, preventing situations of dependency and reinforcing proximity services and distance care so that the elderly can live in their homes as long as possible. The quality and quantity of domiciliary services need to be increased, with innovative formulas and qualified professionals and distance care services must be increased for the elderly and people with disabilities, associated with old age or not, who require it; these services must be adapted to the new information and telecommunication technologies. It is also necessary to develop a comprehensive training and support plan for caregivers - both family members and professionals (4.1.5).

3.2.6. PREVENTION-BASED AND SOCIALLY INCLUSIVE CITIZEN SAFETY

In a democratic society, social inclusion means respect for pluralism and for coexistence. Security policies are an essential part of ensuring personal auto-

nomy and social interaction in a context of freedom. Ensuring the correct use of public space is essential for coexistence and especially protects the weakest and most vulnerable social sectors, who are also those that use this space the most. Public space is a basic element for social cohesion and security policies must ensure its use as a place where citizens can meet.

Socially inclusive security is that which allows all people to feel safe in their conditions of life and wellbeing in the present and the future, in relation to changes in the social and natural environment. A global approach to inclusion policies requires progressing to a model of public safety that is coordinated with the different social and educational services and that takes gender inequality into account. It is necessary to continue developing a comprehensive action plan to combat gender violence. The fundamental pillar and priority of security policies must be prevention, while not forgetting reinsertion of people who infringe the norms of coexistence using positive-action measures. It is therefore necessary to coordinate security policies with the action plan in the conurbation as a whole on groups at risk of social exclusion (3.2.2).

3.3. STRENGTHENING NETWORKS OF RELATIONSHIPS

3.3.1. ENCOURAGING EXCELLENCE IN LOCAL AUTHORITIES IN RELATIONSHIP MANAGEMENT

It is necessary to foment excellence in the services of the public authorities, specifically in terms of relations. Local governments, because they are physically closer to the citizens, are best able to exercise relationship policies and contribute to the configuration of networks of relationships. Not only should the municipal government ensure compliance with the law and provision of services, taking into account the growing diversity of the population, but it must also play a fundamental role in creating social capital, seeking agreements and commitments with the citizens, involving them in decisions and making them share responsibility in solving problems. This requires maxi-

mum communication and transparency of information internally, between the different municipal bodies and between the city council and the citizens, while encouraging space for dialogue. The action of local government must pay special attention to encouraging initiatives of civil society and increasing its ability to organize, promoting volunteering, relationship networks and participation and shared responsibility.

3.3.2. PROMOTING VOLUNTEERING

Promoting volunteering is a fundamental strategy for energizing civil society and promoting social solidarity. Volunteers provide civil or social services without pay, in the context of a stable, democratic organization that is committed to acting in favour of society. This voluntary act is a disinterested contribution (time, knowledge, will, commitment), but it is not a one-way contribution but an enriching exchange too for the volunteer. Volunteering is, therefore an instrument for networking to achieve social participation and shared responsibility, as shown by participation in sporting events such as the Granollers Cup or the Half Marathon.

Volunteering should be encouraged in different social cultural and sporting tasks, with a general plan in coordination with the different non-profit organizations that operate in the city and with the support of the local public authority, which contributes to their development, dissemination of the work and encouragement of the values of solidarity and social responsibility. This plan should be aimed at all citizens, with special attention to groups with the greatest availability of time, such as people who, due to their age, are not in the labour market and have experience, skills and values that they can contribute to different groups that may need them.

3.3.3. ENCOURAGING ASSOCIATIONS AND NEIGHBOURHOOD NETWORKS

Neighbourhood associations play a very important role. It is increasingly necessary to develop neighbourhood networks,

particularly in neighbourhoods where the population is experiencing more social problems. Associations and the creation of more or less relational networks is a mechanism for social integration that encourages coexistence and should be fomented, with special attention to the newly arrived population.

3.3.4. CITIZEN PARTICIPATION IN LARGE AND SMALL PROJECTS FOR TRANSFORMING THE CITY

Improving knowledge and encouraging participation in projects for transforming the city favour the sense of belonging and social cohesion and, at the same time, make it possible to respond to the interests and objectives of the different groups. In increasingly diverse societies, it is even more necessary to organize spaces for debate and citizen participation. Thus, it is essential to have spaces for communication between the public authorities and the different groups of the city, so that they can take part in decisions and in designing the city of the future, in both large and small projects. Conditions must be created to facilitate participation by groups that may have greater difficulty in communicating their concerns and proposals, such as newly arrived people or people with physical, mental, sensory or intellectual disabilities. The opportunities provided by the new information and communication technologies must be exploited to increase citizen participation in quantitative and qualitative terms, particularly in order to facilitate participation by young people. The recently approved municipal plan on citizen participation (2/2010) must become an important instrument for advancing in this direction.

AREA 4. EDUCATION, CULTURE AND SPORT

Encouraging and potentiating the creativity and capacity for innovation of people is a strategic objective in the overall development of the city. To stimulate creativity, the city must be receptive to diversity and facilitate interaction in the complexity of social and cultural relations. It is also necessary to promote education at all levels, seeking excellence and developing and coordinating the cultural and sporting resources of the city, as these are also educational agents. Sport has taken on an increasingly popular dimension and constitutes a great opportunity for bringing dynamism to the urban public space, improving health and quality of life of the citizens and reinforcing social cohesion. This area contains two basic strategies: excellence in education (4.1) and development of cultural and sports resources (4.2).

4.1. EXCELLENCE IN EDUCATION

4.1.1. ENCOURAGING CREATIVITY AND EXCELLENCE IN EDUCATIONAL CENTRES

Excellence of human capital begins with an educational system of the highest quality from the youngest age. To achieve first-class results, actions must be promoted that favour excellence in teachers and a more active role of parents as educators, strengthening links between the educational community. It is necessary to work with schools so that they emphasize excellence, the creativity of the students and social cohesion, increase relations between the professionals of the different educational centres of the city by creating working groups and networks that favour exchanges of experiences and improvement of methodologies, with specific attention to the problem of failure at school and early school-leaving. Special attention should also be paid to education in democratic values and gender equality.

It is also necessary to strengthen links between the school and the city by energizing the relationships between educational centres and cultural institutions in order to facilitate the connection between didactic and cultural projects. Learning must be reinforced based on knowledge of the most immediate surroundings, with the necessary balance with the approach to a globalized world and an approach to the arts. As recommended by the Granollers Local Agenda 21 for Culture, the range of secondary studies linked to artistic activities should be increased, as they are one of the principal sources of knowledge and cultural development of people.

4.1.2. DEVELOPING VOCATIONAL STUDIES IN COORDINATION WITH COMPANIES IN THE COUNTY

Vocational studies will become increasingly important and there is a remarkable disconnect between the development of these studies and the needs of the businesses in the area, despite the considerable tradition of the Municipal School of Labour and the role of the recently created Economic and Social Council.

This disconnect has negative effects on the qualifications of the workers and on the competitiveness of the companies. One initiative that aims to correct this deficit is the recently created Vocational Training and Employment Council. This body should have a say on the planning of vocational studies and promote specific training programmes in line with the requirements of business, and promote training practices in the companies in the county, including those of the commercial sector. In primary and secondary education (4.1.1), it is necessary to encourage study of economics, business, languages, and ICT, which are essential in the business world, as well as creativity and entrepreneurship.

4.1.3. PROMOTING UNIVERSITY STUDIES AND APPLIED RESEARCH IN THE CITY AS A STRATEGY FOR ATTRACTING TALENT AND KNOWLEDGE

An important weakness detected in Granollers and its county is the lack of

providers of knowledge and research. Unlike other cities of a similar size, Granollers and its conurbation do not offer a significant range of higher studies. The current state of the university map leaves few opportunities for promoting higher studies in the city, although the option of sports and health studies should be explored (4.1.4). Furthermore, the growing specialization in third-cycle training relating to applied research and the externalities of all kinds that this offers mean that it is advisable to explore this possibility in some key sectors, in which Granollers might have an advantage.

These include, firstly, residential-care studies and applied research in innovative services linked to dependency, the elderly, health and social services (2.2.1). Advantage should also be taken of the existence of the Natural Science Museum (which includes the Documentation Centre of the Montseny Natural Park), the Can Cabanyes Environmental Education Centre, the Consortium for the Defence of the River Besós Basin and the Vallès Oriental Waste Management Consortium to promote courses specializing in the environment, energy and clean technologies. The Peace Culture Centre (Can Jonch), which already collaborates on international projects, could also be linked to a university and develop studies related to peace, community mediation and international cooperation.

4.1.4. PROMOTING SPORTS, HEALTH AND NUTRITION STUDIES

Within the project to attract university studies to the city (4.1.3) and taking into account the sporting tradition of Granollers and the opportunities afforded by its facilities, it would be advisable to explore the possibility of promoting the first courses on Physical Activity and Sports Sciences, as well as more specialized postgraduate training for sports technicians, and training in aspects relating to people with disabilities. Moreover, bearing in mind the close link between physical education and nutrition, training in this specific area should be explored, as well as in relation to health in sports medicine.

In terms of school sports, work should be done to coordinate sports activities and after-school activities with the city's clubs and to encourage one or more of the institutes to teach a diploma or degree in secondary education related to physical education.

4.1.5. CREATING A RANGE OF EDUCATION ADAPTED TO THE NEW WELFARE SOCIETY MODEL

The recent strategic commitment of the Spanish government to reinforcing the fourth pillar of welfare, specified in the law on dependency, has given rise to new employment opportunities in this sector of service to people, which was traditionally covered informally by women who provided care and by workers with few qualifications. The new context provides an opportunity to dignify and improve the quality of the role of caregiver and to professionalize the care of people by providing accredited training in the city, in connection with the development of residential-care studies (4.1.3). The Consortium of Services for People could be a valid platform for driving the response to these needs.

4.1.6. PROMOTING LANGUAGE TRAINING WHILE ENCOURAGING THE SOCIAL USE OF CATALAN AS A COMMON LANGUAGE

In a globalized world, it is essential to increase the capacity for knowledge and interrelations; for this reason, a decided commitment is required to language training, while taking advantage of the linguistic diversity of the city. The range of these studies must be expanded in a coordinated way in the public and private sector, and work must be done to improve methodologies in formal teaching in educational centres by encouraging the creation of working groups and networks among the specialists of the different educational centres of the city, with the collaboration of the pedagogic renewal movements (4.1.1).

At the same time, Catalan should be promoted as a common language and knowledge of it should be encouraged, particularly its social use. It will therefore be necessary to increase courses for adults in the Vallès Oriental Consortium for Linguistic Normalization, promote organized training in the different civic entities and reinforce the work carried out in schools with small children. Extending social use requires a coordinated effort by the public authorities, in the workplace and in associations, which will make it possible to achieve the status of a shared common language and symbol of identity, thereby favouring social cohesion.

4.1.7. DEVELOPMENT OF PERMANENT CONTINUOUS TRAINING

Alongside formal studies, there is a growing demand for highly diverse continuous training throughout life, which is another important part of comprehensive education. The work carried out by the Adults School must be potentiated and expanded. All continuous education should be coordinated by creating a mechanism to disseminate the range of non-formal education and leisure education offered by the private and public sectors, including integration of people with physical or mental disabilities. In accordance with the objective of social cohesion, special attention must be paid to the problem of the digital chasm; it is therefore necessary to encourage training in information and communication technology.

4.2. DEVELOPMENT OF CULTURAL AND SPORTS RESOURCES

4.2.1. PLACING ARTISTIC AND CULTURAL CREATION AND EXPRESSION AT THE CENTRE OF PROJECTION OF THE CITY

To make creativity and artistic and cultural expression differentiating elements of Granollers, open and alternative spaces for innovation must be created that encourage innovation in all aspects of art. This strategy must be connected to the association fabric of the city and with cultural industries in order to encourage interaction between the creators and the citizens. Artistic experimentation with the new information and communication technologies must constitute one of the priority lines of development. Roca Umbert Fàbrica de les Arts, in coordination with the other public and private facilities, must become the main point of reference for this strategy by seeking a balance between the local, national and international dimensions in its projects.

4.2.2. STRENGTHENING RESEARCH AND DISSEMINATION OF THE CULTURAL AND NATURAL HERITAGE OF THE CITY AND ITS COUNTY SURROUNDINGS

Research is one of the main creative activities that needs to be promoted by making the appropriate cultural mechanisms and

resources available while ensuring their dissemination. Public institutions with responsibilities in conservation, research and dissemination of heritage must act as driving forces and work in coordination to cater to and encourage research and its popularization in a balanced manner in each of their areas, in order to become reference centres and seek excellence in each field, whether by leading research and dissemination projects or by encouraging and facilitating the research in the projects of other local and county social agents and institutions.

The Granollers Museum must, from each of its offices, promote these institutions in the area of artistic, historical and natural heritage and strengthen their educational role and the connection with the schools of the city. La Tela must become a reference centre for knowledge of the environment in Vallès Oriental and take part in and lead projects in this area of national interest. The central museum, with the new outreach spaces and centres for interpreting the historic past and heritage of the city (the Tannery, the Roca Umbert thermal power station), must encourage and improve knowledge of the historic and artistic heritage, from the Romans to the modern day, and attain a position of excellence among the network of museums of Catalonia.

The Granollers Municipal Archive, in conjunction with the Vallès County Archive, must drive the recovery, conservation and dissemination of the documentary heritage of the city (textual and iconic), both public and private, by encouraging the incorporation of new documents from entities, businesses or private individuals, as well as oral sources, to become a reference institution in these actions. The La Troca Centre for Popular and Traditional Culture should become the reference centre in the recovery of ethnologic, festive and popular heritage.

4.2.3. ADAPTATION OF THE LOCAL LIBRARY NETWORK TO THE NEW NEEDS OF THE CITIZENS

Libraries are a resource subject to growing demand in each of the areas of action that pertain to them (information, education support, promotion of reading and cultural development). A plan must be developed for the libraries that takes these functions into account, as well as the territorial balance of the supply and the role of the complementary services (library access

points, study rooms, seasonal services, etc.). The lines of services linked to ICT must be strengthened by emphasizing access to information and potentiating the ability of libraries to provide citizens with information skills, with participation in local information policies. Cooperation should be strengthened with the cultural, social, educational, and information agents of the city, taking into account the role of the libraries in social integration, promoting coexistence and relations and the permanent ongoing education of the citizens. School libraries can also carry out an important function insofar as they open up to their more immediate environment, beyond this ambit.

4.2.4. OPTIMIZING CULTURAL SPACES TO PROMOTE AND FACILITATE CITIZEN ACCESS TO CULTURAL PRODUCTS

Cultural spaces play a key role in education and in developing the creative potential of people, through individual and collective experiences proposed by their programmes. Either through the role of citizens as active agents in these programmes or due to their role as users of this offer, cultural spaces have the challenge of ensuring the highest quality of the service that makes them attractive, modern spaces for social relations around a cultural event that must be understood in an increasingly broad and complex way.

The presence of a wide range of cultural facilities in Granollers and its conurbation requires coordination to adapt to the demand, thereby ensuring clear optimization and sustainability of these spaces with the resources available, maximizing the variety of proposals and facilitating access by the citizens to cultural production through new technologies and the direct relation of cultural intermediaries with the public. In optimizing these cultural spaces, an important strategy is the connection of their proposals with the permanent education being carried out in the schools of the city.

4.2.5. PROMOTING THE PRACTICE OF SPORTS AS AN ESSENTIAL ELEMENT OF THE EDUCATION AND GROWTH OF PEOPLE

Practising physical exercise throughout life helps to maintain and enhance

a good state of health and to delay disease and the onset of disability and dependency. Practising sport has all these characteristics and, additionally, plays an educational role in transmitting values such as effort, respect and solidarity, which favours coexistence and social cohesion. Encouraging the practice of sport requires strategic planning of facilities and making them closer and more accessible, together with the use of schools after class hours. Furthermore, work should be carried out with the sporting entities in order to expand and improve the range of after-school sports activities in the different neighbourhoods of the city and to enhance their educational role. Associations of physical-education professionals should also be created to improve interrelations between schools and sports clubs.

From the perspective of gender, fewer women practice sports and this should be corrected by providing a range of options better suited to their interests and improving dissemination. It is also important to encourage sport among the adolescent population, by improving the connection between schools and the sporting entities of the city. The practice of sport among the elderly should also be reinforced, as well as sport for people with disabilities.

4.2.6. STRENGTHENING HIGH-LEVEL COMPETITION AND COMPETITION IN THE SPORTS THAT ARE A REFERENCE OF THE CITY

High-level sports clubs and events with a large media impact, such as the Half Marathon or the Granollers Cup, are elements of economic promotion and visibility for the city and, at the same time, they promote the practice of and education regarding sports and social cohesion, due to the considerable involvement of volunteers. The city needs to assimilate the importance of these events for its external projection and contribute to promoting them and ensuring their future viability. To do this, an effort must be made to achieve excellence in sports training, starting with the youngest members of the population and increasing the social base of the clubs.



Document of first action commitments

The objective of this Document of first action commitments is to lay the foundations for initiating the executive phase of the 2nd Granollers Strategic Plan. The central document of the plan (The City We Want. Proposals document regarding the city model) defines the vision of the future of the city, the general objectives, the reference values and the projects that must make it possible to advance toward this city model. This is, necessarily, a highly comprehensive document, which will have to be developed in different phases. The process of executing the strategic plan will concentrate the actions in a limited number of projects (because specific actions must be carried out from the outset) and the Municipal Executive Committee and the Steering Committee of the strategic plan will have to ensure that they are carried out. It is therefore essential to prioritize the projects that will be initially carried out in the executive phase of the plan.

In the Document of first action commitments, a total of 14 priority projects have been identified in the first phase of execution of the strategic plan; this prioritization is temporary because, in the monitoring and evaluation process of the strategic plan, the Steering Committee will have to decide on appropriate changes to the prioritization of the projects, taking into account the state of implementation or the opportunity to carry out other projects that initially did not receive preferential attention or were in the study phase.

The following have been taken into account in order to decide prioritization in time:

- a) The urgency of the project, taking into account the social awareness of it, the existence of actions in the process of execution or scheduled for the short term, or the need to initiate the project for reasons of interdependence with other priority projects.
- b) The importance of the project in relation to other proposals contained in the Proposals document regarding the city model.
- c) The viability of the project, taking into account budget considerations and

the involvement of the actors who would have to carry the project out (few clearly defined actors or many poorly defined actors).

- d) The connection with other general objectives of the plan in relation to other projects contained in the strategic plan.

The prioritization of the projects was approved by the Steering Committee of the strategic plan on 8 September 2010. Prioritization took into account the considerations of the members of the Steering Committee of the strategic plan (questionnaires issued on 1 June 2010) and the perception of the citizens regarding the projects (surveys in March 2010). Other considerations were the ability of the principal agents involved to carry out the projects, the opportunity costs involved in not instating them from the outset and the connection with other projects of the strategic plan. Finally, an effort was made to ensure that the selection of prioritized projects was distributed relatively uniformly among the different areas of action: four in the area of territory, four in the area of economic development, three in the area of public welfare and social cohesion and three in the area of education, culture and sport.

Of the 14 prioritized projects, two of them contained in the central document of the plan (The City We Want. Proposals document regarding the city model) are still poorly defined in terms of development, with many actors involved, or poorly defined. Before beginning to carry out the projects, we must make an effort to studying and planning specific actions (taking into consideration their viability) as a preliminary step to implementing the project. In this first phase of execution of the strategic plan, these two projects will enter a preliminary study phase before moving to the executive development phase.

For the other 12 prioritized projects, in order to be able to start the executive process, a file has been established with the main lines to be developed. Preparing this file, which further specifies the orientations of each project and the corresponding working plan, has given rise to another participatory process. The objective of this process was twofold: 1)

to contribute specialist knowledge when orienting development and 2) to provide continuity to the citizen participation started in the process of drawing up the plan in the execution phase, taking into account that the development of the projects will make collaboration between the public and private sectors essential.

To prepare each of these files, drafting committees were set up, made up of municipal technicians and citizens with specific knowledge of the area covered by the project, and led by a coordinator. The Document of first action commitments, which includes the files of the projects that will be in stated initially is, therefore, another collectively prepared document.

Projects Prioritized in the First Phase of Execution of the Strategic Plan

AREA 1. TERRITORY

1.2.1. COMPREHENSIVE IMPROVEMENT OF THE PUBLIC SPACES OF THE SECOND URBAN RING

GENERAL OBJECTIVE: turn the city into a quality urban space.

STRATEGY: creation and improvement of urban public space.

DESCRIPTION: in recent years, a great effort has been made to remodel the old quarter of the city by increasing the pedestrian mall, which needs to be completed and consolidated. In the coming years, efforts should focus on the comprehensive improvement of the new areas of the city surrounding the old quarter, i.e., the second urban ring, by increasing walking areas and improving the design, accessibility and the quality of urban public spaces. When designing these spaces, it is essential to take into consideration their social use and, to determine this, the citizens must take part (3.3.4). Some very interesting projects have been carried out in Granollers that involve participation of children in the design of urban areas and these projects should be extended to other groups. The design of public spaces must promote the mix and coexistence of different uses within the urban area in order to favour social interaction, creativity and quality of life, and to make the city an attractive platform for economic, social and cultural relations. It will be essential to eliminate barriers between the city centre and the surrounding neighbourhoods by reconnecting the urban area of the city, improving the urban landscape and ensuring better coexistence of pedestrians and vehicles.

LINES OF ACTION: the second urban ring of Granollers is defined as the area between the streets Passeig Colom, Camp de les Moreres, Roger de Flor, Lledoner and Passeig de la Muntanya. This is the area of the city that concentrates the majority of its inhabitants, with different levels of intensity. Based on a preliminary analysis that provide information on priorities in terms of de-

mand, use and occupation of public spaces, and therefore with the involvement of the citizens, the project will have to be developed along two principal lines: accessibility and improvement of urban quality.

1. Accessibility

1.1. The actions to improve internal accessibility will have the following objectives:

- Creating routes for pedestrians (widening pavements/single platform), improving the numbering placement trees on boulevards and parterres, installing more efficient lighting and other basic services, actions regarding facades and walls to facilitate the placement of flowers and plants on balconies.
- Eliminating barriers and facilitating the relation between different neighbourhoods.
- Facilitating the connectivity between the different public facilities of the city.
- Encouraging transversal urban mobility.
- Creating cycle lanes.

1.2. The actions to improve external accessibility will have the following objectives:

- Facilitating parking by compensating the parking spaces lost in the process of urban transformation.
- Consolidating roads.

2. The actions to improve external accessibility will have the following objectives:

- The incorporation of quality urban elements.
- The definition of road types.
- Reinterpretation of public spaces, with special attention to residual spaces.
- Incorporation of facilities in public spaces.
- Recovery of the historic and artistic heritage of the city.
- Sustainability.
- Increased green spaces by means of creating true leisure spaces, increasing safety, diversity and rationalisation of children's play areas, as well as creating play areas for dogs.

- The economic and sustainable maintenance of public spaces by improving management of cleaning.

All these actions must be carried out with the involvement of the citizens in the different phases of the process and taking into account the available budget; it will therefore be essential to prioritise the actions in order to carry them out progressively.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

attention should be paid to practical improvements in similar actions that have been carried out in other cities (benchmarking) and visits to the city should be organised. A reference website, with best practices for interventions in urban public spaces in Europe over the past 25 years is www.publicspace.org, created by the CCCB and other prestigious institutions in the field of architecture and urban development in Europe. In some cases, it shows that neither the size nor the type nor the budget are fully decisive when innovating and rethinking what a public space can contribute, no matter how small, to the city. It underlines the public and collective dimension of the public space over other factors. Beyond the specific effect on the project, it would be interesting to organize drawing or ideas competitions in schools, with the aim of working the social and political dimension of public space and evaluating it beyond its connective value.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT):

- City Council: Department of Urban Planning, Department of Works and Projects, Department of Mobility and Local Police.
- Technical Cooperation Office of the Barcelona Provincial Government.
- Bodies that may take part in each specific project, especially neighbourhood associations and associations linked to the elderly or the disabled, as well as sporting, cultural and other groups of the city.

**CONSULTATION WITH EXPERTS OR**

ORGANIZATIONS: Granollers Urban Development Advisory Board, established on 7 May 2010.

DEGREE OF DEVELOPMENT OF THE

PROJECT: actions in the old centre are in an a very advanced stage and include the works recently carried out on Carrer Anselm Clavé and Plaça de la Corona. With regard to the connectivity routes, some works have been carried out (Josep Umbert, Vinyamata) and others, such as Carrer Tarafa, are in progress. These actions already commit to prioritizing pedestrians and connections between neighbourhoods in a more friendly manner.

CONTROL AND MONITORING: when the list and prioritization have been defined, the types of streets, squares and other public spaces will be defined, in which action needs to be taken, bearing in mind their size and the needs set out in the lines of action (connection between neighbourhoods, social improvement, relations between facilities, etc.) and criteria and bases for the construction projects will be established. The corresponding municipal technicians will be responsible for supervising and monitoring the projects.

VALUES: this project is related to the following reference values of the Granollers strategic plan:

Governance: action that must advance with cooperation between the public and private sectors and with citizen participation in accordance with models that are being executed, such as the Fem un Jardí programme on creating public spaces.

Creativity: opportunity to develop creativity by innovating in urban organization and in providing quality elements.

Coexistence: the city is understood as the systems, networks or groups of elements (whether streets and squares or communication infrastructure) that allow traffic and meeting, the order each area of the city and give it meaning, that are the physical area of collective expression and of social and cultural diversity. The city is the result of the relations that take place in it and, in this regard, rethinking the spaces where these relations have a public and social dimension and are visualised most clearly, makes it possible to enhance the Civic character and general use of these public spaces so that everyone can make

them their own in the most enriching way possible for the city.

Competitiveness: public space as an indicator of urban quality. Attractive public spaces invite use. Creating a city also means creating trade and creating culture. Enriching the city with the culture of greenery.

Social cohesion: creating the city is acknowledging the right of everyone to enjoy the city. Encouraging public use of urban spaces allows for intergenerational meeting and the acknowledgement of the plural mass that makes a city from each individual. A child's first conception of the world will depend largely on its perception of the social reality (mosaic) of its city. It also depends on the dialogue and citizen interrelations that are established there. Therefore, the city should be organised in such a way as to encourage meeting spaces.

Territorial cohesion: optimising the mobility of all citizens and accessibility for everyone to the areas of the city. Considering the quality of mobility, of transport and of itineraries as a principal element of the quality of urban life. The continuity of the urban landscape is an important factor of citizen integration. **Civic commitment:** diversity makes exchange possible and requires a minimum of common guidelines that make coexistence possible. Exchange and civic behaviour are expressed in public space and require it. Public spaces are the best indicator or thermometer of the civic health of a city. Civic commitment must be promoted by facilitating Citizen participation in all projects for transforming the city.

RELATION TO AND IMPACT ON OTHER

PROJECTS OF THE STRATEGIC PLAN: it is closely related to projects 1.2.2. Creation of a new pole in the city by covering the train tracks, moving the goods station and re-urbanizing the surroundings, 1.2.3. Adaptation of the basic services to the future needs of the city, 1.3.3. Development of the Granollers Urban Mobility Plan and adaptation of the general guidelines to the conurbation, and 3.3.4. Citizen participation in large and small projects for transforming the city.

JUSTIFICATION: this is an essential project for objective 1 of the strategic plan - turning the city into a quality urban

space, and also for the values of territorial and social cohesion, coexistence and civic commitment linked to the model of an educational city. Prioritisation response to the centrality and strategic nature of the project to provide an overall orientation for the urban improvement of the city in the coming years.

1.2.2. CREATION OF A NEW POLE IN THE CITY BY COVERING THE TRAIN TRACKS, MOVING THE GOODS STATION AND RE-URBANIZING THE SURROUNDINGS

GENERAL OBJECTIVE: turn the city into a quality urban space.

STRATEGY: creation and improvement of urban public space.

DESCRIPTION: this is a vital project to improving the second urban ring (1.2.1), which must be used to expand walking areas and improve the connection between the centre of the city via the Torras Villà park and Avinguda del Parc, and with the newly developed urban area around the new judicial building. All this major urban transformation must create new polarity in the urban area of the city, which allows it to become more attractive and with a better quality of life for its inhabitants.

LINES OF ACTION: the project from creating this new pole in the city has four clear stages of development, which will be linked to the major lines of action.

1. Coverage of the railway lines.
2. Urbanisation of the new spaces that result from the above covering works, linked to the development of urban sectors 110 a and 110b of the Granollers POUM.
3. Transfer of the goods station and freeing-up of land.
4. The development of the Special Residential Area (SRA) of development sector 129 of the Granollers POUM.

The availability of new land in this new central area can provide us with the opportunity to locate other projects

there that arise from the same strategic plan, such as 2.2.1. Creation of a centre of excellence in advanced technologies in services for the elderly and dependent persons, or others that the city might need as a result of the proposals of the Granollers facilities plan, the transfer of the bus station and the creation of a large dissuatory parking area.

Based on the result of this process (which also has a large component of political decision), the urban development and design of the new spaces that arise will have to be linked to their envisioned purpose.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS: as the different stages of the project progress, it will be necessary to work on communication so that this progress is made known to and shared by the citizens (for example, organizing an exhibition of its different items or selecting it as a principal motif of the institutional stand in one of the annual editions of the Fira de l'Ascensió).

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT): Granollers City Council, Ministry of Public Works, ADIF, Catalan Government, as well as other owners and developers.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS:

- Technical specialists working on territorial planning for the plans to transfer the goods station.
- Technical specialists in commercial strategy.
- Technical specialists in drafting the planning for the La Bòbila SRA.
- Granollers Urban Development Advisory Board.

DEGREE OF DEVELOPMENT OF THE PROJECT: the first phase, the covering of the railway line, has the project drafted and is pending specification and part of the funding in order to tender the works, with a schedule of three years for completion.

Following that will be the urban development of the new spaces generated by the covering process, by means of implementation of the PMU-110-A and 110-B.

The third phase affects the planning of the other administrations involved with responsibilities for the territorial plans for developing overland transport of goods by rail, for which a new large goods station is planned in the Vallès county, which will free up land in Granollers.

The fourth phase will continue with the urban development process as the third phase is confirmed and the real-estate market gradually allows the production and funding of new residential land and, therefore, the urban development of this sector of La Bòbila (Granollers SRA).

CONTROL AND MONITORING: the four stages must be broken down into different items, with a broad schedule. The project will have to be monitored.

VALUES: this project is related to the following reference values of the Granollers strategic plan:

Governance: action that, of necessity, can only progress with cooperation between the public and private sectors and multi-level government.

Creativity: opportunity to develop creativity by innovating in urban organization of this important new area of the city.

Coexistence: this action must reinforce the educational strategy of Granollers, which will be provided with a new, attractive, save and high-quality public space.

Competitiveness: capable of successfully facing the future by creating a new pole that aids economic development and improves connectivity in public transport as a first step to facilitating commercial and tourist attractiveness. This allows us to improve the network connection of Granollers.

Social cohesion: take advantage of the situation to facilitate the transversal connectivity of the city. Progress in total accessibility to the city for all people.

Territorial cohesion: the action will make it possible to reduce territorial imbalances. The transfer of the goods station ensures improved quality of life and sustainability.

Civic commitment: it is essential to facilitate the participation of the citizens in this action, since it is wide-ranging and is one of the principal projects for transforming the city - one of those that

only occurs from time to time and that makes it possible to make a qualitative leap with consequences that last through time.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN: this project clearly intersects with project 1.2.1. Comprehensive improvement of the public spaces of the second urban ring. It is also related to projects 1.1.1. Development and improvement of transport infrastructures and 1.1.2. Development of interurban public transport, and with project 1.3.3. Development of the Granollers Urban Mobility Plan and adaptation of the general guidelines to the conurbation, and 3.3.4. Citizen participation in large and small projects for transforming the city.

JUSTIFICATION: this is a project highly rated by the citizens. It includes some of the most important urban transformations of the city for the coming years. Its action is scheduled for the short term (coverage of the railway) and its budget has been approved. Advantage must be taken of this circumstance to jointly plan this area of the city.

1.3.3. DEVELOPMENT OF THE GRANOLLERS URBAN MOBILITY PLAN AND ADAPTATION OF THE GENERAL GUIDELINES TO THE CONURBATION

GENERAL OBJECTIVE: turn the city into a quality urban space.

STRATEGY: sustainability and quality of the environment.

DESCRIPTION: we must move toward easy and sustainable mobility that decongests traffic inside the urban area and facilitates connection with the Barcelona metropolitan area and the neighbouring counties. The development of the Granollers urban mobility plan must allow for the improvement of mobility (organization, rationalization, speed and signage) and recovery of spaces for pedestrians. The ring road, the planned side lanes beside the motorway and the different measures scheduled in this plan (car parks plan, hierarchy of road, traffic calming area, urban public transport



services plan, promotion of the use of bicycles) will make it possible to reduce vehicle traffic and its high environmental impact, and to increase road safety by moving toward sustainable mobility adapted to the diversity of the population.

These general guidelines of the Granollers urban mobility plan should be shared with the conurbation made up of the municipalities of Canovelles, Les Franqueses del Vallès and La Roca del Vallès. In the permanent Intermunicipal Council (1.4.1), all four municipalities must agree to joint measures to advance in this direction: facilitating travel within the conurbation and contributing to traffic calming by, for example, a bus plan that increases integration, as well as other matters of internal and external mobility of the conurbation. The permanent Intermunicipal Council must also ensure control of air quality, reduction of greenhouse gases and reduction of noise pollution, with the objectives and measures established in the urban mobility plan and the local Agenda 21.

LINES OF ACTION: the major pillars on which the development of the project will be based are the following:

1. **Pedestrians:** creation of pleasant, safe itineraries that are accessible from anywhere in the city.
2. **Circulation of vehicles:** hierarchy of roads - 20% for vehicle priority and 80% for different priority roads (30 zones, inverted priority, pedestrian zones, etc.).
3. **Vehicle parking:** creation of a range of parking options in accordance with the estimated demand, depending on whether the users are a) residents or b) from outside (long-term, medium-term and short-term).
4. **Public transport:** coverage of the entire territory of the conurbation in order to complete the pending itineraries with increasingly shorter frequencies.
5. **Bicycles:** make bicycles a more common means of transport through the city by providing a) safety on the routes and b) safe parking options.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS: the Granollers urban mobility plan contains 36 files with specific proposals for intervention, grouped into different subject blocs: environment, sus-

tainable mobility, road safety, industrial estates, goods distribution.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT): the institutions most involved in executing the project are the municipal councils of Granollers, Canovelles, Les Franqueses del Vallès and La Roca del Vallès. Also involved are public passenger transport companies, public car parks and control of parking in blue zones.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS: Group of Municipalities with Urban Transport, Barcelona Provincial Government, departments of each municipality that deal with matters of mobility, and specialist companies.

DEGREE OF DEVELOPMENT OF THE PROJECT: the city never stops, there are constantly works, repairs and opportunities for action in progress. Since the approval of the Granollers urban mobility plan (June 2009), an effort has been made to ensure that the works or projects carried out in Granollers follow the criteria of the mobility plan. Thus, footpaths have been widened (Minetes, València, Verge de Núria, etc.) and single-lane street have increased by 15,000 m² to facilitate pedestrian traffic. In relation to vehicle traffic, the hierarchy of different roads around the historic centre has been reordered with the creation of streets that are completely cut off to traffic, streets with restricted traffic and 30 zones. Some sections of the old road have been converted into interior streets with parking spaces for cars, motorbikes and bicycles, loading and unloading and containers. With regard to parking, the free parking space on the other side of the river has been consolidated as an alternative to parking inside the urban centre. Urban public transport connects the nearest neighbourhoods of all the municipalities of the conurbation.

CONTROL AND MONITORING: the Granollers Urban mobility plan establishes a system of indicators of safe mobility, sustainable mobility, equal mobility, efficient mobility and environmental indicators that make it possible to evaluate its development.

VALUES: this project is very closely related to reference values of the Granollers strategic plan, such as coexistence, as the city

must, essentially, be a place for meeting and interrelation between people. Mobility in the public space must respond this objective and to territorial cohesion and sustainability in order to reduce territorial imbalances, guarantee equal opportunities and ensure viability over time, as a commitment to future generations.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN: this project is very closely related to the other priority projects in the area of Territory: 1.2.1. Comprehensive improvement of the public spaces of the second urban ring and 1.2.2. Creation of a new pole in the city by covering the train tracks, moving the goods station and re-urbanizing the surroundings, and also with the two projects related to the openness and accessibility of the city: 1.1.1. Development and improvement of transport infrastructures and 1.1.2. Development of interurban public transport, and with the sustainability and quality of the environment: 1.3.4. Controlling and improving the environmental quality of the city, for which more indirect monitoring is proposed. It is also an essential project for promoting joint actions with the other municipalities of the conurbation by means of the permanent Intermunicipal Council for the development of joint strategic projects in the conurbation (1.4.1).

JUSTIFICATION: mobility is one of the concerns most frequently stressed by the citizens of Granollers: parking (24.5%) and traffic (31.5%) are the two main problems of Granollers according to the survey of the provincial government; similarly, parking (33.1%) and mobility (26.3%) are the two main nuisances of Granollers according to this citizen survey of the strategic plan. Improving mobility and recovering space for pedestrians is one of the projects deemed to be of highest priority (67% of responses in the citizen survey, the most highly prioritised of the projects related to the territory).

1.4.1. PERMANENT INTERMUNICIPAL COUNCIL FOR THE DEVELOPMENT OF STRATEGIC PROJECTS COMMON TO THE CONURBATION

GENERAL OBJECTIVE: turn the city into a quality urban space.

STRATEGY: coordination and relational leadership as the backbone of the territory.

DESCRIPTION: in the process of drafting the 2nd Granollers Strategic Plan, an Intermunicipal Council was set up to debate the future strategies of the conurbation made up of Granollers, Canovelles, Les Franqueses and La Roca del Vallès. This Intermunicipal Council requires continuity to implement the plan and to make it a permanent platform with the aim of reaching agreements on joint strategic projects in the conurbation, and global territorial matters that affect all four municipalities, with the aim of gaining consensus to achieve a joint position on the place of the city in the county and the metropolitan region, which will make it more attractive and give it a reference role as an important pole of the metropolitan arc. The Intermunicipal Council should be led by the four mayors of the municipalities of the conurbation, to be able to establish the creation of different technical committees, professionals and representatives of the private sector, in order to develop the established objectives. Based on this structure, it will be necessary to develop formulas for cooperation with the other neighbouring municipalities.

LINES OF ACTION:

- 1) Analysis and prioritisation of the areas in which inter-municipal cooperation is most practicable, depending on the potential of each municipality, legislation, prior experience of joint work, expected results, social demand, other successful cases, etc, both between municipalities that make up the conurbation of Granollers and with other bordering municipalities.
- 2) Monitoring and promotion of the projects defined in the 2nd Granollers Strategic Plan, which involve cooperation between the four municipalities of the conurbation.
- 3) Knowledge transfer: one of the objectives of the Intermunicipal Council will be to share knowledge and experience and extract lessons that can be applied to each of the territories.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

- Conferences for exchanging experiences between the four municipalities

and with the participation of other municipalities of the Vallès Oriental county.

- Analysis of similar experiences of inter-municipal cooperation in Catalonia or outside of Catalonia.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT): Granollers City Council, Canovelles Municipal Council, les Franqueses Municipal Council, la Roca Municipal Council, Vallès Oriental County Council.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS: Technical Office of Strategies for Economic Development (Barcelona Provincial Government)

DEGREE OF DEVELOPMENT OF THE PROJECT: to start the process of drafting the 2nd Granollers Strategic Plan, and Intermunicipal Council was created made up of representatives of the municipalities of Granollers, Canovelles, les Franqueses and la Roca, which has held meetings on two levels: 1) the political level, with periodic meetings of the four mayors with the director of the Granollers strategic plan, and 2) the technical level, with periodic meetings of municipal technical experts delegated by each mayor with the director of the strategic plan. The objective of the meetings was to provide information on the entire process and to jointly review all the projects that have been proposed in order to include them in the strategic plan, especially those projects that involved supra-municipal cooperation. These projects included the possibility of creating a permanent Intermunicipal Council for the Development of Strategic Projects Common to the Conurbation, which would provide continuity to the existing Intermunicipal Council and adapted to the executive phase of the strategic plan.

CONTROL AND MONITORING: the task of the Intermunicipal Council is essentially based on the relations of trust between the political representatives of each of the municipalities, which will retain complete autonomy in decision-making. The council of mayors will decide on and have control of the technical teams that are created to carry out any joint project. In order to evaluate inter-municipal

cooperation, the following may also be established:

- Quantitative indicators (number of meetings, attendees, decisions taken, joint actions carried out, etc.).
- Qualitative indicators (level of satisfaction of the members of this council and of other agents involved in this process).

VALUES: the creation and functioning of the Intermunicipal Council is related to the following reference values of the Granollers strategic plan:

- **Governance:** the need to work together on all those projects that require the involvement of the neighbouring municipalities and to listen to the opinions of all those involved in order to agree what we do based on requirements.
- **Creativity:** opportunity to innovate in inter-municipal relations and in joint decision-making.
- **Coexistence:** inter-municipal cooperation is a first step to achieving improved institutional coexistence among the four municipalities. Improved coexistence must be one of the objectives of the cooperation.
- **Competitiveness:** inter-municipal cooperation will improve positioning and competitiveness as municipalities, which will help to visualise both the capital of the county and the municipalities of the conurbation.
- **Social and territorial cohesion:** there is a physical continuity of the four municipalities which must also be reflected in what we do and how we do it. The transformation projects driven by this Intermunicipal Council must have a very direct effect on the welfare and quality of life of the people who live in these municipalities and must also, therefore, affect their social and territorial cohesion.
- **Civic commitment:** the Intermunicipal Council must improve the channels of communication between the municipal governments and must also take into account the opinions of the citizens when developing any future project.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN: the Intermunicipal Council is essential for developing many projects of the strategic plan that require coordination and agreements between the municipalities of the



conurbation. These projects include the following: 1.3.1. Planning of energy infrastructure and efficient management of waste, water and energy in coordination with the municipalities of the conurbation; 1.3.2. Conservation of natural spaces of the conurbation and connectivity with others in the county; 1.3.3. Development of the Granollers urban mobility plan and adaptation of the general guidelines to the conurbation; 1.4.2. Articulation of a common position with the municipalities of the metropolitan arc on projects to manage mobility, territory and large infrastructure; 2.1.1. Comprehensive improvement of telecommunications infrastructure; 2.3.2. Positioning of Granollers as capital of a highly attractive county; 3.2.2. Joint action of the conurbation on groups at risk of social exclusion.

JUSTIFICATION: the importance of this project lies in the fact that it is essential for developing all those that require the involvement of the neighbouring municipalities and that it can become an instrument of democratic governments, one of the reference values of Granollers as an educational city. Inter-municipal cooperation will increasingly be a requirement for developing future projects, particularly taking into account the budget restrictions that will be imposed due to the economic climate; thus the existence of this body may be an opportunity to advance in inter-territorial management. The urgency for implementing this project is due to the fact that the body created needs to be used during the process of developing the strategic plan in order to provide continuity to this platform for collaboration with the neighbouring municipalities. Despite the objective obstacles to joint planning between the four municipalities and implementing specific actions, the opportunity cost in the event of not giving this project priority would be very high and could make it more difficult to implement it in a later stage of the process of carrying out the strategic plan. Furthermore, implementing the Intermunicipal Council will strengthen the position of Granollers as the capital of the county.

OBSERVATIONS: as well as the inter-municipal council of mayors, which is the body the channel's political decisions to carry out shared projects and ensures that

this cooperation between the municipalities is effective, it will be necessary to build technical teams to materialise this cooperation with clearly defined skills. Whereas the meetings of the council of mayors will require a more or less regular schedule of meetings, with extraordinary sessions when required, the creation of technical teams must be flexible and based on specific projects.

- Inter-municipal cooperation must contribute to the following:
- a) Optimisation of scarce existing resources.
 - b) Improvement of the response to existing needs.
 - c) Greater flexibility when providing responses.
 - d) Adaptation to the complexity of the current needs of the municipalities.

AREA 2. ECONOMIC DEVELOPMENT

2.1.2. PROMOTION OF INNOVATIVE BUSINESS ACTIVITY

GENERAL OBJECTIVE: make innovation and human capital the basis of development.

STRATEGY: enterprise and industry competitiveness.

DESCRIPTION: the public authorities must be proactive in supporting innovative business activity but it is also essential for business organizations linked to the territory to participate and necessary to achieve consolidation of the business cooperation networks and for committed people to lead transformational projects.

One of these initiatives is the creation of the Can Muntanyola Advanced Services Centre, promoted by Granollers City Council and the Vallès Oriental delegation of the Chamber of Commerce, which must be a key project in activating the territorial innovation system and facilitating an environment of competitiveness that promotes strategic change in companies toward activities that generate more added value. This centre must specialize in generating and transferring knowledge on innovation in management between activities such as encouraging entrepreneurship and support for business internationalization. It is also necessary to promote commerce studies, taking into account the weight of the commercial sector and the future commitment to its development (2.3.1).

In connection with this new centre, it is necessary to promote the Granollers Technological and University Centre (CTUG) as an agent for business and technological development, aligned with third-level studies that are developed as a priority (4.1.3). The creation of the Telefónica Corporate University in the Bell-lloc centre in La Roca could have a major impact on the territory as a contact point with a potential node for producing and transferring knowledge and advanced technologies to industrial and service activities. Action proposals should be put forward that arise from collaboration between the public and private sectors

and have the aim of developing ICTs (such as the Catalunya 4.0 project) and, from the CTUG, specialist training should be promoted that specializes in recycling and adapting ICTs, specifically, in the education community.

LINES OF ACTION:

1. Creation of the Can Muntanyola Advanced Services Centre. This is one of the most important actions scheduled in the framework of this project, which must develop four lines of work:
 - a) A centre specialising in research and innovation in the area of cooperation between the public and private sectors. An annual programme of action must be defined with this objective, which may consist of scheduling periodic lectures on this topic, intensive seminars, training actions, exchange conferences, bibliography, bank of best practices or other appropriate actions.
 - b) A reference centre in innovation in business management. An annual programme of activities with this objective must be defined, which may consist of stable and specialised educational activity, reflection and inter-business cooperation sessions, tailored training, exhibition of successful experiences, knowledge-transfer actions, new formulas for supporting temporary accommodation, business growth or acceleration, publications or other appropriate actions.
 - c) Annual scheduling of quality training courses aimed at managers of micro-enterprises and small and medium-sized enterprises in the territory, defined based on specific demand of these enterprises and design and coordination with the current programs of the business organisations in their agreements with business schools.
 - d) A service of information, advice and administrative procedures for companies, based on the principles of simplification, digitalisation and comprehensive focusing of the productive activity of the company. In the initial stage, it will be necessary to coordinate the services between the Chamber of Commerce and the City Council and, subsequently, with other levels of the administration

and the range of services provided by the business organisations.

2. Promotion of innovation in the industry, particularly in those sectors identified as emerging. These include the agro food sector (2.2.3), businesses related to habitat (2.2.4), and those related to health (2.2.1 and 2.2.2), renewable energy and energy efficiency, which are expected to have tremendous potential innovation.
3. Encouragement of entrepreneurship: consolidating a network of resources (technical, financial, etc.) to support the creation of businesses among the different public and private agents of the territory, which begins by incorporating the entrepreneurial spirit in the phase of compulsory education.
4. Promoting higher education linked to the territory and developing vocational studies in coordination with companies in the county. Working in line with projects 4.1.2 and 4.1.3 of the strategic plan in order to improve the connection between vocational studies and the needs of businesses and to provide a range of University studies aimed at improving competitiveness of companies by means of agreements with universities and other agents.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

- Working and reflection groups throughout 2011, coordinated by the monitoring committee provided for by the framework agreement between the Council and the Chamber of Commerce, in order to develop the content of Can Muntanyola.
- Defining a line of training on the use of ICT in SMEs in order to improve productivity with a specialised university course that would be the basis of the future postgraduate programme in iProductivity.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT):

Granollers City Council, Granollers Market, Granollers Technology and



University Centre, Barcelona Chamber of Commerce, Unió Empresarial Intersectorial del Vallès Oriental, Granollers Delegation of PIMEC, Vallès Oriental Federation of Business Associations, Unió General de Treballadors del Vallès Oriental, Comissions Obreres del Vallès Oriental-Maresme, universities.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS:

- Experts in local economic promotion of Barcelona Provincial Government, the Catalan Government, university and business organisations.
- Manresa ICT Applications Centre (CA-TIC).
- Microsoft Productivity Innovation Centre

DEGREE OF DEVELOPMENT OF THE PROJECT:

the Can Muntanyola facility began construction in October 2010 and is scheduled to be completed in January 2012. The plenary council meeting of September 2010 approved the framework cooperation agreement with the Barcelona Chamber of Commerce.

In recent years, Granollers Market has consolidated a consulting service for the creation of businesses, in collaboration with the INICIA program of the Catalan Government, which advises approximately 100 entrepreneurs every year.

In 2010, work began on energising the food industry and habitat as a cluster by means of visits and organising business meetings.

CONTROL AND MONITORING: the Can Muntanyola project has established a schedule for carrying out the works and, at the same time, work should be carried out on institutional communication regarding the range of services.

In 2010 Granollers City Council set up a working committee with the Vallès Oriental County Council and ACC10 (Catalan Government) to define strategy in coordinate the work for energising the clusters of the food industry and habitat as priority sectors of the future territorial system of innovation in Vallès Oriental.

Granollers Market has a battery of indicators on the activity of encouraging entrepreneurship, in accordance with the standard criteria of the Department of Labour of the Catalan Government.

VALUES: this project is closely related to the following reference values of the Granollers strategic plan:

Governance: this project can only be successfully carried out through cooperation between the public and private sectors.

Creativity: contributing to developing creative and innovative formulas for managing businesses and defining an original range of services adapted to the demands of the businesses in the territory.

Competitiveness: understood as a formula for guaranteeing and progressing in territorial sustainability.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN:

this project will be essential for the development of the industrial sector (2.1.3. Increasing the competitiveness of production areas) and may contribute to energising the commercial sector (2.3.1. Stimulation of proximity trade as a distinctive brand of the city). The project will be connected to a greater presence of higher education in the city by means of the Advanced Services Centre for the companies in Can Muntanyola and the CTUG (4.1.3. Promoting university studies and applied research in the city as a strategy for attracting talent and knowledge), and with the development of professional studies (4.1.2. Developing vocational studies in coordination with companies in the county). Encouraging innovation in industry will be particularly aimed at those sectors identified as emerging sectors in the territory, such as the agro-food industry (2.2.3. Strengthening the agro-food sector), Companies relating to habitat (2.2.4. Stimulation of the sector of businesses related to habitat), and that of health (2.2.1. Creation of a Centre of Excellence in Advanced Technologies in Services for the Elderly and Dependent Persons; 2.2.2 Development of the activity sector linked to health care).

JUSTIFICATION: this is a project aimed at providing a response to objective 2. Make innovation and human capital the basis of development, Which reinforces the industrial presence in the city, competitiveness and internationalisation, and will have a considerable impact on the economic development of Granollers. The Can Muntanyola Advanced Services

Centre is destined to be one of the major cooperation projects between the City Council and the business organisations in the territory (delegation of the Chamber of Commerce). In coordination with this new Advanced Services Centre, the promotion of the CTUG may be another key piece for the enhancement and transfer of knowledge and of advanced technologies, in connection with higher education. It is therefore an opportunity to reposition this municipal facility. It is a key project for encouraging entrepreneurship, competitiveness, innovation and internationalisation of businesses, which are essential objectives for the economic development of the city. It is an essential project for the generation and transfer of knowledge and, therefore, for the objective of Granollers as an educational city.

2.2.1. CREATION OF A CENTRE OF EXCELLENCE IN ADVANCED TECHNOLOGIES IN SERVICES FOR THE ELDERLY AND DEPENDENT PERSONS

GENERAL OBJECTIVE: make innovation and human capital the basis of development.

STRATEGY: boost for the economic sectors identified as emerging sectors.

DESCRIPTION: the sector linked to health has a fundamental role to play in the production of knowledge. By taking advantage of the existence of the Fundació Hospital-Asil of Granollers and its traditional specialization in geriatric care, experience in postgraduate training, collaboration with different universities and the recent agreement to become a university hospital with the International University of Catalonia, it will be possible to achieve the creation in Granollers of a centre of excellence in advanced technologies and services for the elderly, disability and dependence care, and innovation in social services. This centre could form part of a health care park with specialities ranging from geriatric care and services linked to dependency, which develops technology-transfer projects that could include the development of specialist higher studies and international masters' programmes related to biomedicine (4.1.3). This centre

could also encourage development of the activity sector linked to health care (2.2.2).

LINES OF ACTION: the project focuses on implementing processes of technological innovation and development of new technological support services applied to daily life of people, in the field of disability and ageing, characterised by usability and acceptability by the target groups. Design, development, production and sales must clearly be based on a thorough knowledge arising from basic, clinical and epidemiological research. It will also be necessary to roll out two lines of research: one aimed at studying the needs of particular groups with the development of new products and another aimed at evaluating the impact of the use of these products on the quality of life of the users. These research lines must be rolled out before the new products are sold. We can therefore define five major lines of action:

1. Study of the needs of the target groups (the elderly and/or people with disabilities, with or without dependence, with functional limitations in learning processes, cognitive processes, emotional processes, communicational processes and relational processes).
2. Identification of the different lines of research, innovation and development, both national and international, relating to the selected areas, as well as similar national and foreign centres of excellence in order to select active research projects to join as partners in the initial phase, and to initiate them, lead them and coordinate them in a second phase.
3. Design of innovative technological products and services based on the new technologies: support technologies and ICT, including alternative and augmented communication systems (SAAC), demotic technologies applied to the home, technologies for adapting the urban environment to the functional diversity of people (design for all), virtual accompaniment services for people in situations of dependency (lack of specialist resources, long-term illnesses, architectural barriers, etc.). By working with a computer programmer, and the use of ICT to improve

the effectiveness of interventions of the healthcare and social systems in residential care.

4. Design, utility and usability tests, and production of new products to improve personal autonomy and the effectiveness of the healthcare and social services.
5. Strategies to search for technological partners, donors and sponsors, and promotional strategies and strategies to make the products profitable. This includes the creation of a fundraising unit dedicated to seeking out financial resources by identifying donors and sponsors, following the type of model used in the US.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

- Creation of a group to implement this project with citizens, healthcare professionals and social services professionals, and experts in technology (professionals and businesses in the territory) and preparation of a conference for strategic reflection with the intervention of all or some of the actors involved, as well as reference figures, with presentations of innovative experiences that highlight the interest of the city in these topics, in order to progress in the definition and viability of the project. Collaboration with TicSalut would help provide information on the successful experiences in Catalonia and the rest of the world.
- Creation of a small operating group to draw up the master plan of the project and to manage its development from physical location and with the basic infrastructure of management personnel.
- Creation of benchmarking activities to learn about related successful experiences (Fundació Matia, TecnoCampus Mataró, living labs, citizen laboratories for implementing innovative initiatives in ICT-based services), the model for which is Citilab in Cornellà and taking into account the potential role of the Granollers Technology and University Centre (CTUG).
- Creation of the necessary strategic alliances with research institutions, both the University and technological, innovative businesses in the ICT sector, businesses producing support

technologies to human functions, and businesses interested in providing investment capital.

- Later on, when the project is well-defined, there will be initiatives such as the creation of some kind of City of Granollers prize for entrepreneurs (professionals, institutions, companies) who present projects in this line.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT):

Implementing partners: Granollers City Council, due to its proactive policies in the field of people with disabilities and the elderly, and Fundació Hospital Asil de Granollers, due to its tradition and expertise in the field of geriatric and residential care.

Other potential partners: the Catalan Health Institute, due to its interest in community health care, other specialist healthcare providers (Benito Menni Mental Health Services, Child and Youth Mental Health Centre). From the social perspective, the Vallès Oriental County Council could provide a broader territorial perspective on the project.

University Institutions: some of those currently envisaged are the following although, as detailed in the observation section, a selection should be made after the environment has been analysed:

- Fundació Institut Català de l'Envel·liment, due to its reference role in research into gerontology and dependence in Catalonia.
- Technical University of Catalonia, as a partner due to the development of new technological products providing support to human functions, due to its proven experience in associations of this type in Catalonia.
- As a local partner, and within Granollers City Council, the Granollers Technology and University Centre (CTUG), with the functions of implementing new technologies among the citizens and contracting partners and university training initiatives.
- The Augmented Communication Techniques Unit (UTAC) of the Department of Psychology of the University of Barcelona, as an expert in communication systems for people with motor disabilities and communication disabilities.
- The Mataró Maresme Tecnocampus, which carries out activities related to



the objectives and contents of this project and which has an agreement with Granollers City Council to carry out joint activities.

Possible technological partners:

- Fundació TicSalut, as a public agent for promoting and supporting the innovative initiatives in the field of ICT in health care.
- Fundació IzCat, as a partner for the development of new technological products in the market in the field of ICT.
- Some important suppliers from the telecommunications sector, such as Telefonica or Vodafone.
- Collaboration with the Barcelona Chamber of Commerce for the potential mediation of this organisation in identifying industrial development partners.
- Financial institutions potentially interested in initiatives in this area, which might sponsor at least the initial promotion activities of the project. "la Caixa" would appear to be an appropriate agent given its involvement in social initiatives in the area of disability and ageing, especially in the promotion of the use of new technologies by the elderly.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS: José Javier Yanguas, director of the Matia Institute of Gerontology (INGEMA) and Unitat MATIA INNOVA (Sant Sebastià).

Dr. Antoni Salvà, director of the Catalan Ageing Institute Foundation.

Dr. Ricardo Moragas. Universitat de Barcelona. Expert in social gerontology, with national and international projects.

Joan Guanyabens, secretary of Strategy and Coordination of the Department of Health and CEO of the Agency for the Evaluation of Medical Technology and Research.

Centre for Technological Studies for the Care of Dependence and Autonomous Lifestyle, Vilanova i la Geltrú

Fundació Pasqual Maragall (methodology for seeking donors and sponsors).

DEGREE OF DEVELOPMENT OF THE PROJECT: some actions with points of convergence with this project have been carried out, which may help to define the lines of action of the future centre of excellence:

- Since December 2007, Granollers City Council has had the Sirius Centre for Personal Autonomy, who services include information and advice on support technologies and technologies for adapting to the environment, aimed at people with disabilities, with or without dependents, which, in its three years of life, has provided service to more than 1500 people with disabilities.
- The Consortium of Services for the People of Granollers was constituted in December 2008, made up to date of Granollers City Council and Fundació Bertran de Seva de la Fundació Hospital Asil de Granollers, aimed at operating in the area of residential care and in disability and dependency, which is currently in the phase of identifying its range of services; these will include the following:
 - a) Support for training basic professionals in the dependency sector, as well as informal carers.
 - b) Use of ICT in identifying cases and in coordination between health care and social agents.
 - c) Control of the management of social facilities and services.
 - d) Creation and management of a local observatory on vulnerability associated with age, disability and dependency.

CONTROL AND MONITORING: The following must be evaluated:

- Initially, the level of adhesion to the project by all the institutions involved (particularly the different preliminary agreements of the institutions individually, ensuring that there are no problems or areas of duplication).
- Capital contributions, infrastructure or know-how, that might be provided by the different partners.
- Establishment of quality indicators and indicators of returns on investment and fulfilment of objectives.
- Applicability and social utility of all the innovative lines and actions.
- Economic and social viability and benefits and visibility of each of the actions.
- Appropriate dissemination of the results of the innovation actions.

VALUES: the project is related to several of the reference values of the Granollers strategic plan. Creativity as the basis of an innovative city that is committed

to the internal generation of creativity and talent and the attraction of foreign experts and professionals in the sector to the city; the skills for producing, disseminating and appropriating knowledge for all citizens in equal measure; competitiveness for economic and technological development of the business fabric, generation of stable, quality employment, and projection on the international stage; social cohesion as an objective of the city to be achieved by means of consideration and respect for human diversity and equal opportunity for all people.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN: the development of this project will have a large impact on the promotion of the health-related sector (2.2.2. Development of the activity sector linked to health care; 3.1.2. Adapting public health care services to the growing needs of the population); 2.1.2. Promotion of innovative business activity, and also by promoting knowledge attracting talent (4.1.3. Promoting university studies and applied research in the city as a strategy for attracting talent and knowledge).

JUSTIFICATION: becoming a reference city in care of the elderly and people with impaired autonomy by encouraging research and the location of companies in the sector is one of the projects most highly rated by the citizens of Granollers. This is an ambitious project of uncertain viability, but we should explore the possibility of carrying it out because it will have positive externalities for the entire health care sector and will position the city on care of disabilities, dependency and innovation in social services. The urgency of the project lies in the fact that it is highly complex, the start of the initial phase of definition of the project and the creation of complicity between the main actors should not be delayed, in order to achieve results in the medium term.

OBSERVATIONS: in the short term, the possibility of implementing a project like this involves not so much trying to reproduce existing models as seeking alliances with the existing projects in Mataró (Mataró University Technical School, Fundació TicSalut and the Mataró Health Care Consortium) and in Vic (University of Vic, Vic General Hospital, Hospital de la Santa Creu).

Partnership formulas with the University of Barcelona could also be studied, specifically the UTAC, given its expertise in alternative and augmented communication systems and its strategic position due to the direct relationship with the Departments of Social Action and Citizen Affairs and Education of the Catalan Government.

AREA 3. PUBLIC WELFARE AND SOCIAL COHESION

3.1.2. ADAPTING PUBLIC HEALTH CARE SERVICES TO THE GROWING NEEDS OF THE POPULATION

GENERAL OBJECTIVE: grow the social capital of the city through diversity.

STRATEGY: comprehensive health care strategy.

DESCRIPTION: our society is ageing as a result of improved living conditions in recent decades and of the resulting increase in life expectancy. This situation has different connotations, which can be summarized as follows: the increase in the population, which, thanks to advances in medicine, is living longer, despite living with chronic diseases and functional limitations; the need to adapt health and social services to the new paradigm, in order to deal with individual situations in which healthcare and social needs converge and overlap, and the growing subjective valuation of health as a substantial element of welfare and the quality of life brought about by a positive change in life habits.

The public services must meet the new demand by means of an increase that is adapted to needs, the creation of new formulas for coordinating residential care with preventive aims and improving its effectiveness and efficiency, and reinforcing health-promotion interventions, particularly those relating to physical exercise and healthy eating.

There is currently a mismatch between supply and demand for health care service, which has been created by processes of demographic growth and ageing of the population. This situation must be met with decisive action to extend and improve the health care services, both in primary care centres and in specialist care facilities.

The planned expansion of the Granollers general hospital, with the creation of a new hospital and new buildings and services, with the parallel construction of a new adjacent hospital to provide psychiatric care, must be a key element of

this project and reinforce the institution as a leader. The location of the hospital for activities linked to applied research in geriatrics and the autonomy of the elderly (2.2.1) should be another piece of this project.

To achieve maximum efficiency, it will be necessary to make intensive use of the new communication technologies, with highly innovative technological solutions, and a fundamental task of prevention and education, in order to promote the correct use of these services.

LINES OF ACTION:

1. *Growth and structural remodelling to adapt the health care services to demographic growth and population ageing.* This line, which involves seeking the complicity of the health care authorities to make this project consistent with the general criteria of planning and funding, includes the following:

- a) Effectively implementing the new facilities scheduled for the area of specialist care: complementary hospital in the city centre and a new hospital complex that will include several specialist mental-health facilities.
- b) Reorganizing the spaces of the Fundació Hospital Asil de Granollers freed up as a result of the construction work mentioned in a). Conversion of Building C into a residential-care building and the subsequent extension of the Adolfo Montañá Riera Geriatric Centre, which will be better adapted to the times and the care requirements of geriatric patients and the dependent elderly.
- c) Implementing the creation of a fifth basic health care area in Granollers.
- d) Creating, in collaboration with the municipal social services, adapted transport services to facilitate accessibility to the health care services for patients with restricted mobility.
- e) Potentiating existing alternatives to hospitalization in the area of geriatrics and residential care in order to prevent unnecessary occupation of the emergency services.

2. *Improvement of coordination between care agents and levels:*



- a) Increasing complementarity between the residential-care sector and the social sector.
- b) Reviewing the residential places available in the county in order to re-assess the principal shortcomings in the social sector.
- c) Protocolizing and managing in a coordinated manner cases of patients with multiple chronic illnesses, resulting functional limitations and social problems, who are often geriatric patients.
- d) Establishing a coordinated system of health care education aimed at family members and carers of patients and dependent persons to provide them with the skills to evaluate patients periodically and correctly and to provide them with basic care, with periodical expert assessment.
- e) Facilitating the creation of self-help groups, with the involvement of family members in providing care to people with dependency.
- f) Creating a continuous-assessment system for patients, backed by data supplied by the patients and carers, with continuous monitoring by experts.

3. Application of new technologies, implemented by the Department of Health. A paradigm shift is taking place in the relations between citizens and the health care services, which involved a change in the use of information relating to their health. From the traditional status of sick patient, who takes on the passive role and for whom the only source of information is basically from healthcare professionals, we are moving towards that of the patient-Citizen, who opines and questions the decisions and therapeutic proposals of the professionals, based on knowledge taken from consulting information via the Internet (using E-health), and from this to the proactive patient-Citizen, proposes therapeutic alternatives and the personal selection professionals and centres, based on the experience of participation in virtual communities and social networks and on the use of accredited healthcare portals (using i-health). This change requires adapting the services and professionals to the new reality in order to provide immediate and satisfactory responses to new individual demands:

- a) Implementing virtual environments of spontaneous or scheduled contact between patients and professionals and personalised messaging systems.
- b) Advancing in the definition and use of the shared clinical records, including the personal health file that makes it possible to incorporate personal information accessible to the citizens and for citizens to be able to carry out certain personalised procedures. It is necessary to explore and interrogate the healthcare databases from a comprehensive perspective, of the system, and analyse the processes from the perspective of the individual experience of the patient who makes concatenated and/or simultaneous use of the services from isolated care units (e.g., Sunset application).
- c) Using ICT to assist in the monitoring and health care education of patients outside the care environment (hospital or primary-care consultation), initially applying them to small groups as showcase projects and, subsequently, generalising them with the use of devices (PC, digital tablets or digital TV with DTT), with interactive, bidirectional communication.
- d) Reinforcing E-clinics in the geriatric departments of the hospital and assisted residences by means of ICT.
- e) Efficiently managing existing resources by means of new circuits and potentially aiding the use of telemedicine.

4. Encouraging education for health:

- a) Promoting the Constitution of patient groups with similar problems or diseases in order to facilitate group healthcare education actions and encourage self-help among patients.
- b) Designing workshops and courses to inform and train carers and patients (with the ability to reach the entire population within five years), by making use of patient associations and other bodies and the figure of the patient and the expert carer.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

Programming in situ or virtual teaching activities to facilitate better use of the services.
Generic consulting initiatives in matters of health aimed at the citizens.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT):

in order to implement this project, the participation of representatives of the different care areas in our territory is essential. The organisation's most involved include the following: Catalan Health Institute, Catalan Health Service, Fundació Hospital Asil de Granollers, Granollers City Council, Benito Menni Mental Health Services, Residència Fundació Antònia Roura.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS:

TicSalut, organisations and bodies or administrations with highly integrated territorial systems (Vic, Québec, Alaba, etc.), Academy of Sciences and scientific societies.

DEGREE OF DEVELOPMENT OF THE PROJECT:

in Granollers, the range of health care is insufficient and fragmented. Furthermore, the current situation of dependency obliges us to determine new models of care that are coordinated with the aim of speeding up processes, avoiding duplication of professionals and resources and, what is most important, reducing waiting times and the inconvenience to our clients/users (patients and their family members). Some notable initiatives are already being carried out in this regard.

Work has been carried out on the functional plan of the new hospital. We have also reached the executive stage of the project from the complimentary hospital and the multipurpose mental health unit.

With regard to other areas, work is being done to improve coordination with the primary services by placing the patient at the centre of the system and facilitating care processes between the different providers.

CONTROL AND MONITORING: a realistic timeline is required and establish times must be monitored.

VALUES: the development of this project will lead to increased knowledge capital, which is one of the reference values of Granollers as an educational city.

This increase will be manifested by the attraction of talent deriving from the creation of new specialist resources, and educational activities aimed at improving self-management of health by the population. This will lead to an increase in shared responsibility of the citizens, understood not as simple users of the health care services but as healthcare agents, and an alliance will be generated between citizens as skilled carers and the final specialist. This will improve co-existence and social cohesion, which will also increase by facilitating access to basic health care services for all people. The project will encourage creativity derived from the innovative initiatives that seek greater effectiveness based on the use of new technologies and in the generation of innovative formulas for providing services and coordinating between agents. It will, therefore, also affect competitiveness, the economic and technological development of the healthcare sector, the creation of stable, quality employment and foreign projection, which can be achieved by connecting the professionals and services with professional and scientific networks, both national and international.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN:

this project is closely related to projects involving the economic development of the city (2.2.1. Creation of a Centre of Excellence in Advanced Technologies in Services for the Elderly and Dependent Persons, 2.2.2 Development of the activity sector linked to health care) and also to public welfare and social cohesion (3.2.4. Observatory on fragility; 3.2.5 Increasing domiciliary care services and distance care for people in situations of dependency).

JUSTIFICATION: this is the project with the greatest citizen adhesion, as everyone is aware that there is a gap between the supply and demand of the services in the city and that it is necessary to urgently provide adequate services to meet requirements. Both the importance and the urgency of the project are beyond question and the projected extension of Granollers General Hospital must be a key piece of it, despite the fact that current economic circumstances may slow its development.

3.2.3. ADAPTING THE RANGE OF SOCIAL CARE SERVICES TO NEW NEEDS

GENERAL OBJECTIVE: grow the social capital of the city through diversity.

STRATEGY: social inclusion.

DESCRIPTION: the new Catalan law on social services introduces the guarantee of this compliance with the rights of people by the public authorities, in a binding obligation for local government. In this new context, it is necessary to establish long-term planning of municipal action that is based on universal and preventive maxims, which foresee situations of crisis and steer clear of a handout philosophy.

The social-initiative organizations are bodies that, having arisen from the spontaneous solidarity of civil society, have a high social value and currently effectively make up for different deficiencies in the public social protection system. They need to be able to act effectively as complementary agents providing care to the most vulnerable groups, such as immigrants, by improving relations with the public social care services, with other public and private organizations and by increasing their capacity by encouraging volunteering (3.3.2).

LINES OF ACTION: the fight against social exclusion and poverty is not the exclusive responsibility of the public administration or specialist institutions. On the contrary, it is a problem of society as a whole, and it is precisely by involving all the affected parties (public authorities, NGOs, businesses, rich and poor) that we can build a cohesive society. Based on these premises, three lines of action are proposed:

1. Generation of social consensus on the concept of welfare and of social vulnerability. By means of participatory methodology, it will be necessary to align the different views of local government, social-action institutions and volunteer organisations and citizens in order to develop an agreed vision of welfare in all its dimensions (safety, food, employment, health, education, etc.).

2. Measurement of welfare in the city by means of different types of indicators. This line includes the creation of the social Observatory to act as a barometer of the state of the city, with the following indicators:

- Welfare (according to the agreed definition), obtained by consulting the citizens (representative surveys aimed at measuring the citizens perception of welfare in different dimensions).
- Social exclusion, available to the City Council and social-initiative organisations.

3. Creation of a social Council in the city with citizen representation, representation of social organisations and agents and of the City Council, in order to discuss, propose and implement actions to improve welfare from a position of shared responsibility.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

Benchmarking: monitoring of similar experiences that have been carried out in Europe (for example, in the municipality of Mulhouse) or of the methodological formula used (for example "territories of shared responsibility" promoted by the Council of Europe). Organisation of a session for citizens to reflect on shared responsibility with the participation of representatives from some municipalities that have had successful experiences.

Setting up of a group to promote the project, with the participation of the City Council and Citizen bodies.

Development of a pilot plan for the project in a selected neighbourhood or district, in order to subsequently develop it in the city as a whole.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT):

Public institutions: principally Granollers City Council, by means of the departments involved in social policies (social services, health, education, economic promotion, culture, plan for equality of men and women, housing). Civil Society: citizen bodies and associations (social volunteer organisations, business organisations, neighbourhood associations, cultural organisations, sporting organisations, etc.).



CONSULTATION WITH EXPERTS OR ORGANIZATIONS:

Samuel Thirion. Administrator of the Research and Development Division of Social Cohesion of the Council of Europe. Mulhouse municipal council and members who participated in the project (Territories of shared responsibility) in this city.

Teams of people who have implemented projects with similar objectives in other cities: Punts de referència project (Barcelona), Casal d'Infants del Raval (Barcelona), Ateneu de Sant Roc (Badalona), Ca n'Anglada Neighbourhood Association (Terrassa).

DEGREE OF DEVELOPMENT OF THE PROJECT: in relation to the objectives of this project, there are different experiences implemented by the municipal services that have been developed or are still in force.

The actions carried out in the Congost neighbourhood, within the neighbourhoods plan, can be considered a precedent that used consultative and participatory methodology, although they were limited to this specific territory.

Other related initiatives generated by the City Council, which are in the development or execution phase are the following:

- Creation of an observatory on vulnerability, gender observatory and a portal of city indicators.
- Existence of consultative bodies and participatory bodies (Economic and Social Council, Children's Council, Council of the Elderly, Health Council).
- Cross-section actions in the City Council: Committee to remove architectural barriers, Childhood plan School absenteeism plan, School-employment transition plan, Program to receive young immigrants).

We must also take into account all the work involving social care of vulnerable persons and persons at risk of exclusion that is carried out by Citizen organisations and bodies, such as El Xiprer, Càritas Diocesana, Amics de l'Àfrica, Dimas, Creu Roja and Daruma.

CONTROL AND MONITORING:

Indicators of representation and participation of the different agents:

- Citizen bodies in the project (number and characteristics of the bodies, range of their areas of action, etc.).
- Citizens: diversity of groups represented among the participating bodies.
- City Council: scope of the areas of intervention.

Evaluation of the definition of the profile of welfare in its different components, arising from the participatory process.

Evaluation of the situation regarding welfare indicators, based on the judgement of the citizens in the different districts and in the city.

Evaluation of the level of attainment of the proposals put forward by the social Council.

VALUES: this project is closely related to reference values of the Granollers strategic plan, such as **democratic governance**, which understands the city as a collective construction government by the public administration but involving all the citizens in its progress; **social cohesion**, understood as the involvement of all actors to reduce social imbalance and tend to the most vulnerable people by means of the capacity for Association, shared responsibility and **civic commitment** of the citizens in collective action.

In order to adapt social care services to the new requirements, we require behaviour that includes values such as **responsibility** (to respond to situations of social exclusion), respect and tolerance (consideration but not indifference towards others). These are the values set out in the Charter of Educational Cities: "The educational city must offer all its inhabitants education in values and practices of democratic citizenship: **respect**, **tolerance**, participation, responsibility and interest in public life, its programmes, its goods and services."

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN: the development of this project will have a large impact on the social inclusion strategy (3.2.2. Joint action of the conurbation on groups at risk of social exclusion) and the strengthening of relational networks (3.3.2. Promoting volunteering and 3.3.3. Encouraging associations and neighbourhood networks).

JUSTIFICATION: improving the situation of people at risk of social exclusion is one of the most highly rated objectives of the strategic plan and this project responds to that objective. The urgency of this project lies in the growing risk of social exclusion and the limited ability to deal with it by means of municipal social action, thus making the collaboration of social-initiative bodies essential as complementary agents in caring for the most vulnerable groups. Energising the civil bodies also encourages shared responsibility, commitment and solidarity, which are essential values for social cohesion and have an educational function.

3.3.1. ENCOURAGING EXCELLENCE IN LOCAL AUTHORITIES IN RELATIONSHIP MANAGEMENT

GENERAL OBJECTIVE: grow the social capital of the city through diversity.

STRATEGY: strengthening networks of relationships.

DESCRIPTION: it is necessary to foment excellence in the services of the public authorities, specifically in terms of relations. Local governments, because they are physically closer to the environment where social relations take place, are best able to exercise relationship policies and contribute to the configuration of networks of relationships. Not only should the municipal government ensure compliance with the law and provision of services, taking into account the growing diversity of the population, but it must also play a fundamental role in creating social capital, seeking agreements and commitments with the citizens, involving them in decisions and in solving problems. Its action must pay special attention to encouraging initiatives of civil society and increasing its ability to organize, promoting volunteering, relationship networks and citizen participation.

LINES OF ACTION:

1. A more efficient municipal administration: this includes the progressive incorporation of new technologies in order to simplify processes and make the more efficient, reduce bureaucracy and optimise resources:

- 1.1 Analyse the principal municipal procedures and processes to see whether they provide a satisfactory response to the expectations of citizens. It will be necessary to implement systems that provide information on the expectations of the citizens regarding the services that are offered, the level of knowledge and also their satisfaction (surveys, focus groups, etc.).
- 1.2 Structure and organise municipal services based on the needs of the citizens and of the expectations manifested in order to play citizens at the centre of the organisation. We propose drafting lists of services and process maps based on the analysis of the expectations of the citizens.
- 1.3 Advance in implementing the electronic administration, expanding the Citizen file, implementing the business file, facilitating its use by means of training events, virtual help, stimulation, etc.
- 1.4 Improve the skills of municipal workers in relations management by means of training and promotion linked to skills in relations management, and by encouraging their involvement in the improvement in evaluation of the processes.

2. A more transparent municipal administration: establishing systems that improve communication between the public administration and the citizens and that guarantee transparency to increase shared responsibility of citizens regarding the city. Actions must be developed that encourage accounting for municipal management to the citizens, by means of tools provided by ICT and the established channels of communication (indicators portal, website, municipal bulletin, press, etc.). And of the organisations that receive public funds, by making tools and training available to them so that they can do this.

3. A municipal administration to promote citizen participation. To facilitate the change toward excellence in the public administration in terms of relations management and democratic governance, it is necessary to promote actions the drive citizen participation in all projects for transforming the city:

- 3.1 Creation of relational networks that promote knowledge and exchange between citizens and between citizens and the administration, both virtual and in situ.
- 3.2 Promotion of 2.0 tools to improve communication and participation, both internal and external, taking care not to exclude those groups who have not incorporated the new technologies.
- 3.3 Implementation of participatory processes in all projects for transforming the city and in all areas of the public administration, taking as a reference experiences that have already been put into practice in the city (Fem un jardí, processes of participation in works to improve the city, neighbourhood plan in the Congost neighbourhood).
- 3.4 Implementation of the municipal plan for Citizen participation, approved unanimously in the plenary municipal meeting of April 2010, strategic document for shared responsibility and governance of the citizens in municipal management.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

- Seeking out and analysing best practices in relations management in the municipalities in order to discover successful cases and determine whether they can be adapted.
- Study of the possibility of taking part in a joint project with other municipalities (European project, for example).
- Constituting an internal working group, with people who, due to their area of expertise or their employment, have a relevant role to play in implementing and promoting the project.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT): Granollers City Council is the main actor of this project, but a committed civil society and citizenry with a desire to participate and get involved are essential for developing projects in their city.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS: Fundació Observatori per a la Societat de la Informació de Catalunya (FOBSIC), Fundació Jaume Bofill, Directorate General of Citizen Participation (Cata-

lan Government), Barcelona Provincial Government, Institute for Government and Public Policy (UAB), Localret, Consorci Administració Oberta de Catalunya (AOC), Lleida City Council (relational networks), Catalan Certification Agency (CATcert).

DEGREE OF DEVELOPMENT OF THE PROJECT:

1. In terms of the development of the electronic administration, the Virtual Citizen Advice Office (OVAC) is in operation, the online notification services available (enotum), communication with citizens by means of SMS has been potentially aided and an online chat service has been established to communicate with the OAC. There are other improvements in progress, such as the creation of the digital headquarters of the City Council or digital invoices and accounting documents.
2. In terms of communication and the mechanisms that must ensure transparency, the indicators portal has been implemented on the municipal website, which allows users to obtain immediate information on the most notable aspects of the city of Granollers and economic and financial information regarding the City Council. The data will be updated and expanded. The new municipal website incorporates 2.0 tools, which will be developed gradually.
3. In terms of citizen participation, the City Council has implemented participatory processes in different areas and there are many participation councils. The municipal citizen-participation plan, which was drafted in a participatory process and approved in the plenary session of the City Council in April 2010 is in the phase of the drafting of the action plan to develop it.

CONTROL AND MONITORING: it will be necessary to develop a system of process and results indicators when implementing the project, as well as indicators of transparency and quality.

VALUES: this project is directly related to democratic governance, as it is based on the will to achieve maximum complicity in order to construct a city, and the commitment of the administration to encourage communication and transparen-



cy; it is also related to civic commitment, because it is based on shared responsibility and citizen participation, which must help to grow the social capital of the city in order to face the challenges of the future.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN: the development of this project is essential for project 3.3.4. Citizen participation in large and small projects for transforming the city and also for project 3.3.3. Encouraging associations and neighbourhood networks.

JUSTIFICATION: the municipal public administration needs to attend to the increasingly complex and heterogeneous problems of its citizens, and with more limited resources. In order to deal with this situation, it cannot base its management only on public funds and will have to look increasingly for agreements and commitments with the citizens, involving them in decisions and making and share responsibility for solving their problems. The municipal public administration must transcend the idea of a manager government to encourage civil-society initiatives and cooperation between the public and private sectors. Therefore, this change of perspective will encourage citizen participation while, at the same time, increasing transparency and the democratic quality of local government. This is, therefore, a very important project of the strategic plan, closely linked to the model of an educational city and to the values of democratic governance, coexistence, social cohesion and civic commitment. The urgency lies in the need to improve relations management so that the public administration can face the challenges of today's society, but the project is viable because the City Council is the main actor.

OBSERVATIONS: this is a key project for developing the strategic plan, the approach to and implementation of which are crucial for complying with the focus set out in the strategic plan. For this reason, a clear commitment of the city governors is required in order to prioritise resources so that the renewal of the administration and this new system of relations management can be set in motion.

AREA 4. EDUCATION, CULTURE AND SPORT

4.1.2. DEVELOPING VOCATIONAL STUDIES IN COORDINATION WITH COMPANIES IN THE COUNTY

GENERAL OBJECTIVE: make innovation and human capital the basis of development.

STRATEGY: excellence in education.

DESCRIPTION: vocational studies will become increasingly important and there is a remarkable disconnect between the development of these studies and the needs of the businesses in the area, despite the considerable tradition of the Municipal School of Labour and the role of the recently created Economic and Social Council. This disconnect has negative effects on the qualifications of the workers and on the competitiveness of the companies. One initiative that aims to correct this deficit is the recently created Vocational Training and Employment Council. This body should have a say on the planning of vocational studies and promote specific training programmes in line with the business requirements and training practices in the companies in the county, including those of the commercial sector. In primary and secondary education (4.1.1. Encouraging creativity and excellence in schools) it is necessary to encourage study of economics, business, languages, and ICT, which are essential in the business world, as well as creativity and the entrepreneurial spirit.

LINES OF ACTION:

1. Bringing businesses to professional education centres in order to achieve the following:

- Determine the demand for training in companies.
- Determine which are the productive sectors in the development of the territory and offer them the appropriate training.
- Coordinate, through the vocational training Council, the necessary range of vocational, occupational and continuous training in the territory among the different agents: Administration, economic and social agents.

- Improve current training of economic sectors in transformation and make them more flexible and adaptable to change and transformations in the production model.
- Work to provide a comprehensive range of training to all sectors.

2. Establish cooperation agreements between educational centres and businesses, which allow the following:

- Provide tailored training from businesses, taught in companies or at the educational centre.
- Improve internships of students in companies (CFT, trade sampling, automation).
- Training of business tutors.

3. Encouraging better-quality professional training more closely linked to the new needs:

- Work to achieve Gold-standard vocational training centres.
- Strengthen agreements between vocational training centres, companies and universities.
- Encourage entrepreneurial culture among students, both in educational cycles and in other areas of education, beginning in primary school.
- Encourage learning trips by the vocational-training education community to other countries and encourage the exchange of experiences.
- Create and give prestige to a network of companies that take on student interns.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

- Conferences to encourage vocational training in the production fabric.
- Study of the training needs of the clusters in the development of the territory.
- Participation in national and international networks that work to develop vocational-training studies (FP Network, others to be determined by the committee).

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT): Working group of the Vocational Training Council. Granollers City Council (Education Department, through the Vocational Training Council, Economic Promotion).

Department of Education of the Catalan Government (General Directorate of Vocational Training, Maresme-Vallès Oriental Territorial Services). Catalan Government Department of Labour (General Directorate of the Catalan Employment Service in Granollers). Vocational-training educational centres (Municipal School of Labour, Institut Carles Vallbona, Escola Pia de Granollers, Educem, Parc Estudi). Unió General de Treballadors del Vallès Oriental. Comissions Obreres del Vallès Oriental - Maresme. Unió Empresarial Intersectorial del Vallès Oriental. Granollers delegation of Pimec. Trade guilds. Vallès Oriental delegation of the Barcelona Chamber of Commerce.

CONSULTATION WITH EXPERTS OR ORGANIZATIONS:

Óscar Valiente (Centre for Research and Innovation in Education)
Francesc Solà (Trnas, knowledge consultants)
Joan Trullén (Institute for Regional and Metropolitan Studies - UAB)
Oriol Homs (Centre for European Initiatives and Research in the Mediterranean)
Ferran Badal (consultant)

DEGREE OF DEVELOPMENT OF THE PROJECT: the Vocational-Training and Employment Council of Granollers was set up in January 2009 and, since then, has worked on five lines of action: 1) Consolidation and promotion of vocational training; 2) Work on school-employment transition projects; 3) Promoting quality vocational training in Granollers and adapting it to the needs of the production fabric; 4) Encouraging occupational and professional insertion; and 5) Bringing the requirements of companies and vocational training closer together and encouraging life-time training.

One of the working groups of the Vocational Training Council is responsible for planning vocational training (initial, occupational and continuous) among the different agents responsible for developing training, and works to coordinate the range of training they provide in order to prevent duplication and/or shortcomings in training and to analyse the

training needs of companies in collaboration with the economic agents.

Project 4.1.2. of the strategic plan clearly enters the scope of action of this working group and, therefore, could drive its development.

To date, files have been prepared that are handed out to companies in order to determine the short-and medium-term training requirements in order to adapt training to the needs of the production fabric and put forward the proposals of the bodies responsible for providing training.

CONTROL AND MONITORING:

The following must be monitored through the working group of the Vocational-Training Council:

- The number of companies that exchanged information in the training files.
- The level of impact of the working group of the Council in order to coordinate the range of vocational training in the territory.
- The range of vocational training and continuous training that is being provided and analyse whether it is suited to the requirements of companies.
- Monitoring of the different agreement signed between educational centres and companies, evaluation of the results and adaptation to changes.

VALUES: this project promotes reference values of the Granollers strategic plan, such as knowledge, competitiveness and social cohesion. On the one hand, vocational training (initial, occupational and continuous) the response of the demand of the production fabric and that is established through planning councils, such as the Vocational-Training Council of Granollers, is clearly committed to improved competitiveness of the territory and to bringing knowledge to the citizens. On the other hand, our country and, therefore our city, lacks people with mid-level training or technical training, despite the fact that training in all areas insures the social cohesion which is necessary for the city to become an educational city.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN: it is closely related to projects 4.1.1. Encouraging creativity and excellence in educa-

tional centres, and with projects 4.1.4. Promoting sports, health and nutrition studies, 4.1.5. Creating a range of education adapted to the new welfare society model and 2.1.2. Promotion of innovative business activity.

JUSTIFICATION: this project is essential for driving economic development. The disconnect between the development of vocational studies and the business environment suggests that this project should be given preferential attention. The existence of the Municipal School of Labour and their Economic and Social Council, recently created, maybe important instruments for improving vocational training, which is essential for the economic transformation of the city based on knowledge and education. At the same time, it provides a very interesting space for collaboration between businesses, unions and educators.

4.1.3. PROMOTING UNIVERSITY STUDIES AND APPLIED RESEARCH IN THE CITY AS A STRATEGY FOR ATTRACTING TALENT AND KNOWLEDGE

GENERAL OBJECTIVE: make innovation and human capital the basis of development.

STRATEGY: excellence in education.

DESCRIPTION: an important weakness detected in Granollers and its county surroundings is the lack of providers of knowledge and research. Unlike other cities of a similar size, Granollers and its conurbation do not offer a significant range of higher studies. The current state of the university map leaves few opportunities for promoting higher studies in the city, although the option of sports and health studies should be explored (4.1.4). Furthermore, the growing specialization in third-cycle studies relating to applied research and the externalities of all kinds that this offers mean that it is advisable to explore this possibility in some key sectors, in which Granollers might have an advantage.

These include, firstly, residential-care studies and applied research in innovative services linked to dependency, the elderly, health and social services (2.2.1).



Another area to develop is that of studies linked to the environment, energy (energy efficiency and renewable sources of energy), and clean technologies. These studies could be both third-cycle and vocational-training. The existence of the Municipal School of Labour and a large industrial sector, and of institutions such as the Natural Science Museum (which includes the Documentation Centre of the Montseny Natural Park), the Can Cabanyes Environmental Education Centre, the Consortium for the Defence of the River Besòs Basin and the Vallès Oriental Waste Management Consortium are elements that should be taken into account in promoting specialist courses.

Finally, the recently-created Peace Culture Centre (Can Jonch) could also be linked to a university and develop studies related to peace, community mediation and international cooperation.

LINES OF ACTION:

1. Specialisation in innovation and training for professionals:

- Definition of the specific action programme of training and research in the area of cooperation between the public and private sectors within Project 2.1.2. Promotion of innovative business activity, specified in the Can Muntanyola line of action.
- Promotion, from the Granollers Technology and university Centre (CTUG), of training programs to improve project management and the use of new technologies to improve productivity in collaboration with the Microsoft Productivity Innovation Centre.

2. Residential-care studies and research applied to innovative services linked to dependency, the elderly, health and social services:

- The link between training and research should revolve around technologies for the elderly. This project should be aligned with Project 2.1.1. Creation of a centre of excellence in advanced technologies and the elderly. Is a priority to carry out a project of a centre and analyse its viability.
- Taking advantage of Granollers Hospital to carry out specialist and postgraduate courses in health sciences with collaborators and teachers from the same hospital. Carry out a study of supra-local training needs to provide support in de-

cision-making, which must also take into account the assets of the hospital. In this regard, it is necessary to evaluate the opportunity to consolidate alliances with the International University of Catalonia and, if applicable, the creation of new alliances with universities.

3. Specialisation in the environment, energy and clean technologies:

- Granollers has several important assets in this area. In the case of vocational training, the Municipal School of Labour and other educational centres, a powerful industrial sector distributed in several industrial estates and the existence of the Consortium for the Defence of the Besòs Basin and the Vallès Oriental Waste Management Consortium would make it possible to develop an interesting range of training options in these areas (shared by different sectors: Administration, business sector and educational sector).
- With regard to third-cycle courses, the Natural Science Museum (with wide experience and considerable prestige) makes it possible to provide specialist training, seminars and scientific conferences of a very high level. The inauguration of the new museum building is an opportunity to organise this training.
- Furthermore, the Natural Science Museum may consolidate, in the areas of research in zoology and biodiversity, alliances with the University of Barcelona and the Autonomous University of Barcelona in order to take on students in practical training.
- The project proposes articulating institutional actors, companies, training options, internships and research programmes around this line of action.

4. Studies on peace and international cooperation:

- Carry out a strategic reflection indicating the areas in which to work such as, for example, conflict prevention, peace processes, municipal diplomacy, memory, post-war rehabilitation and transitional justice, which allow for alliances with actors in the areas of university and research.
- Study the possibility of articulating the social environment and networks of cities.
- It is necessary to define alliances and decide whether it is possible to work

with the Catalan International Institute for peace (ICIP) to provide continuous training and to carry out research on the topic.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

- Carry out a project on a technology centre for the elderly: study of resources, capacities, potential and strategy.
- Carry out a study of potential and capacity in the different areas of action.
- Define the appropriate hierarchical and functional dependencies for providing the project with an instrument for strategic implementation and leadership, with the appropriate organisational resources.
- Develop the existing agreements in each of the aforementioned lines and initiate training activities with university recognition in the areas of business, residential care and the environment in 2011.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT):

Granollers Hospital, University of Vic, International University of Catalonia, Natural Science Museum (La Tela), Environmental Department of Granollers City Council, Environmental Department of Barcelona Provincial Government, Consortium for the Defence of the Besòs Basin, Vallès Oriental Waste Management Consortium, Granollers Technology and University Centre, Escola de Cultura de la Pau, Catalan International Institute for Peace (ICIP).

CONSULTATION WITH EXPERTS OR ORGANIZATIONS:

For the area of innovation and collaboration between the public and private sectors: Xavier Jové (Chamber of Commerce), Ramón Praderas (UEI), Santiago Cucurella and Jordi Salayet (Fundació Universitària Martí l'Humà) and business representatives (KH7/Lekue). For the development of line 3: Joan Garcia (Technical University of Catalonia) and Manel Isnard (Consortium for the Defence of the Besòs Basin). For the development of line 4: Laia Balcells (CSIC-UAB).

DEGREE OF DEVELOPMENT OF THE PROJECT:

there are already several agreements and alliances that form the basis for developing this project:

- UEI-ESADE, for the training programme on managing small and medium-sized enterprises.
- CTUG-Microsoft Productivity Innovation Centre, for activities involving iProductivity.
- Granollers Hospital-International University of Catalonia, to increase the range of training options in other areas of specialisation.
- Natural Science Museum-University of Barcelona and Natural Science Museum-Autonomous University of Barcelona, to increase the range of training options and take on students in practical experience.

It is necessary to define a joint strategy beyond these specific initiatives and to define the instruments, the objectives and the way of operating.

CONTROL AND MONITORING: we propose to use the concept of “prospective routes” as an analysis methodology, based on the analysis of spaces of opportunity and the assessment of the risks inherent to each of the lines of action.

VALUES: this project is related to the following reference values of the Granollers strategic plan:

Knowledge: the ability to produce knowledge and disseminate it, and equal access to it by all citizens is a reference value of the strategy of Granollers. The generation and popularization of knowledge occurs particularly with training.

Competitiveness: a support instrument for business competitiveness, understood as a formula for guaranteeing and territorial sustainability and progressing in this area.

Governance: this action can only be successfully carried out through cooperation between the public and private sectors.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN:

this is a global project involving other projects set out in the strategic plan, such as residential-care studies (2.2.1. Creation of a Centre of Excellence in Advanced Technologies in Services for the Elderly and Dependent Persons), relating to business innovation (2.1.2. Promotion of innovative business activity), sports (4.1.4. Promotion of sports studies, health studies

and nutrition), environmental studies or studies related to peace and international cooperation (making use of the Can Jonch Centre, it would be possible to develop postgraduate masters programmes linked to a Catalan university).

JUSTIFICATION: higher education and university education is one of the most notable objectives for the future economic development of the city. The dearth of higher studies is a matter to be dealt with in the city and efforts to achieve a greater presence of higher studies will have many positive externalities. The importance of the project is evidence in the global strategy of the educational city and to drive competitiveness and the creation and transmission of knowledge. The urgency of the project lies in the need to initiate a strategy aimed at increasing the presence of these studies in the city, taking into account that, due to the complexity of the project, short-term results will be difficult to obtain.

OBSERVATIONS: an accurate diagnosis of the available resources will be required and of the potentials of the different bodies and centres involved.

It will be necessary to maintain shared logic, prevent fragmentation into different disconnected initiatives and implement each of the viable initiatives.

There will have to be a key actor who uses initiative and flexibility to drive these activities and who has promotional and leadership skills and good political support. Furthermore, the work will need to be carried out in a network with all the actors involved.

It would be necessary to assess the possibility of establishing stable alliances with universities and establish a wide-ranging cooperation agreement.

It must be recognised that Granollers is weak in the area of universities and this needs to be transformed into a vector for action. It must be assumed that promoting university and research studies makes no sense if this is not done in areas complimentary to availability in Barcelona and other municipalities of the first and second metropolitan rings. The area of influence of Granollers needs

to have a focused but strong portfolio aimed at generating economic activity and attracting investment and talent in specific areas and/or strategic areas for Granollers. It is necessary to link research groups to the city.

It is not only a question of identifying projects but of clearly stating that they can be led (whether from municipal or extra-municipal bodies), with which resources and when, in order to be able to create an efficient instrument for monitoring progress.

In this regard, the role and the constitution of the CTUG can be reconsidered to incorporate relevant actors in this line (Granollers Hospital, universities, etc.). This would open up an opportunity to approach the activation of a new agent for stimulating study and research in the city. It makes sense to consider strategic repositioning of this instrument and to define a set of vertical and horizontal functions directly attributable to it.

4.2.5. PROMOTING THE PRACTICE OF SPORTS AS AN ESSENTIAL ELEMENT OF THE EDUCATION AND GROWTH OF PEOPLE

GENERAL OBJECTIVE: grow the social capital of the city through diversity.

STRATEGY: development of cultural and sports resources.

DESCRIPTION: practising physical exercise throughout life helps to maintain and enhance a good state of health, prevent physical deterioration and to delay disease and the onset of disability and dependency. Practising sport has all these characteristics and, additionally, plays an educational role in transmitting values such as effort, respect and solidarity, which favours coexistence and social cohesion. Encouraging the practice of sport requires strategic planning of facilities and making them closer and more accessible, together with the use of schools after class hours and, in accordance with sporting entities, working to expand and improve the range of after-school sports activities in the different neighbourhoods of the city, thereby strengthening their



educational role. It will also be necessary to create associations of physical-education teachers, technical experts and trainers.

From the perspective of gender, fewer women practice sports and this should be corrected by providing a range of sports options better suited to their interests and improving dissemination and communication. It is also important to encourage sport among adolescents, by improving the connection between schools and the sporting entities of the city. The practice of sport among the elderly should also be reinforced, as well as sport for people with disabilities.

LINES OF ACTION:

1. Encouraging the practice of sports to improve health, quality of life and social cohesion among the citizens.

- 1.1. Development of the Physical Education and Sport Evaluation Service (SAEFE), the local sports observatory, with the aim of obtaining a diagnosis of the physical condition of children and planning actions to improve the results.
- 1.2. School sports plan aimed at basic sports and sport for schoolchildren, drawn up by the Municipal Sports Council, with the participation of the schools, parent's associations and professional associations (teachers, trainers and monitors). The project will dedicate specific attention to promoting sport in primary education, linked to the improvement of eating habits, and to programs for secondary education.
- 1.3. Sport in the neighbourhoods: promoting physical and sports activities in the neighbourhoods of the city by essentially using the sporting facilities of the schools and stimulating this activity with initiatives linked to specific activities in the neighbourhood (tournaments, festivals, etc.).
- 1.4. Health programs: promoting physical activity and health programs (AFIS) from the Sports Department/Sports Medicine Centre, with the collaboration of primary care centres and family doctors.
- 1.5. Green Ring: creation and signage of different natural circuits around the city adapted for practising sports for

children, adults and the elderly.

- 1.6. Popular programmes aimed at all citizens in order to encourage sports.

2. Collaboration between the public administration and civil society organised to encourage sport and sporting culture:

- 2.1. Development and updating of the municipal sports facilities plan (PIEM) in order to define future needs: new and better facilities and refurbishment of current municipal sports facilities.
- 2.2. Education in values: promoting the educational role of sport and the transmission of values (effort, respect, solidarity), which favour co-existence and social cohesion, from the Municipal Sports Council, with the collaboration of the city's sporting bodies (courses for technicians and monitors, courses for technical managers and directors, document of commitment to the educational work of the city's bodies).
- 2.3. Promotion of sports culture: developing actions aimed at promoting and valuing the sporting culture of the city.
- 2.4. Boost for women's sports: actions to encourage women's sports with the essential collaboration of all the clubs of the city.

PROPOSALS FOR SPECIFIC ACTIVITIES OR ACTIONS:

- Sports laboratory: establishment of a working group to collect successful experiences in programs to encourage the practice sports around the world in order to analyse them and see whether they are applicable to the city.
- Graphic history of sport in the city.
- Spaces for reflection and dissemination through technical commentaries of sporting events that take place live or others that have been of relevance.

ACTORS (INSTITUTIONS AND BODIES MOST INVOLVED IN THE EXECUTION OF THE PROJECT):

- City Council Sports Department
- Municipal Sports Council
- Sports Medicine Centre
- Primary care centres

- Sporting bodies in the city and sports federations
- Schools, physical-education teachers and parents' associations
- Neighbour associations

CONSULTATION WITH EXPERTS OR ORGANIZATIONS:

- INEF
- Secretary General for Sport
- Research centres in the area of sport and health:
 - Group for Research on Physical Health and Sport (SAFE). Universitat Ramon Llull
 - CAR Sports Performance Centre Esport Parc Internacional
 - Catalan International Centre for Research on School Sports (CIREEC)
 - Spanish Federation of Sports Psychology
 - UAB Sports Psychology Laboratory

DEGREE OF DEVELOPMENT OF THE PROJECT:

Some lines of action already have actions that have started:

- Physical Education and Sport Evaluation Service (SAEFE)
- Program for education in values in sport
- Municipal sports facilities plan (PIEM)
- Programme of physical activity and health (AFIS)

CONTROL AND MONITORING:

- Observatory table for monitoring and evolution. Number of participants. Programmes.
- Sport in primary school. Register of participants, activities, programmes. Evolution.
- Sport in secondary school. Register of participants, activities, programmes. Evolution.
- Women's sport. Register of athletes, clubs sections, competitions and programs.

VALUES: this project is closely related to the reference values of the Granollers strategic plan, such as social cohesion. The practice of sport, especially that linked to the bodies and clubs of the city, constitutes a fantastic instrument for social relations and social cohesion. Sports teams are made up of diverse people. In

the lower categories, the children and their families are very diverse. Together they make up teams, share objectives, build a city - our city. The responsibility of the citizens in the creation of the city is another basic value, that of civic commitment. Sport builds essential spaces for relations for coexistence and contributes to making a more inclusive city, with specific programmes aimed at all the people in all their diversity and, especially, for those who require special attention. Sport also contributes to making a more healthy city that is more involved in the permanent improvement of education. Finally, sport constitutes an extremely valuable intangible heritage and, insofar as the city incorporated and makes it visible, it becomes an essential element of its identity. A dynamic, healthy, inclusive city that incorporates sporting culture is an element of identity projects are very attractive outside image.

RELATION TO AND IMPACT ON OTHER PROJECTS OF THE STRATEGIC PLAN:

the development of this project directly affects project 3.1.1. Promoting healthy habits and also affects project 4.2.6. Strengthening high-level competition and competition in the sports that are a reference of the city.

JUSTIFICATION: sport is one of the signs of identity of Granollers and promoting the practice of sports in connection with the project of the educational city makes this project another core element of the strategic plan. The practice of sport has an educational role and transmits a set of values that encourage coexistence and social cohesion. Furthermore, physical exercise is one of the healthy habits that should be promoted for the well-being of people.

Promotion and Monitoring

The **Document of first action commitments** will be the starting point for the executive phase of the strategic plan. In order to start this executive phase, commissions and working groups must be set up with the aim of carrying out the activities and procedures necessary to develop each of priority projects and to monitor them. The wide range of characteristics of these projects and their level of development recommend a high level of flexibility in this organisation. Furthermore, because the project of each of the areas are very closely related, and in order to facilitate the coordination of the entire executive process of the strategic plan, it will be necessary to set up **four implementation and monitoring committees**, one for each of the areas of action.

Each implementation and monitoring committee will be led by the coordinators, who will regularly inform the Steering Committee of the strategic plan of the progress made, the actions that have been carried out and the main difficulties. The coordinators should be the heads of the respective municipal departments relating to the areas of action, so that the coordination of the executive process of the plan is internalised by the local public administration, given that the City Council should lead the entire process and it is essential that the entire local administration be involved. We propose that each of these implementation and monitoring committees consist of 15 people, including municipal technicians, professionals and representatives of citizen bodies and groups. The implementation and monitoring committees should include the coordinators of the committees for drawing up the projects, together with other members of these committees, and some members of the Steering Committee of the plan.

Because the projects defined in the strategic plan are interrelated on multiple levels, implementation of the priority projects will also have an impact on the other projects that do not have specific working groups in this first phase of execution of the plan. The table below shows the interrelations between the projects and shows (last row) how some of the priority projects impact on or are directly related

to more than five different projects, whereas the minimum number of interrelations is two. The final column of the table shows that of the 14 priority projects, nine are related to at least two projects that will be implemented in the first phase: Project 2.1.2. Promotion of innovative business activity is related to four priority projects; and projects 1.3.3. Development of the Granollers Urban Mobility Plan and adaptation of the general guidelines to the conurbation, and 2.2.1. Creation of a Centre of Excellence in Advanced Technologies in Services for the Elderly and Dependent Persons, to three priority projects. These interrelations facilitate implementation of all the projects of this first phase.

In the last row of the table, we can also see that some of the non-priority projects (2.2.2. Development of the activity sector linked to health care; 3.3.4. Citizen participation in large and small projects for transforming the city) Receive the impact of three projects that will be implemented in the first phase of execution of the strategic plan. The table also shows that of the 47 projects of the strategic plan, only 10 are not directly affected by other priority projects. Of these 10 projects, three (3.2.3. Adapting the range of social care services to new needs; 3.3.1 Encouraging excellence in local authorities in relationship management; 4.2.5 Promoting the practice of sports as an essential element of the education and growth of people) are priority projects. Therefore, of the 33 projects that are not given priority in the first phase, only seven (21%) will not be directly impacted by the development of other projects in the first phase of execution of the strategic plan.

The monitoring and evaluation of the projects that have not received priority in this first phase will be indirect, by means of this system of general indicators of the city, and the Steering Committee will also receive periodical evaluations of their development, as well as the level of adaptation to the evolution of running years in relation to the model of city described in the central document of the plan (**The City We Want. Proposals document regarding the city model**).



TABLE OF IMPACTS AND INTERRELATIONS BETWEEN THE PROJECTS (PRIORITIZED AND JOINT PROJECTS)

	I.2.1	I.2.2	I.3.3	I.4.1	2.1.2	2.2.1	2.3.1	2.3.2	3.1.2	3.2.3	3.3.1	4.1.2	4.1.3	4.2.5	Total
1.1.1		X	X												2
1.1.2		X	X												2
1.2.1	–	X	X												2
1.2.2	X	–	X												2
1.2.3	X														1
1.3.1				X											1
1.3.2				X											1
1.3.3	X	X	–	X											3
1.3.4			X												1
1.4.1			X	–				X							2
1.4.2				X											1
2.1.1				X											1
2.1.2					–	X	X					X	X		4
2.1.3					X										1
2.2.1					X	–			X				X		3
2.2.2					X	X			X						3
2.2.3					X										1
2.2.4					X										1
2.2.5															0
2.2.6															0
2.3.1					X		–	X							2
2.3.2				X			X	–							2
3.1.1														X	1
3.1.2						X			–						1
3.2.1															0
3.2.2				X						X					2
3.2.3										–					0
3.2.4									X						1
3.2.5									X						1
3.2.6															0
3.3.1											–				0
3.3.2										X					1
3.3.3										X	X				2
3.3.4	X	X									X				3
4.1.1												X			1
4.1.2					X							–			1
4.1.3					X	X							–		2
4.1.4												X	X		2
4.1.5												X			1
4.1.6							X								1
4.1.7															0
4.2.1								X							1
4.2.2								X							1
4.2.3															0
4.2.4															0
4.2.5														–	0
4.2.6								X						X	2
Total	4	5	6	7	8	4	3	4	4	3	2	4	3	2	

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