

SUMMARY /PROJECT DESCRIPTION

Sintra City Council, in the person of its President, Dr. Basílio Horta, developed in early 2014 a pioneering project called Strategic Council - Instrument of Better Municipal Government, of an institutional nature, aimed at strengthening the Quality of Institutions, which is decisive for the configuration And implementation of better public policies insofar as it deepens the level of participation of actors and agents, the proximity to the reality of economic, social and environmental constraints, and, to that extent, the better adaptation of decision processes to the arrival of solution frameworks Recognized.

The Strategic Council was established by agreement between the Presidency of the Sintra City Council and the relevant business network, as well as with the Ministry of Environment, Spatial Planning and Energy.

THE STRATEGIC (I). BUSINESS AND (II) ENVIRONMENTAL COUNCIL IS DIVIDED INTO TWO AREAS:

(I) The Business Strategic Council (CEE), chaired by Mr. João Talone, is made up of companies from various sectors, business and trade union associations, public institutions and municipal leaders. It also counts with the observation of the entire Executive and of the Municipal Assembly, ensuring a decisive instrument for better municipal government, qualifying governance, guaranteeing a permanent critical consultation and visibility between the municipal executive and the companies.

The main objective of the EWC is the critical monitoring and evaluation of municipal government actions and the projection of actions aimed at strengthening the strategic dimension of governance in the areas of competitiveness, qualification of licensing, better integration of government actions and companies aimed at the development municipal.

Firstly, the EWC identified emerging and reported processes for competitiveness and licensing, selected issues of greater relevance for discussion, defined proposals for process unblocking, promoted evaluation of achievement of objectives, and public disclosure of issues discussed.

The CEE ensured the generation of a set of projects led by entrepreneurs and directed to the simplification of procedures (Simplex Industrial), the integration of young trainees in companies (Project Professional and Curricular Stages), the debate of a set of theses to the PDM Review Aiming at better normative conditions of creation of value and also the construction of an institutional environment favorable to investment (Sintra, Amiga do Investment).

It will seek to the CEE, in a wider horizon, to progress in the identification of the structural barriers to the economic development of the county, to contribute to the revision and update of existing policies, to contribute to the definition of the strategic guidelines for the development of the economy.

The CEE is also seeking the monitoring of relevant matters in the performance of the Republic, and has promoted the opportunity to work with the Minister of Economy, the Secretary of State for Regional Development, and also heard from specialists in the fields of Portugal 2020 and the impact of The ECB's quantitative easing policy. The Business Strategic Council, an instrument of better governance, exemplary in the context of the Portuguese municipalities, has ensured an adequate stimulus for better performance of duty, and obtained from the entrepreneurs and within the framework of the evaluation of continuity - completed the first year of operation - Strong unanimity of desire for continuity.

(li) The Environmental Strategic Council (CEA) is the second component of the Strategic Council - Best Municipal Government Instrument project, chaired by Prof. Francisco Nunes Correia and presence of a representative of the Minister for the Environment. It gathers and articulates services of CMS, representative of the CEE, of the Central Administration, of the Parks of Sintra - Monte da Lua, and of the Municipal Executive, aiming to broaden the political consideration of matters present to the council.

Along with the business fabric, the environment and biodiversity constitute a heritage of exceptional value. The development of the Council necessarily involves the articulation between economy and environment, natural and built heritage and the integration of all these components into an appropriate planning and development strategy.

The importance of streamlining procedures and better coordination between central and local public administration services within a multi-level governance framework, moreover advocated by the OECD, is structural in the task of gradually building up a partner administration of the Citizens and businesses.

This issue is particularly relevant in Portugal, where the lack of coordination between the two levels of administration constitutes a gap which imposes serious constraints on the development of the economy and social welfare.

Thus, focusing on the same objective of qualitative improvement of Municipal Governance, a Protocol was signed with the Minister of the Environment, for the constitution of the CEA that aims to obtain better and greater cooperation between CMS and the Central Administration in matters of Spatial Planning and Environment.

The Environmental Strategic Council, an instrument of better governance, a unique reference in the Portuguese municipalities, has achieved important results in the weighting and streamlining of decisions in the areas of environmental and territorial administration, allowing a better articulation between municipal and central services, without prejudice to the respective And contribute significantly to the sustainable development of the Municipality and to the quality of life of its residents.

IMPACT OF THE PROJECT ON THE TERRITORY LEVEL

Sintra is the second most populous municipality in the country, 377 835 inhabitants, with a mean age of 38.4 years (INE, 2011). In 2013 the number of unemployed was 24,182 (IEFP). As a result of the serious crisis and lack of strategy in terms of investment policies, Sintra faces serious socio-economic and environmental problems that need to be addressed. Sintra is still one of the counties of the country most affected by the existence of Urban Areas of Illegal Genesis (AUGI) with all the environmental and territorial dysfunctions that are associated with them. On the other hand, the Council has an absolutely remarkable historical and natural heritage that needs to be protected and valued by a combination of appropriate local and national policies.

The activity carried out under the Strategic Council Project has already had a remarkable territorial impact, which will be further strengthened in the future. Other initiatives include: (i) the articulation between several plans and planning programs currently underway, some under the responsibility of the Central Administration (POAP Sintra Cascais, POOC), and the PDM under the responsibility of the Municipality; In this context, there was also the presentation and discussion of the Territorial Development Model, a document prior to the elaboration of the PDM; (li) the resolution of urgent coastal problems, with regard to safety and access, which are currently being implemented on the ground; (lii) streamlining of licensing

activities that are strongly conditioned by environmental matters and the discussion of criteria for the definition and management of the National Ecological Reserve (REN); (Iv) analysis of the complex problems raised by AUGI and discussion of measures to resolve them; (V) discussion of strategies for sustainable mobility in the Municipality; (Vi) auscultation of the Town Councils and NGOs on the most pressing issues in environmental and territorial management.

IMPACT OF THE PROJECT ON THE ECONOMY LEVEL

The Strategic Council highlights some of the most important impacts on the economy: (i) DESK 2020, bringing the information on access to the next EU structural funds program (Portugal 2020) to the business community of Sintra and the cooperation and stimulus mechanisms Aiming at modernization and productivity; (ii) access to community funds, obtained for the companies of U. F. de São João das Lampas and Terrugem, which can receive support for regional development investments by 2020. Changing the criteria governing the allocation of funds was one of the demands of the Strategic Council during a meeting attended by HE Regional Development; (iii) STARTUP SINTRA TECHNOLOGICAL has already secured the incorporation of 14 youth projects, mainly aimed at the application of new technologies, incorporating Sintra into the StartUps network at national and European level; (Iv) development of 4 lines of action / strategic projects designated:

A) INDUSTRIAL SIMPLEX - aiming at simplifying procedures in the licensing of industries;

B) SINTRA, FRIENDLY OF INVESTMENT - aiming at the consideration of regulations and municipal fiscal framework to encourage private investment;

C) STAGE AND INSERTION PROJECT - aimed at integrating 222 young trainees and 13 young people with chronic disabilities into the business community of the county in 2015;

D) PROJECT THESES OF REVIEW OF THE MUNICIPAL DIRECTOR PLAN - aiming at the consideration of the axes and strategic sectors of economic development in the framework of the revision of the PDM.

(V) the contracting of a program between CMS and IHRU REHABILITATE TO LEASE, in order to promote the rehabilitation of historic buildings and housing fires, and (vi) the configuration of a new municipal policy in the field of taxation, Within the scope of the INVESTMENT AGREEMENT, a more favorable framework for the attractiveness of economic development initiatives.

IMPACT OF THE PROJECT AT THE SOCIETY LEVEL

A good articulation between economy and environment, and between the respective public and private actors at various levels, has had a great impact at the level of the society. Among the results obtained, the following stand out: (i) protocol between CMS and the Network-Parent Association for the development of a socio-professional inclusion project for people with disabilities. The objective is to build a "Community Support Network" capable of creating non-institutionalized responses that promote the autonomy and personal fulfillment of the disabled person.

As part of this project, 13 young people were selected, with various types of disabilities, some attending secondary school, others already out of school, inactive and motivated for autonomy.

(li) The STARTUP SINTRA TECHNOLOGICAL implementation project integrated 14 youth projects, mainly in the scope of new technologies, incorporating Sintra into the StartUps network at national and European level and, in particular, translating open opportunities for entrepreneurship in the municipality of Sintra.

(lii) In 1996, 100 Urban Areas of Illegal Genesis (AUGIs) were demarcated in the Municipality of Sintra, where some 32 thousand people live. This is a serious problem in social and economic terms, reflecting water supply, sanitation, land legalization and project appreciation. The specificities of the abovementioned issues affecting the further conversion of AUGIs are found in the Council in an environment conducive to their resolution. Since 2014, a total of 10 AUGIs have been reconverted and by 2017 the conversion horizon is 30 AUGIs.

The recent "City Brand Ranking" study by Bloom Consulting places Sintra in the 7th position of the top, rising 4 places compared to 2014; In the "live" category, occupies the 2nd position, climbing 3 places, based on unemployment and purchasing power. In the "business" category, it increased by 5 places (13th place) as a result of economic performance (business and entrepreneurship).

DIFFERENTIATING CHARACTER OF THE PROJECT

The municipality of Sintra is characterized by an economic, social and very diverse geography. These characteristics, in the context of increasing territorial competitiveness, require institutional changes and a great capacity building effort. Sustainable development Innovative leadership and institutional capacity-building tailored to the change and management of change.

It is in a context of crisis and economy in debt that integrates the creation of the Strategic, Business and Environmental Council, contributing to the improvement of the performance of the Sintra City Council and its relationship with citizens and companies.

These councils reinforce the articulation between the municipal executive and the economic and environmental agents, raising the quality of decision in the axes of municipal action, and making the bridge for Central Administration a space for joint reflection.

Through this pioneering and differentiating approach, the autarchy contributes decisively to reducing unemployment, increasing entrepreneurship in an innovative and sustainable way, valuing the quality of the environment and the natural and built heritage, which are fundamental assets for the identity of the Municipality.

In this double valence, Sintra City Council tends to attract and encourage companies to establish themselves in the Municipality, to improve the service provided to the citizens and the efficiency of the public administration, promoting the well-being of the population and increasing its level and quality Of life. This project is also a pioneer in the transparency and accountability of the Municipality, which encompasses the financial performance and urban licensing. It is still broadening to indicators of quality of operation and its monitoring.

Thus, the project we are applying for is unique and distinctive at the national level, has a relevant impact on the territory, the economy and society, and promotes the specific and differentiated characteristics of the Municipality within a framework of sustainable development.

Relationship between benefits generated and project costs

By mobilizing existing human resources and structures, the costs of setting up and running the Strategic Councils are minimal or even zero, given the benefits of improving the decision-making framework (one of the critical issues in the Public Administration relationship and the functioning of the economy) Or of the direct impacts in the economic and social environments in the county.

As for StartUp Sintra, it will be able to receive 30 new companies a year from the municipality, in areas such as "smart cities" and tourism, and the IEFP will also be able to welcome up to a thousand graduates / year in the field of new Technologies.

The next installation of the DESK 2020, bringing the access information to the next European Union structural funds program (Portugal 2020) closer to the business community of Sintra and the mechanisms for cooperation and encouragement of the formalization of applications in order to obtain significant impacts on the modernization and Productivity is an example of how costs fall far short of the benefits to be achieved.

In the chapter on Community funds, it should be noted that companies from the Union of Parishes of S. João das Lampas and Terrugem can receive, by 2020, investment support for regional development purposes. This possibility arose after the European Commission amended criteria and extended the number of municipalities in the Lisbon Region eligible for regional investment aid.

In the areas of any of the projects conducted and led by the Strategic Council, there are significant improvements. Under developed / developing projects, the cost / benefit ratio is clearly favorable to the benefits domain, despite the fact that the Council operates one year.

PROJECT REPLICATION POTENTIAL

The establishment and practices of the Strategic, Business and Environmental Council as an Instrument for Better Municipal Government, translated into a project aimed at strengthening the Quality of Institutions can be an example of better governance in (i) other municipal geographies and (ii) In the business areas where the formalization and implementation of Strategy and Management Councils is foreseen, reinforcing the articulation in the communities of companies and the joint participation in the resolution of costs of context. The objective of the Strategic Council is, in the first stage, to ensure the cooperation of the various private and public entities, namely, central and municipal administration, with competences on environmental matters, from collection and treatment of litter, coastline, spatial planning and urban regeneration, economic matters, with the main reference to licensing and its conditions, and finally, social matters, which are, after all, the sum of precedents.

To this end, the Strategic Council project is basically based on the following vectors: a) dialogue between the public sector, local and national, and the private sector; B) innovation; C) entrepreneurship; D) reconversion / improvement.

With these premises in mind, the Project, which aims to be an Instrument to a Better Municipal Government, can obviously be adapted to the different social, economic and environmental realities, replicated at any scale and in any geographical area, and may even be adapted, for example , To a Metropolitan Area.

It should be noted, however, that the institutional will, at the municipal and national level, of the willingness to do and let go must always be present, obviously within the framework of strict compliance with legal provisions and in compliance with the competences of each institution and level of government, Thus

providing the necessary mechanisms for the Council to develop and advance, in a broad dialogue between the various actors.