



An analysis of the knowledge economy of Manresa and its Parc Central project

Results of the REDIS Implementation Lab, Manresa, 30/9 – 2/10 2009

Dr. Willem van Winden, lead expert of REDIS

w.van.winden@urbaniq.nl

More info on REDIS:

<http://urbact.eu/thematic-poles/growth-and-job-creation/thematic-networks/redis/presentation.html>

1. Introduction

The city of Manresa is a member of the REDIS-project, an EU-sponsored exchange programme of eight cities that have the ambition to use their science base as a driver for local economic development. Manresa (73,000 inhabitants) is located in central Catalonia, Spain, at some 70Km from Barcelona. In 2005, the city developed its strategic plan for the next decade. One of the key ambitions is to strengthen knowledge-based economic activity in the city, in order to modernise its industrial base and create future prosperity. Manresa is in the process of developing its 'Parc Central', that is to become a major focal point of the local knowledge economy.

Currently, the technology park is under construction, at a 'greenfield' site (150,000 m²) on the Northern edge of Manresa, adjacent to an industrial zone and a park. It is an investment of Euro 60m. The park will largely serve as a business park for knowledge based firms, and will also host a technological centre and an incubator facility. Firms that do not conduct research or product development are not welcome at the park. In the next few years, the technology park will be completed, in stages.

In the context of the REDIS programme, in November 2009, Manresa hosted an Implementation Lab, a method that helps to audit a project using the expertise of project partners from different countries. A delegation of the partner cities paid a 3-day visit to the city and made a critical assessment of the development of the city economy, and more in particular, the plans for Parc Central (see annex 1 for the program). The audit focused on three themes: 1) the physical integration of Parc Central in the city; 2) the diversification of the economy, and 3) particular ideas and strategies for Parc Central.

The first day of the implementation lab informed the partners in more detail on the development of the urban economy, and the Parc Central. A number of local stakeholders delivered presentations and presented their views to the audience. During the second day of the lab, the audience was split



into three working groups, where each group was a mix of foreign and local participants/stakeholders. The groups analysed the three issues mentioned above.

This report contains the outcomes of the implementation lab. First, for readers not familiar with Manresa and its knowledge strategies, it sketches some basic features of the city (section 2), and a description of the Parc Central project (section 3). Next, it summarises the views, visions, ideas and recommendations that were developed during the implementation lab. Thus, the results are the results of a combined effort of all the people who were involved in the group discussions and the presentations. The author highly indebted to all the participants in these groups, and in particular to the two other workshop leaders, Mr. Volkmar Pamer and Mr. Sven Gabor Janzky, who did an excellent job in moderating the discussions.

2. Basic characteristics of Manresa

Manresa is the most important center of the Bages region, in Central Catalonia. The city has experienced considerable population growth in the last decade. Part of this growth can be ascribed to immigration, but also, Manresa has attracted people from Barcelona, due to its lower rents and house prices, and the improved connections to Barcelona. Many people commute every day from Manresa to Barcelona.

A leading policy document for the development of the city is the Strategic Plan of Manresa, drawn up in 2005 after several consultation rounds with stakeholders. This strategy envisages Manresa as a growing knowledge city with a strong industrial base, that functions as a 'de facto' capital of the central part of Catalonia. It has a 10 years planning horizon. In this period, a series of investments are planned to realize this ambition, and the creation of the technology park and the elaboration of the campus are key in this respect.

Economic base

In medieval times, Manresa was already an important center in Catalonia, due to its strategic location. It developed as a service center for a large hinterland. At the beginning of the 20th century, Manresa also developed a strong industrial base, and the city prospered. The textiles sector dominated the city, but other sectors such as mining, metal and engineering thrived as well. Industry brought great wealth to the city, and the rich industrialists built mansions that are now important pieces of cultural heritage for the city. Over the years, Manresa has developed a great tradition of independent and innovative industrial entrepreneurs that managed to serve national or even global markets. In the 1980s, after Spain's accession to the EU, many foreign multinationals came to Catalonia, and they outsourced much industrial work to local companies. This gave a new boost to the local industry. But from the late 1980s on, a process of de-industrialization set in. The share of manufacturing went down, and foreign direct investment dried up. The service sector grew fast, and could absorb much of the redundant labour. Currently, over 70% of the population works in the service sector, 20% in the industrial sector, and 8% in construction. Within industry, the main subsectors are textiles (13%) and metallurgy (16%). Over the years, the industrial sectors have become more knowledge-intensive and specialized; many firms produce for global markets, and the skills level is high. The city's industrial fabric is made up of SMEs, but some of them are leaders in their niche market. One example is AUSA, a firm that makes vehicles for the construction industry.

Some argue that the innovative and entrepreneurial spirit, so typical for Catalonia's industrial base, has vanished somewhat, because industrial firms could make 'easy money' just by producing parts or component for the large multinationals. It is hoped that Catalan (and Manresan) firms can regain



their strength, especially when they manage to conduct product development and innovation ‘in-house’. The Parc Central Technology Park is considered an important catalyst for this.

The economic crisis has hit Manresa hard: many jobs were lost, mainly in the industrial and construction sectors. Major industrial companies shed many jobs, or even closed down entirely (Pirelli, for example, with 1,000 employees one of the main firms in the region). Moreover, over the last years, the economy of Manresa and its region could not catch up with the average of Catalonia: productivity and GDP increases were lower.

The innovation plan of Manresa (2005) identifies some promising sectors for the future: industrial sectors with growth potential (mainly metal industry and mechanical engineering), and design manufacturing (i.e. not mass manufacturing of standard products but rather industries that create smaller series of products in which there is a large design component).

Importantly, the Manresa City Council has discovered the importance of involving innovative companies in policy making, and highlighting their performance for the city region. A special booklet was made to show the stories of 25 ‘innovators’ in the region. This drew the attention to the growing role of innovation in the economy, and ‘rewarded’ the best performers that normally do their work in relative silence.

Knowledge base

For a city of its size, Manresa has a substantial knowledge base. There are several institutes of higher education in Manresa. An important one is the polytechnic school (EUPM), which is a center of the Technical University of Catalonia. It offers five different degrees in technical engineering (Bachelor level). There are about 800 students and 120 professors. The school is a very important ‘supplier’ of employees for local industrial firms (70% of the graduates find a job in or around Manresa). In recent years, the number of students has decreased substantially (from 1,200 to 700 in seven years time). Especially the number of students coming from outside the region has decreased strongly. This is partly due to the opening of new schools in other cities in Catalonia, but also because in general, the number of technical students is declining (all over Spain). The drop of student numbers is worrisome because local firms struggle with scarcity of skilled staff. This problem may become worse when the economy becomes gradually more knowledge intensive.

Manresa has other higher education institutes as well. The largest is the Bages University Foundation (FUB), which is a private school that offers medical courses and business studies (both bachelor level). The FUB has about 1,000 students, and attracts them from a large region (25% of the students are from outside the metropolitan region), and it works closely together with companies in Manresa. It is located in a new building in the University Campus Area.

Moreover, there is a university school of tourism, an agricultural school, and an open university. Most of the institutes are concentrated in the campus area (north of the city center), where also a new library was recently opened. There are plans to develop a special business school for design manufacturing, to match the economic ambitions of Manresa in this field. In total, Manresa has about 2,650 students.

A key knowledge institute in Manresa is the CTM, the Technology Centre Manresa. CTM was created in 1992 and is now located in the campus area, but it will move to the new Technology Park. CTM was initially set up as a collaboration of the City of Manresa and the Polytechnic with the aim to promote applied research for the local industry. But over the years, the institute gained a



more independent position. It currently employs 70 people, and serves over 300 clients. Its focal areas are wastewater treatment and materials technology. CTM is recognized by the Catalan government as center of expertise for materials technology. Since 2002 it also offers all kind of innovation services for companies, to help them with product development and innovation processes. Currently, most of CTMs clients are located outside Manresa. The link with the polytechnic school has become much weaker but it is still there. 25% of CTM's staff also works for the polytechnic, but this share has dropped significantly over the years.

It is important to note that CTM plays a key role to keep 'talent' in the region: It offers opportunities for talented students to develop a technological/scientific career in a relatively small city.

Another relevant institute is the Innovation Center of Microsoft. This center aims to help firms to become more productive by applying ICTs and IT management tools. Microsoft has opened similar centers across the world, and this one is the only one in Spain. The City Council contributes 1m Euro in four years. Finally, there is CATIC, an intermediary organization that helps firms to adopt ICTs.

Accessibility

For industrial firms, accessibility is an essential feature, and in this respect, Manresa scores well. Manresa is located at a crossroads of the Llobregat link road (North South, to Barcelona) and the Transversal Link Road (East West). Thus, Manresa offer good access to Barcelona (70Km), but also Lleide, Girona and the Pyrenees. The good road connections to Barcelona have made the city increasingly attractive as a residence for people who work in Barcelona, and during the rush hour, traffic is heavy. Train connections are much worse, however: there is a train from Manresa to Barcelona but speed and frequency are relatively low. Moreover there is a train link to Lleida. Two airports can be reached in one hour drive: Barcelona international airport and Girona airport. Manresa's strategic position from a logistics point of view would make it attractive, in principle, for logistic activity. Some years ago, during the drafting of Manresa's strategic plan, there were ideas to position the city a main logistic and transport hub of Catalonia. Opponents argued that Manresa would be better off to develop a strong knowledge-based industry instead: this would create higher quality jobs and higher future prosperity. The latter idea was ultimately accepted as the better one, and laid down in the Strategic Plan 2005-2015.

Quality of Life

The city has a strong cultural identity. Manresa is a thousand year old city, and its built environment reflects a variety of styles from several epochs. The city has some remarkable remainders from medieval times (The Santa Maria de la Seu, a collegiate church dominating the city from a hill top), the 17th century (the old school of St Ignatius) but also Art Nouveau and Art D'Eco and modernist architecture. The city has several museums and other cultural amenities, manifestations and festivals. The city is increasingly popular as a residence: population has been growing steadily over the last years.

3. Parc Central

In 2006, the Manresa City Council approved the Manresa Strategic Plan 2015 (MSP 2015). One of the objectives of the MSP 2015 is to promote the Knowledge Quarter Manresa Nord.

In this part of the city, several knowledge-based activities are already concentrated:

The Manresa Technological Centre, the university campus library, two university centers (FUB and EPSEM), one professional training centre, three secondary schools, an industrial estate and a fair

centre, where there is the local entrepreneurship and companies centre of the City Council (CEDEM) and also the Catalan government delegation for Innovation, Universities and Industry.

A new technology park (Parc Central) is being constructed on a plot of land at the Northern edge of the city, on an accessible location near a park and next to an industrial area. The park should become the location for companies that conduct research and development. It should put Manresa on the map as attractive location for talent and innovative firms.

History and Development stage

By 2002, two influential people were the main drivers behind the idea to create a knowledge quarter and a technology park: the former mayor of Manresa (Jordi Valls), and the former director of the local savings bank Caixa Manresa (Adolf Tudó). In their vision, the future of Manresa’s economy would critically depend on innovation and knowledge-based production. This would require a high quality of life (to attract and maintain skilled people) and a strong innovative business sector. From this vision, they developed the idea to create a strong spatial innovation cluster. The ambitions were laid down in a Strategy Plan for Manresa (drawn up in 2005) that sketches a vision for the city in the next decade, and prioritizes investments. The technology center figures prominently in the plan. It is described as center of national significance, that will be the focus of excellent applied research related to product development. The Technology Centre should be a key instrument to attract high-level companies and skilled workers.

Figure 3.1 Parc Central





The land where the park will be situated (a greenfield) was bought by a public-private company (PTB) that was set up to develop the park. Four architects were invited to create a Masterplan, and one was selected. Currently, the park is under construction, and it is due to be ready by 2011. One firm has already bought a plot, and the CTM has announced to move to the park as well.

The development of the University Campus Area is already well under way. New buildings were realized, the FUB (private university) opened its doors in a new building, and a slaughterhouse was reconverted into an academic library. Student housing is planned for the years to come.

The concept of the Technology Park

The technology park “Parc Central” is the showpiece of Manresa’s knowledge quarter. It will consist of one central building, and a number of smaller buildings for companies or units. The central building is 9 storey’s high, and will host the technology institute CTM (among others). The area will be car-free, and parking facilities are to be built underground, to give the park a ‘green’ feel and to promote interaction between the people who work on the park. Mass production activities are not welcome: only applied research and product development activities are allowed, or small-scale production of prototypes. Firms may sell or rent buildings, but not the land. In total, the envisaged buildings offer 77,000 m² of floor space. The size of the total park is 150,000 m². The park offers space for around 20 or 30 firms. Compared to other locations in Manresa, rent levels will be relatively high: the park will be one of the premium locations.

The Park is set up as a public-private partnership. It is run by the PTB (Projectes Territorials de Bages), an organization that develops large regional projects. 70% of the shares of PTB are in the hands of private firms (dominated by the local savings bank), and 25% is public sector money (City of Manresa, other cities in the Bages region, and the Catalan government). The Technology Park is PTBs main project. The company develops the location and takes care of the renting and selling of the premises. In the future, it is considered to create a new institutional structure to take care of the management of the park once it is established. It has not yet been decided in what form the park will be managed and maintained.

Conceptually, the Campus area and the Parc Central both belong to the ‘knowledge quarter’ of Manresa, which is a planning concept used in the Strategic Plan. Spatial planners have identified a number of specialized ‘axes’ that runs through the city, as well as ‘ports’ through which you enter a specific part of the city. But on the ground, it is not one contiguous area: Functionally and spatially, the campus area and the technology park are somewhat separated.

The Parc Central is situated at the utmost northern edge of Manresa, on a hill, with excellent views on the Montserrat Mountains and directly connected to the transversal east-west axis. Spatially, the park is set up in a rather ‘campus-style’ way with few infrastructural connections to the surroundings and a main entrance gate. To the south of the park, there is the industrial zone of Manresa. Nearby the Park is the Palau Firal, a building that hosts a number of supporting and intermediary organizations, as well as departments of the administration of Catalonia. It is situated in the heart of Manresa’s industrial zone. Close to this building, an incubator will be developed to help start-ups in setting up their business.

Manresa Nord is also an area with important environmental assets: L’Horta (kitchen gardens) and the parks of Can Font and l’Agulla, provided with a manmade lake that functions as the water reservoir of Manresa. There is an agreement among the stakeholders (Declaració de l’Agulla) to protect this area as a valuable part of the “green belt” surrounding Manresa. This offers attractive



natural surroundings at walking distance from the Parc Central, adding to the parks' attractiveness. The connectivity of the park is good; it is well accessible from the main Catalonian East West axes, the city center is not far either. Public transport connections are poor by now: a train station is nearby but currently it is only used for special events.

Stakeholders

The main partners in the project (City of Manresa, Government of Catalonia and private sector, lead by the local savings bank) evidently are strong proponents of the initiative, though each has its own rationale. The City of Manresa considers the project as a source of future prosperity, and strongly believes that the park will contribute to Manresa's image as a knowledge city. The Government of Catalonia considers the park as a desirable contribution to the more equal spread of economic activity over the Catalan territory. The local savings bank, finally, has commercial and 'charitable' considerations. Commercially, it believes that the Park is a good real estate project to invest in, as the concept will increase land values. But also, the local savings bank is obliged to invest some of its profits in projects with social and regional benefits, and it strongly believes that the Technology Park meets these conditions.

Another strong proponent of the Park is the Technology Centre of Manresa (CTM). It will move to new premises in the park when it is ready, and it hopes to benefit from the growth of knowledge-intensive industrial activity in the park. Some local firms see the park as an attractive future environment for their product development. One has already announced to move to the park. The Technical University is up till now, not very interested in the science park.

4. Results of the implementation lab

In the preparation of the implementation lab, the local support group identified three thematic areas for discussion:

Physical connections and planning.

How to connect/integrate Parc Central into the city?

Connection / relationship between the Parc Central (PC) and other industrial and knowledge areas (industrial districts, University Campus, Althaia/Public health Centre). How to integrate the PC with these different elements, and to avoid becoming an isolated area ?

Communication infrastructures of the PC and mobility issues

The natural environment of the PC and its relationship: how to integrate the different elements ?

How to preserve the agricultural land and the green areas ?

Diversification of the economy

How to diversify the vulnerable economy? Which sectors should be bet on?

How to co-create a diversification strategy

How can Parc Central (PC) help to accelerate the incorporation of technology in the local productive structure & companies?

How to foster the cooperation between local stakeholders (companies, Universities and local government)?

The Parc Central project: what strategies?

What commercial strategy for Parc Central: specialized vs generalist, phasing, global vs local focus, and potential role of CTM Technological Centre

Facilities: what type of innovation services should be offered by PC; idem for support services



Innovation networking: What relationships to be established with other innovation initiatives of the city, how to add value in this process?

During the implementation lab, three groups of 10-15 people each reflected on the further development of Manresa's knowledge economy. Each group consisted of a mix of local people (knowing the local situation well), and project partners from abroad. Each group was assigned a particular theme as listed above. Each group made observations (based on presentations on day 1), and developed a set of suggestions and recommendations. Below, they are elaborated. First, we give some 'general' observations that were made across the three groups (4.1); next, we describe the observations and recommendations on the specific themes: economic diversification (4.2), commercial/conceptual strategies for Parc Central (4.3) and planning issues (4.4).

4.1 General observations

The following general observations were made during the implementation lab:

- It is not clear what Manresa stands for (industrial, commercial, nature); it lacks a clear image.
- Manresa underestimates itself, and seems to always put itself in the shadow of Barcelona. but it has a lot to offer in terms of economy, culture, quality of life, knowledge, and nature. In sum, Montserrat is the background picture of a city with high potential.
- Strong (but under-used) points of Manresa are its river front, its views on the Montserrat Mountains, its green areas and its nearness to Barcelona.
- The plans and architecture for Parc Central are exchangeable, they could be anywhere
- People do not know much about the Parc Central project; it lacks profile.
- The difference with the other science and technology parks in Catalonia must be clear.

4.2 Economic diversification

Observations:

- Manresa suffers from a multi-layered crisis. There are heavy job losses in construction and manufacturing; the economy trails behind the Catalanian average; but there is also a crisis of trust
- There seems to be a slow and difficult strategic re-orientation in industrial SMEs. It is not easy for them to find new markets or connect to knowledge institutes
- Levels of trust among companies are low, which does not help to foster a culture of co-operation in innovation. Moreover, the business sector is very fragmented, with few leading firms, and many are in deep trouble
- Also, the trust of SMEs in the government's ability to solve the problems is low
- Due to the credit crunch, capital is scarce, and banks are risk averse. This makes the financing of innovation much more difficult
- Current economic strategies of the city are outdated: they date from a period of prosperity and fast growth. The climate has changed substantially, so new answers are needed.
- Policies and actions to promote diversification and knowledge economy are ad-hoc; a more strategic approach would be more helpful
- It is not easy to single out one particular 'strength' of the industrial sector in Manresa. There are some strengths (like new materials) but overall, the competences are very mixed. This



raises the question if policy should focus on just a few areas, or take a more broad perspective

- One observation was that Parc Central could be seen as a symbol for the identity crisis and the current lack of direction of the economy. The infrastructure is almost ready, but there are no clear visions yet on how to fill it. Normally, you would start the other way around.

Suggestions and recommendations

- Picking some ‘future sectors’ is difficult and risky. To have diversification and a shift to more knowledge-based development, a cultural change is needed towards more interfirm co-operation and partnerships with knowledge institutes. This requires high trust and new ways of working together between partners that are not used to that.
- A successful economic re-orientation and development requires strategic co-operation and action plans.
- On the strategic level, it makes sense to unite leading actors of the Bages region to elaborate a grand vision and a new strategy, building on what has been done in the past but now with the new crisis reality in mind. The strategy should be more than paper. A key success factor is the creation of working groups that each deal with a particular theme as identified by the strategy group. A number of themes/working groups can be identified (see picture).
- Each working group must have a leader, and there should be real commitment of the participants. Also, each group must make an action plan, including budgets etc. to make sure that really something will happen. The action plans should preferably be in line with policy on the level of Catalonia, but also they can help to build regional policy bottom-up.
- This process can be developed in several ways; one option is to create a network organization that functions as a spider in the web. A good example can be found in Eindhoven (NL): <http://www.brainport.nl/>

Figure 4.1 Organising diversification



- Don't look only at the knowledge institutes present in the city as the solution to diversification and increasing innovation. For the upgrading of companies, a very diverse set of competences is needed, and much may not be present in Bages but should be 'imported' from elsewhere. It could be a good idea to establish contacts between companies in Manresa and experts from other Catalonian universities, to organize expert meeting, specific technology or marketing seminars, etc. This could be a role for the new network organization.
- Think of the nearness of Barcelona as a great opportunity. Establish Manresa as "Best Side of Barcelona/Catalonia". The economic crisis may open the opportunity to offer lower fees in order to approach people, students, professors, and employees from all over Spanish speaking world. Establish a "Best side of Barcelona" marketing strategy, which promotes cheap prices and good value nearby Barcelona to foreigners.
- Promote entrepreneurship through funding for students of both universities. Create a special outsourcing program for companies and experienced employers in Manresa and Spain to „come home“ and start the own business in Parc Central
- Make Manresa inhabitants proud of its knowledge property and culture. Organize science festivals, Open Doors-Nights and cooperations with local newspapers to report about Manresa Science.

4.2 Parc Central: What strategy?

Observations

- There seems to be strong support for Parc Central of stakeholders in general, however: what is/will be the concrete cooperation between different building owners? The problem could be that all stakeholders/agents go alone when there is no 'common benefit' that keeps all stakeholders together



- There are reasonable doubts whether Manresa has enough critical mass (knowledge workers) for the Parc Central.
- What is the competitive advantage of Parc Central compared to 20 other parks in Catalonia? Why would a company go to Manresa PC?

Recommendations

- Give Parc Central of Manresa a specialized profile in one (or more but only a few) disciplines
- Involve UPC, by giving them the strongest role in defining the extraordinary profile of PC. Give them an extra benefit to be involved in the PC by developing this extraordinary profile and to give the Manresa part of UPC a stronger role in whole Catalonia.
- Organize a ‘future workshop’, and develop a shared future vision of UPC and City Council. Agree with UPC on a special profile of Parc Central and a unique facility/laboratory for this profile, which is unique in Spain/Europe.
- Combine public investments for CTM building with this unique facility/laboratory.
- Give a special local funding for UPCs most interesting discipline to place it in Manresa. Give local funded space inside Parc Central to UPC. Attract not only UPC administration but especially unique specialists and professors.
- Attract 2-3 world-class leaders (personally) of the chosen profile to settle down in Manresa. Offer them best conditions (money, landowning, network)
- Establish Manresa Parc Central as entering gate to Europe for Spanish speaking companies in world. Attract international, Spanish speaking companies and students by establishing the one European park with the best price/value – proposition! (low prices for living, but great environment, great views, great labs and a lot of sun!)
- Make an international marketing campaign for Spanish-speaking companies and students. Take the chance to use international contacts of IASP, UPC, Microsoft and other companies...)
- Don’t go it alone: develop a brand of “technological parc” among all the science parks in Catalonia, each with distinctive qualities.
- The Parc should not be only about research, but production as well, as long as there is some high-tech or knowledge intensive component in it.

4.3 Parc Central: issues of physical planning and integration

Observations:

- The connectivity of Parc Central is not structured and well thought of, and this problem holds more generally in Manresa

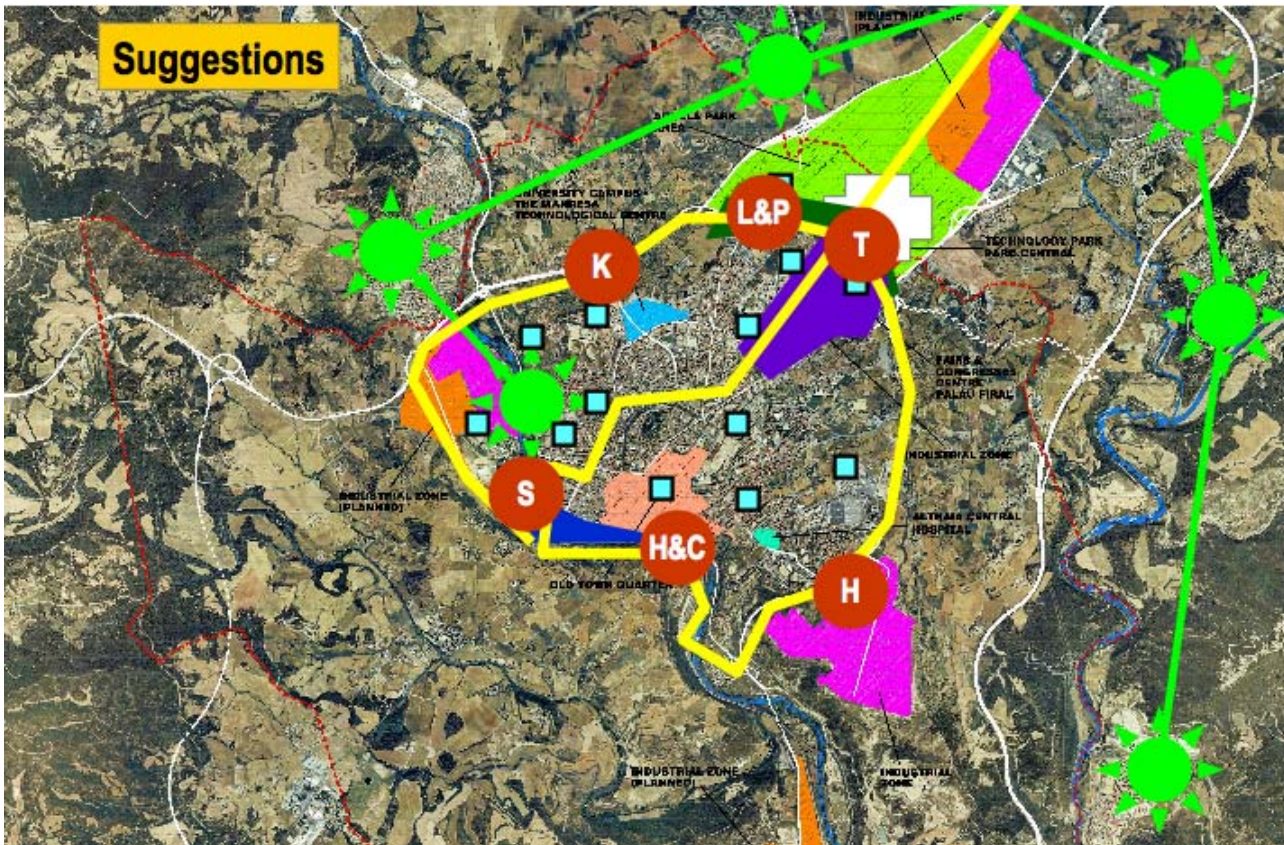


- To reach the Parc Central, distances for pedestrians and cyclists are too far (especially to and from the city centre); moreover, public transport is poor. And this implies that the car is the only way to get there.
- It would have been better to have integrated Parc Central with the city core from the beginning; that would have helped to revitalize parts of the city, and eased connections.
- Parc Central has great views on Montserrat, which makes it unique and worthwhile not only for workers there but for other people as well.
- The main street functions as a barrier for Parc Central; it is not very open and can be reached from only one direction.
- The greater Manresa area provides enough potential for better public transport
- A designed process is not visible, not in Parc Central but also in many other aspects of city planning

Suggestions on Parc Central

- Restructure the Parc Central space. Make it unique, using brilliant architecture and landmarks; give it a more multifunctional use. One idea is to have a food market for local products. Also, consider to create a central square at the spot instead of the „cul de sac spine“.
- One the longer run, the Els Dolors area (the magenta-colored area in figure 1) could be redeveloped into a more modern mixed-use area with residential and business functions. It could become an extension of the existing city fabric, and bridge the gap between city and Parc Central. In that case, the „city goes towards Parc Central“ instead of the other way around.

Figure 4.2 Suggestions for physical planning and restructuring



General suggestions on urban planning and transport

- Elaborate the theme “the city of six gates”. The six gates are shown in figure 4.2, indicated as capitals (Sports gate, Technology gate, Knowledge gate, Leisure and Pleasure gate, Health gate). The gates are already identified in the planning scheme, but they could be elaborated and used better. The gates can be highlighted by landmark buildings, or shown by a routing system. Moreover, the gates can be used in the promotion and branding of the city. It could make sense to involve citizens in the development of ideas for the gates concept, through a citizen’s competition; also, an architectural competition could be set up for the physical designing.
- On the longer run (when the crisis is over) it is worth to consider the redevelopment of the riverfront: it has the right quality and potential. Consider developing it as a commercial area, in combination with a leisure and pleasure area; Gastronomy could be a good theme for such developments. With an attractive escalator/elevator, a connection with the city can be established.
- Sharpen the existing green belt plan and make better use of the green zones around the city
- Create a platform with neighboring communities for spatial planning issues: focus on joint benefits for the greater Manresa region
- Public transport is in need of improvement. Existing (rail) tracks could be renewed or better used, and it is worth to consider a central spine. Also, bus connections need improvement. It



is costly but it will surely contribute to quality of life and attractiveness of Manresa for investors.

- Introduce some sort of e-bike system, allowing people to take an electronic bicycle to and from many spots in the city where they are put in docking stations for storage and to reload the battery (the light green squares in figure 1). It would also imply an additional investment in cycling lanes. Such a system would reduce the dependence on car traffic, promote the air quality and health, and give Manresa a greener and progressive image.



Annex 1 Programme of the implementation lab

Monday 16th November 2009

Venue : CEDEM - Business Developing Center (morning session)
CTM / UPC (afternoon session)

8:45	Pick up at the hotel to move to CEDEM
9:00	Registration and accreditation
9:15	Welcome and opening of the Implementation Lab Alain Jordà – City councillor of economics, enterprise and innovation policies
9:30	Short introduction to the IL development (contents and organization issues) Pere Masegú – Head of the Development Service, Manresa City Council
9:45	Urban and physical development Planning and urban development of the city, with special emphasis to the business & enterprise districts. Francesc Mestres & Lara Rivero (Team of the Urban Planning Service , Manresa City Council
10:30	Coffee break
11:00	Economic Development Economic and industrial structure : evolution, prospects, and challenges The strategy for the local economic development : diversification of the economic activity, innovation local system, research and development The roll of the <i>Parc Central</i> (Alain Jordà , City councillor of economics, enterprise and innovation policies)
11:45	Bages administrative division : industrial structure, business and enterprise districts , its facilities and infrastructures Víctor Marcos,councillor of Consell Comarcal del Bages for Economic Development
12:00	The Catalanian research, development and innovation policies : goals, opportunities and challenges Xavier Farrás : Director of Innovation Center, ACC10 (Catalonian Development and Innovation Agency)
12:45	Guiding principles for a scientific polity aimed towards Technological Quarters. Lluís Rovira : Assistant director of Catalanian Research Department
13:00	Lunch break
14:00	Work visit to the main points , equipments and infrastructures of the city related to the project Parc Central /Parc de L'Agulla Campus universitari (FUB /UPC) CTM Centre Tecnològic
16:00	El Parc Central – The Technological Park of Central Catalonia Project presentation : its birth, development strategy, main problems and challenges Xavier Furió : Managing director of Projectes Territorials del Bages ,SA (public-private company, promoter of the Parc Central)
16:45	Coffee break
17:00	Short presentation of the main local stakeholders : its goals and policies, main challenges, its point of view and relationship with The Parc Central Project.



	CTM Centre Tecnològic (Jose Manuel prado, General manager) EPSEM/UPC (Esteve Peña, Principal) FUB (Valentí Martinez, General manager) Chamber of Commerce (Jaume Ferrer, International Office manager)
18:30	End of the working session. Leisure time, path to the city center and visitit some cultural heritage
20:30	Dinner
22:30	Departure to the hotel

Tuesday 17th November

Venue : Món Sant Benet (Conference Centre)

9:00	Opening of day 2 of the IL		
9:10	REDIS expert's recommendations. Reflections on day 1, questions and answers, and planning of day 2. Presentation of workshops. Distribution of the groups Willem Van Winden (lead expert UE) <u>Group 1:</u> Urban and physical planning <u>Group 2:</u> Diversification of the economical/industrial activity <u>Group 3:</u> Parc Central Project		
9:30	Group 1	Group 2	Group 3
	Facilitator & opening note Volkmar Pamer	Facilitator & opening note Willen Van Winden	Facilitator & opening note Sven Janszky
	1. Observations stage	1. Observations stage	1. Observations stage
11:15	Coffee break		
11:45	2) Suggestions stage	2) Suggestions stage	2) Suggestions stage
	3) Agreeing suggestions	3) Agreeing suggestions	3) Agreeing suggestions
13:00	Lunch break		
14:00	Presentations of findings/suggestions (plenum). Identification and presentation of the specific issues/problems to be analysed within each group. Facilitators of the groups		
14:45	Working session (groups). Each group works deeply and focus on specific issue : observations, suggestions, discussions to reach common views		
15:45	Coffee break		
16:15	Working session (groups). Time to built proposals, formulate concrete tasks and policy recommendations		
17:00	Conclusions and information about day 3 presentations		
17:30	End of the working session		
18:00	Study & cultural visit to the Món Sant Benet complex (optional)		
20:30	Dinner(Restaurant La Fonda - Món Sant Benet)		



Wednesday 18th November

Venue : Mòn Sant Benet (Conference Centre)

9:00	Opening of the day 3 IL
9:10	REDIS Information – Lead partner Klaus Puchta (leader project)
10:00	Coffee break
10:30	Final and closing session : Presentation day 2 discussions, conclusions and recommendations (by Willem Van Winden) Speech of Mr. Josep Camprubí (Mayor of Manresa City Council)
11:30	Interview opportunities – Press conference
12:00	Lunch
12:45	End of the IL Manresa Shuttle bus departure to the Barcelona Airport (1 hour)