

URBACT IV- CITISENSE



Investment Plan for the revitalisation of the Historic Centre in MANRESA

An action plan for improving urban safety and citizen
perception in the Historic Centre

Manresa, August 2026

[Final Version]

1

EXECUTIVE SUMMARY

The primary objective of this **Investment Plan (IP)** is to provide a strategic and operational roadmap for the revitalization of Manresa's Historic Centre by addressing the "security paradox"—the gap between objective crime data and subjective citizen perception. By integrating digital innovation, tactical urbanism, and inclusive governance, the IP aims to transform public spaces into safer, more cohesive areas, ensuring that the transition from initial piloting to a consolidated, cohesive, liveable city model is both financially sustainable and socially impactful.

This plan is developed within the framework of the **URBACT IV Programme and the CITISENSE network**, which focuses on transferring the "Be Secure-Feel Secure" (BSFS) Urban Innovative Action from Piraeus to the local context of Manresa. While the broader strategic vision spans a ten-year horizon to ensure long-term resilience, this document specifically outlines the mandatory foundation and executive actions required for the first 4 years of implementation.

The document is organized into three comprehensive chapters:

- Policy Context & Origin (chapters 1 & 2) diagnoses the territorial needs and the adaptation of the Piraeus model to Manresa.
- Action Plan & Resources (chapters 3 & 4) details the work plan across the Digital, Spatial, and Governance dimensions, including the 4-year schedule & risk analysis.
- Monitoring & Impact (chapter 5) defines the framework of output and result indicators to measure The Project's real-world success and its ongoing sustainability.

With this plan, **Manresa reaffirms its commitment to a safer, more liveable city** through CITISENSE. Guided by EU principles of transparency and innovation, this plan prioritizes citizen participation to improve daily life. Our goal is to ensure public spaces remain inclusive areas of coexistence and well-being for the entire community.

INDEX

1. The policy context.....	6
1.1. Needs analysis in the territorial context.....	6
1.2 The policy response.....	8
2. The investment proposal.....	11
2.1. Background to The Proposal.....	11
2.2. Our starting point.....	12
2.3. The adapted version of the innovative practice	20
2.4. The integrated approach and the participative process.....	26
3. The adapted innovation project	28
3.1. The Value Proposition	28
3.2. The workplan.....	29
3.3. Risk analysis and Mitigation Strategy	39
3.4. Governance and delivery model.....	43
3.5. Overall project schedule.....	48
4. Budget	50
4.1 Project costs	54
4.2. Investment sources.....	68
5. Monitoring and Evaluation	78
5.1. The Monitoring and evaluation approach.....	78
5.2. The monitoring and evaluation framework.....	79

1. THE POLICY CONTEXT

1.1. Needs analysis in the territorial context

A) Thematic Policy Challenge: Integrated Urban Security and Social Cohesion

Manresa's central policy challenge is framed within the improvement of integrated urban security and social cohesion. The Project does not approach security exclusively from a policing perspective, but rather as a determining factor for quality of life, inclusion, and community health. The fundamental objective is to **mitigate the existing gap between objective crime data and the subjective perception of insecurity**, through a multidisciplinary approach that combines digital solutions, tactical urbanism, social intervention, and data governance.

B) Scale and Profile of the Policy Challenge

Manresa, as the capital of Central Catalonia, acts as a regional strategic node, yet it faces a complex paradox that defines its current scenario:

- **Evidence vs. Perception:** Although Manresa presents a crime rate of 52.6 (offences per 1,000 inhabitants)—a figure significantly lower than the Catalan average of 62.9 (2025 data)—citizen concern follows an opposite trend. According to 2024 studies, 28% of the population identifies insecurity as the city's main problem, with the Historic Centre being one of the areas with the most critical rating.
- **Demographic and Socioeconomic Factors:** The aftermath of the 2008 crisis, demographic aging, and changes in population composition—especially in the old town, with a high concentration of vulnerable groups and immigrants—have altered the social fabric. Phenomena such as squatting (house occupation), incivility, and the degradation of certain public spaces have fuelled a sense of vulnerability, particularly among the commercial sector and upper-middle income groups.
- **The Impact of Misinformation:** The perception of insecurity has been aggravated by the viral dissemination of isolated incidents on social media and the proliferation of fake news. This digital noise distorts reality and hinders the political management of security based on facts.



Image: *Passeig Pere III, a commercial pedestrian boulevard where some antisocial behaviour took place.*

C) Identified Priorities for Action

Based on this diagnosis, our strategy establishes three priority axes for intervention:

1. Evidence-based Decision-making: implementing advanced tools for data collection and analysis to deeply understand the causes of insecurity and safety / unsafety perception, to bring objective data to the public debate, combat misinformation, and improve institutional communication through real and comparative data that reduces unnecessary alarmism.

2. Shared Governance and Community Participation: Evolving toward a security model where responsibility is shared between the administration, law enforcement, and civil society, ensuring that citizens actively participate in the co-creation and implementation of solutions.

3. Urban Regeneration through Tactical Interventions: Renovating the most degraded spots in the Historic Centre that contribute to generating fear. The strategy is based on creating welcoming environments for everyone through low-cost beautification actions (painting, furniture, lighting), fostering "natural surveillance" and the return of neighbourhood life to the streets.

1.2 The policy response

Our CITISENSE Investment Plan (also called in this document, "The Proposal") is aligned with multiple strategic frameworks at the local, national, and European levels, especially those focusing on security, citizen participation, digital transformation, green and gender-perspective infrastructures, and urban resilience. Ultimately, all these local and national frameworks work in a coordinated manner to address Manresa's urban security challenges from a broader perspective.

Local Level:

Most importantly, due to the strategic line of action it proposes, the PAM (for **Municipal Action Plan** in Catalan, 2023-2027) is the main political guide followed by the city government to achieve its objectives. It demonstrates the city's commitment to addressing the proposed challenge. The PAM is divided into 5 areas, including "**quality of life**". This area includes a strategic line (No. 22) aimed at "Strengthening and expanding mechanisms to guarantee citizen security." Simultaneously, it contains 9 specific actions, most of which—as can be observed—align with what this Investment Plan proposes (especially Nos. 1, 2, 5, 8, and 9):

1. Draft and approve the Pact for Security, Coexistence, and Civility.
2. Draft a new Local Security Plan.
3. Strengthen the organizational structure of the Local Police.
4. Progressively increase the number of Local Police officers.
5. Establish a new community policing model.
6. Open the Community Police Station at Passeig de la República.
7. Improve road safety at intersections.
8. Implement new security technologies and video surveillance systems in the city.
9. Implement a data management and analysis system to facilitate the resolution of criminal investigations.

Secondly, it's important to point out that the Investment Plan will work alongside the recently secured funded scheme for the "Pla de Barris" (**Neighbourhood Plan**). This is a €25M urban regeneration project that directly impacts what it is intended to achieve with CITISENSE: the transformation of the Historic Centre

into a vibrant, safe, physically regenerated renewed, and active neighbourhood for everyone. It will have 3 main pillars: Urban Transformation, Ecological Transition, and Socio-community Action, with actions to be executed until 2029 (short-to-medium term).

Finally, at the local level, the Investment Plan (IP) is also strategically aligned with the **Local Security Plan**, currently in development, with approval expected this year 2026. This synergy was evidenced during the focus groups held in April and May 2026, where several URBACT stakeholders actively participated, ensuring that CITISENSE's insights directly inform the city's long-term security strategy.

Catalan (regional) and European levels:

The Government of Catalonia (Generalitat) is fully involved, as 50% of the funds for the aforementioned **Neighbourhood Plan** come from this institution. This Plan provides continuity to previous calls for the revitalization of historic Centres, this time focusing especially on housing, sustainability, and community action.

Also, the CITISENSE Investment Plan is strategically aligned with the **Pla General de Seguretat de Catalunya** (PGSC) 2022-2025 (General Security Plan of Catalonia), as it directly implements the regional mandate to transition toward an "integrated, transversal, and technological" security model. By addressing the "security paradox"—the gap between objective data and subjective perception—Manresa adopts the PGSC's priority of fostering a socially just and inclusive environment that considers the diverse needs of all citizens. Furthermore, the use of digital tools for evidence-based governance fulfils the regional objective of leading a "digital transition" to improve the effectiveness of public security policies through data intelligence. Ultimately, CITISENSE serves as a localized execution of the PGSC's vision, combining tactical urbanism, community participation, and interdepartmental coordination to move from reactive policing to proactive, preventive urban management.

Moreover, since 2018 Manresa City Council has been formally committed to the 17 Sustainable Development Goals (SDG) established in the **2030 Urban Agenda**. The city council works cooperatively with the Barcelona's Province Government, which provides us with support and technical resources to implement this Plan, particularly to comply with several SDGs (5 Gender Equality; 10 Reduced Inequalities; 11 Sustainable Cities and Communities; 16 Peace, Justice, and Strong Institutions; 17 Partnerships for the Goals).

Finally, of course, this Investment Plan is in line with the URBACT program principles: an integrated approach, active community and ULG participation, implementing knowledge acquired in transnational meetings through the

adaptation of the BSFS project from Piraeus, and creating a realistic and detailed implementation plan.

2. THE INVESTMENT PROPOSAL

2.1. Background to The Proposal

Manresa's investment proposal has been developed within the framework of the **URBACT CITISENSE PROJECT**, an innovation transfer network ("The Project" onwards). This project is made up of a network of five cities (Naples, Liepaja, Geel, Manresa and the leader Piraeus) which aims to transfer, adapt, and integrate the innovative urban security practices originally developed by Piraeus, under the UIA project "Be Secure – Feel Secure" (BSFS). The duration of the CITISENSE project is 24 months, starting in September 2024 and finishing in August 2026.

A summary description of the Urban Innovative practice

The "Be Secure – Feel Secure" (BSFS) project in Piraeus is a pioneering initiative that addresses urban security through a holistic and transversal model. Its innovation is developed in **four key dimensions**:

- Collaborative **governance** structures: Focused on the creation and strengthening of the Board for Security, Civility, and Coexistence (equivalent to the Local Council for Crime Prevention of Piraeus- LCCP), guaranteeing a transversal and multi-stakeholder response.
- **Digital solutions** for evidence-based risk management: the use of the CURiM platform for data-based risk analysis to monitor the reality of the neighbourhoods, allowing for informed decision-making that combats both real crime and disinformation.
- **Social interventions**: through workshops and mediation for vulnerable groups, awareness-raising, anti bullying awareness sessions for students and focused events like crime prevention activities.
- **Spatial interventions**: Based on participatory approaches and the principles of CPTED (Crime Prevention Through Environmental Design), such as tactical urbanism and the improvement of public space under the principles of the New European Bauhaus (NEB).

The success of this practice has translated into tangible results, highlighting a significant improvement in the perception of security and citizen trust in institutions. Piraeus has managed to reduce the fear of crime through the physical transformation of critical spots and the creation of a robust community

support network. These achievements have made the BSFS model a European benchmark for transfer, demonstrating that the integration of urbanistic and social solutions is more effective than traditional surveillance policies.

URBACT CITISENSE supports partner cities—including Manresa—in **analysing their local conditions, identifying transferable elements of the BSFS model, and preparing this Investment Plan** to strengthen urban security and reduce the fear of crime. This initiative aligns with Manresa's strategic framework, detailed in section 1, which prioritizes the revitalization of the Historic Centre, citizen participation, and the inclusion of vulnerable groups (such as youth) as key axes of urban development.

2.2. Our starting point

Until the start of the CITISENSE project, Manresa had already implemented a series of strategic measures to combat insecurity and foster social cohesion from various fronts. This previous background demonstrates that the city did not start from scratch, but rather that there was already a clear will to address the challenge of coexistence and urban security.

Background and prior actions

The situation of public spaces influences greatly the perception of safety. Manresa's public spaces have experienced drastic changes in recent years. A decay of commerce in the Historic Centre between 2012 and 2025 confirms a drastic loss of 'natural surveillance' over public areas. In just 13 years, the sector has moved from a 26.4% vacancy rate to a historic record of 44.5% in May 2025, with a total of 69 shuttered premises out of a total of 155. This desertification is especially critical in key areas such as the Sobrerroca and Plaça Major sector, where 49.2% of ground-floor premises are closed.

This situation is most acute in the Old Town (Barri Antic) where, in addition to the changes on ground floors for the neighbourhood, holds 14% of the city's total vacant housing, with over 1,115 empty residential units concentrated in this district.



Image: Enclosed square with pedestrian passageways, perceived as isolated due to the lack of natural surveillance from local shops and residents.

In the regulatory and policing dimension, the new Municipal Ordinance on Civility (2023) had been approved and a joint neighbourhood police station has been created in the Historic Centre (including Local Police and Mossos d'Esquadra –the regional police-). The reinforcement of the staff with 23 new street officers, the creation of the Urban Delinquency Unit (Omega Group), and the implementation of technologies such as drones and 25 video surveillance cameras were decisive steps towards more effective security. In addition, an application was implemented for small businesses with which they can report incidents quickly and discreetly to the local police. Likewise, other successful policies were collaboration with the Prosecutor's Office to manage multi-recidivism, and urban improvements were made in streetlights and furniture to eliminate dark spots.

In the social dimension, programs increasing the presence of socio-educational professionals on the street have been deployed, attending to dozens of young people, as well as specific support programs for unaccompanied foreign minors, focused on labour integration and social inclusion through culture and leisure activities, achieving a success rate in reducing recidivism (26 of the 39 identified young people did not reoffend, which is a 66% of success rate). See section 2.3 of the document to see the specific social measures, which have led us not to prioritise, for now, the social aspect.

Governance model

Prior the project, the city already had the **Security, Civility, and Coexistence Board**, a governance body (not mandatory by law) that meets every 6 months to report on the state of security in the city. It consists of more than 40 local entities. To date, it has met 12 times, the last one on 122.04.2026. Its main functions are:

- Analysing the state of security, civility, and coexistence in the city.
- Taking stock of the measures implemented and reviewing the latest figures on crimes and uncivil acts.
- Designing and evaluating strategies and measures, both policing and social, to address the detected problems.
- Promoting collaboration between different administrations, police forces (Local Police, Mossos d'Esquadra), and local entities.

In addition, Manresa also has the **Local Safety Board**, which is the highest body for coordination and operational command regarding security in the municipality. It is mandatory by law and includes political representatives from local and Catalan administrations, security forces, firefighters, and rural stakeholders. Its main objectives are:

- Police and Operational Coordination: Ensuring the effective coordination of all security forces acting in the municipality (mainly Local Police and Mossos d'Esquadra, as well as Civil Guard and National Police).
- Approval of Plans: Approving the Local Security Plan and annual operational plans.
- Analysis of Crime Data: Analysing and assessing the evolution of crime and public safety in strictly police terms.

Finally, Manresa also has **the Alliance for Sustainability**, a citizen participation board created to guide and assess the city's 2030 strategy within the framework of the Manresa 2030 Urban Agenda. It aims to promote the 2030 Agenda in the city, monitor and evaluate the SDGs, and guarantee effective participation ensuring all points of view are included in the elaboration of strategic plans and policies.

These three bodies provided a solid foundation for identifying and convening the key stakeholders across the city who joined the URBACT Local Group (ULG), a participatory forum created within the framework of the project and detailed in the following section. At the same time, this dynamic has served to strengthen governance tools and collaborative networking within each of these spaces.

On the other hand, regarding the integrated approach, it has led us to have an open mind when dealing with security proposals and challenges, considering the possibility that any element can directly or indirectly affect security. No vetoes or red lines were set when addressing participation in the ULG sessions, valuing diversity through mutual respect. Therefore, the way of working on The Project, both at the organizational level of the ULG and in its focus, has adopted this integral methodology.

URBACT Local group (ULG) sessions

As already noted in the previous chapters, from the very beginning the applied methodology was the URBACT integrated vision, which involves, among other aspects, having a good and diverse ULG. This integrated approach, and the fact that some members come from the Alliance for Sustainability, has driven the fulfilment of the SDGs, specifically SDG 11 on Sustainable and Safe Cities.

The ULG has guaranteed the representativeness of the quadruple helix: administration (security, urban planning, social services), private sector (commerce and nightlife), civil society (cultural, youth, and neighbourhood entities), and knowledge. Many of these community stewards were already collaborating with the City Council in areas such as the 2030 Urban Agenda or the Safety Board, which has allowed us to start from a base of prior trust. No specification of the members who participated in the ULGs is done here, as you will find this in section 3.4 on governance.

The ULG has not been merely a consultative body, but a **space for co-creation** (6 ULG sessions have been carried out throughout The Project). For example, the results of the exploratory walk (Session 3) directly modified the priorities of the 'Testing Action' for the public space, ensuring that investments respond to the real fears or needs detected by the citizenry.

Finally, all the source of information has been incorporated into the minutes of the sessions, in some technical reports and in this Investment Plan. This has generated positive feedback: the Investment Plan is not an isolated technical document, but the direct and validated result of the active dialogue of the ULG, guaranteeing that the proposed solutions are socially accepted and technically viable.

CITISENSE methodology

The development of the CITISENSE Investment Plan is the result of **a structured exchange of experience and a participatory co-creation process** carried out over two years. The methodology includes the following activities:

- **International Knowledge Exchange:** The Project core is built upon Study Visits to partner cities, particularly to Piraeus (Greece) to study the Be Secure-Feel Secure (BSFS) model in situ. These visits allowed the local team to identify transferable elements of urban security and digital management.
- **Local Co-creation (ULG Meetings):** At the local level, the URBACT Local Group (ULG) has been the driving force behind the plan. Regular meetings involving municipal departments, police forces, social entities, and neighbourhood representatives ensured that the transferred solutions were tailored to Manresa's specific socio-spatial reality.
- **Capacity Building and Digital Learning:** Throughout The Project's lifespan, a series of thematic webinars and online workshops were conducted. These sessions focused on technical aspects such as nightlife economy, tactical urbanism, coping with Mental Health Issues in the Street, and digital solutions, ensuring a continuous flow of innovation and expert feedback.
- **Transnational Seminars:** Participation in network-wide meetings facilitated the peer-review of the Investment Plan, allowing for the refinement of the strategy based on the successes and challenges shared by other European partners.
- **Pilot Actions (Testing Phase):** These small-scale experimental actions (such as initial tactical urbanism interventions or App prototyping) provided "real-world" feedback. The lessons learned from these pilots—particularly regarding scaling costs and logistics—have been directly integrated into the final Investment Plan to ensure its feasibility.

This roadmap of activities has ensured that the final proposals are not only technically sound but also socially supported and aligned with European best practices in urban security.



Image: stakeholders working during the 4th ULG meeting's workshop on 15.01.2026.

Alignment with the CITISENSE model and the Piraeus practice

The Exchanges between cities within the URBACT network and the visit to Piraeus confirmed to us that many of Manresa's challenges are shared on a European scale. The original BSFS (Be Secure - Feel Secure) project fit optimally with the strategy already applying in Manresa, but it allows us to make a qualitative leap by integrating the four dimensions of the Piraeus model.

Although Manresa already had a Board for Security, Civility, and Coexistence with nearly 40 members, the innovative character for us lies in applying real governance with the local community that is not merely consultative, but generates direct, constant, and intense participation in the results, as seen in the Piraeus practice. Also innovative is the use of technology for decision-making and the fact of addressing the issue of security perception; we have understood that it is necessary to act when people feel insecure, and not only when crimes occur. The challenges that emerged during the transnational meetings are shared among the partners of the project and the stakeholders also agree on the root of the problems.

Manresa needs to advance in the four dimensions, as we are willing to improve our security policies from a holistic approach, involving local and regional police forces, but also social care services (including immigration, health, and sports areas), the ICT department, urban planning and maintenance, schools,

agencies involved in employment and housing, local NGOs, the commercial sector, and the community in general. At this moment, Manresa's City Council established a new governance model for security policies and is trying to implement various actions derived from the stakeholder body, such as neighbourhood civic officers, educational programs, or co-creating the new Local Security Plan.

Assets and barriers detected

At the beginning of the Innovation Transfer Network (ITN) activity, during the 2nd participatory session of the ULG, our stakeholders identified a clear diagnosis of assets and limitations:

TOPIC	BARRIERS
Economic	Lack of specific funds for innovative security policies (private or from other administrations) beyond ordinary municipal resources and the URBACT grant.
Human Resources	"Recruitment and training processes for new municipal civil servants are too slow, and there is a need for more specific technical expertise in innovative urban security. Additionally, although municipal teams already exist, reallocating or shifting their current tasks toward the implementation of this plan constitutes a resource allocation that must be quantified and accounted for.
Legal and Regulatory	Excessive focus on punishment and sanctions; there is a need to evolve towards frameworks that foster ethical trust and citizen co-responsibility.
Know-how (Knowledge)	Lack of a scientific and academic methodology to analyze data; difficulty in making strategic decisions truly based on qualitative information.
Political	Despite the full support of the government team, there is a lack of broad consensus in the Municipal Plenary to prevent security from being used as a partisan weapon.
Geographic	The morphology of the Historic Centre (narrow and steep streets) hinders mobility and surveillance.
Social	Difficulty in moving from multiculturalism to real interculturalism (the transition from simply "living side-by-side" to "living together").

Public space	Lack of shared ownership of space: Conflicting coexistence in shared spaces . The lack of high-quality public areas leads to social friction between residents, businesses (terraces), and vulnerable groups who occupy the streets due to a lack of leisure alternatives.
Time Factor / Calendar	The urgent need for short-term solutions . URBACT is usually a planning process, but the city demands immediate results.
Administrative	Excessive bureaucracy and fragmentation of work among different municipal services (too rigid division of tasks). Many administrations involved.

TOPIC	ASSETS
Economic	Ordinary resources: Budgets of the Local Police, Social Services, and other departments involved. Extraordinary resources: Funding from the URBACT European program and others. As well as those coming from the 2025-2029 Neighbourhood Plan project (Pla de Barris).
Human Resources	Security forces: Close coordination of 4 police force administrations active in the city. Technical staff: Qualified internal staff and committed stakeholders.
Legal and Regulatory	Local regulatory and strategic framework: New Ordinance on Civility (2023), the Municipal Urban Planning Plan (POUM), the Mandate Action Plan (PAM) and 2030 Urban Agenda framework.
Know-how (Knowledge)	Extensive experience in managing self-developed IT infrastructure and internal-facing applications tailored to specific operational needs Experience: Trajectory in EU projects, implementation of innovative solutions, and attraction of strategic grants.
Political	Institutional commitment: Explicit and active support from the municipal government team towards the CITISENSE project.

2.3. The adapted approach of the innovative practice

Strategic elements for Manresa detected by the ULG

The participatory process of the URBACT Local Group (ULG) has been the cornerstone of this roadmap, moving beyond a strictly institutional lens to turn Manresa's structural barriers into actionable opportunities for innovation. By cross-referencing the mentioned city's core assets with the identified challenges, the group has summarized eight strategic pillars that guide The Project's adaptation to our local reality. Far from being a mere list of difficulties, these points represent the **key needs** required to improve security and coexistence, building a cohesive and shared vision for the city's future:

1. **Ensuring effective communication:** Designing strategies to combat prejudice and misinformation (e.g., developing a municipal communication strategy to provide transparent, data-driven information that refutes misinformation and combats racial prejudices).
2. **Advancing prevention and digitalization:** Improving data collection and the efficiency of security forces through the use of technology (e.g., mobile apps for reporting incidents and license plate recognition cameras at city entrances to deter crime).
3. **Implementing strategic interventions in public space:** "Thinning out" the urban fabric to create high-quality public spaces—such as playgrounds and green areas—that make the environment less hostile and more attractive for social interaction.
4. **Promoting urban dynamism and housing:** Prioritizing housing rehabilitation and support for local commerce to bring residents back to the centre; a vibrant, lived-in street is considered the most effective security measure.
5. **Strengthening social policies and community action:** Combine education and integration, both for youth and society in general (e.g. increasing specialized personnel—such as street educators, mediators, and social workers—to provide proactive, multidisciplinary support for vulnerable groups and youth, moving beyond purely reactive measures).
6. **Deploying innovative and varied local policies:** Promoting grassroots initiatives (e.g., custody or "sponsorship" of spaces by residents or

schools; community service where offenders perform visible community work; social ambulances or interdisciplinary technical work).

7. **Fostering citizen participation and active community:** Identification with the neighbourhood, the city, and local culture. Transitioning from a "top-down" information model to a "co-creation" model where residents feel a sense of belonging and actively participate in security policies.
8. **Building alliances between stakeholders and governance:** Establishing working groups on security policies (consolidating interdisciplinary working groups and "Security Tables" to ensure that various municipal and regional services work in a coordinated, cross-cutting manner).

These eight key needs identified by the ULG have been structured around the four core dimensions of the CITISENSE framework, ensuring a truly holistic approach to urban security

- **DIGITAL:** Communication, Data, and Innovation (Points 1 and 2). This dimension highlights the role of technology and transparent information. By improving data collection (smart cameras, reporting apps) and designing a communication strategy that refutes misinformation, the city can combat the "security paradox." Better data leads to more efficient policing and a more accurate public perception of safety.
- **PUBLIC SPACE:** Activation/Revitalisation of public space (points 3 and 4): These two points focus on the physical element of the Historic Centre. Doing everything possible to bring life to the premises, homes, and squares of the historic Centre, such as embellishing the street to make it more attractive (tactical interventions in squares, rehabilitating housing, activating and promoting commerce, etc.).
- **SOCIAL:** Community Action and Integration (Points 5 and 6). This pillar addresses the human and social root causes of insecurity. It focuses on proactive measures such as increasing the presence of street mediators and educators for vulnerable groups. It also includes innovative community policies, such as the "custody" of public spaces and visible community service, aimed at fostering social cohesion and a shared sense of responsibility.
- **GOVERNANCE:** Strengthening Institutional and Citizen Alliances (Points 7 and 8). Governance acts as the glue for the entire roadmap. It involves

consolidating interdisciplinary "Security Tables" where various municipal departments work in sync. Crucially, it marks the transition from a top-down model to a co-creation model. In this sense, Point 1 (Citizen Participation) serves as a vital bridge: it is inherently Social because it builds community identity, but it is also a pillar of Governance because it integrates residents into the formal decision-making process of security policies.

Conclusions and priorities

While Manresa possesses a strong foundation of human capital and civic commitment, the initial analysis reveals structural obstacles to fully adopting the CITISENSE holistic approach. Key challenges include the need for faster response times, the simplification of interdepartmental bureaucracy, and a fundamental shift from punitive measures toward a model of ethical co-responsibility. Furthermore, resolving the management of shared public spaces and implementing scientific data analysis remain the most critical nodes for a successful innovation transfer.

Recognizing that addressing all challenges simultaneously is unfeasible, the CITISENSE project recommends a focused strategy. Consequently, **by synthesizing our local social expertise with the specific needs and opportunities identified during the study process, the following dimensions were prioritized as our core pillars for action:**

CHOSEN DIMENSION	STRATEGIC SECTOR	MAIN OUTPUT
Digital	Management of Communication and innovation	Develop a security APP to better manage incidents, the use of data and municipal communication.
Public Space	Activation and revitalisation of the public space	Prioritization plan for interventions to revitalise the Historic Centre, and a few works of tactical urbanism executed.
Governance	Community and governance	Creation of an Academic Committee with experts to complement the Safety Board

DIGITAL DIMENSION

As previously stated, this area aims to adapt digital tools and innovation to Manresa to help create a safer city, as well as to fight disinformation, fake news and the lack of accurate information. The example of the CURIM tool in Piraeus has demonstrated that, with **more and better data and an efficient use of it**, police forces and the local government find it easier to improve the perception of security and reduce crime.

This area has been prioritized because it is currently the least developed in our city. URBACT CITISENSE project provides an opportunity to give it a definitive boost through testing actions. The objective is to launch a mobile application (APP) that contributes both to increasing the perception of security and to improving the collection of qualitative data. This data will be saved and processed in a data lake, ready to be used by public-private entities. Inspired by our Latvian partner in Liepaja, where a similar solution has already been implemented, the APP will serve as a bidirectional channel: a tool to improve citizen communication and, at the same time, a resource to optimize incident management. The long-term strategy is to gradually incorporate functionalities until it becomes a global security platform.

PUBLIC SPACE DIMENSION

The spatial dimension focuses on the physical element of the Historic Centre. This is a critical factor due to its vast extension and the presence of degraded areas, and areas perceived as unattractive. Manresa's old town is considered the fourth largest historic centre in Catalonia within the 14th-century (after Barcelona, Lleida, and Girona). This vast and complex urban fabric presents a unique challenge compared to smaller and more compact centres.

Consequently, aspects such as the condition of buildings, street lighting, narrow and winding streets, or the cleaning and maintenance of public roads, among others, play a relevant role in shaping citizens' perceptions of security. All these elements, combined with the fact that small interventions have worked in Piraeus—the lead city of URBACT CITISENSE—clearly make this one of the key dimensions for Manresa.

Last, the interventions in public space planned in this Investment Plan closely align with the principles of the New European Bauhaus (NEB) initiative, adopting an approach that transcends purely functional security. This Investment Plan proposes transforming critical points of Manresa's urban fabric through interventions at the intersection of sustainability, inclusion, and aesthetics.

Instead of applying intrusive control measures, the focus is on **improving environmental quality, human-centred lighting, and the introduction of green infrastructure into the historic core**. This "security through design" model seeks to foster citizen ownership and a sense of belonging, understanding that a beautiful, well-maintained public space co-designed with the community is, by definition, a safer and more resilient space—something that links directly with the governance dimension.

GOVERNANCE DIMENSION

Governance acts as a transversal axis that permeates the digital and spatial dimensions, applying URBACT principles of co-creation with the local stakeholder group (ULG). The analysis has highlighted not only the importance of citizen participation and integration policies but also the need to create a shared identity in an increasingly heterogeneous society. This area builds upon the foundation of Manresa's Safety Board, which will be analysed in detail in the integrated approach section.

A key objective is for the security APP to feed into a data management platform. In a later phase, the creation of a data-lake is envisioned with levels of accessibility for companies, institutions, and individuals, facilitating evidence-based municipal decision-making.

Finally, the governance strategy will be reinforced through the **creation of an Academic Advisory Council**. Operating alongside the Safety Board, this expert body will provide scientific rigor, data analysis, and strategic recommendations for municipal leadership. Beyond general guidance, the Council will advise on data-lake management and governance, addressing the **ethical perspective** required when utilizing app-generated incident data. Supported by a tailored capacity-building plan, this expert input will empower local stakeholders and turn the Board into an operational, highly informed, and effective decision-making body.

SOCIAL DIMENSION

Finally, the social dimension has not been prioritized within this transfer project, given that Manresa already possesses a consolidated and successful track record in this field. The city's strategy has been to reinforce those dimensions with greater technical needs —digital and spatial— to maximize the overall impact of the Investment Plan.

However, it is imperative to underline that the social aspect remains a fundamental and transversal pillar: the involvement of the local community is indispensable for prioritizing, implementing, and monitoring any urban security action.

It should be noted that the Social Rights Area of Manresa City Council is already executing an ambitious Urgent Action Plan (Pla de Xoc) that has transformed the management of coexistence in the city. This plan is structured into four strategic axes:

1. Prevention in open and community spaces.
2. Educational accompaniment and generation of opportunities.
3. Specialized socio-educational intervention.
4. Promotion of emotional well-being.

Within the third axis, the "Rumb Jove" project stands out particularly as a benchmark in the follow-up and training of unaccompanied young migrants. The objective is to facilitate their labour integration and to foster their inclusion in the territory through culture and leisure activities. The success of this project lies in an unprecedented public-private coordination involving the Santa Clara Foundation, Joviat, the Mossos d'Esquadra (the Catalan police force), ProManresa's service, and the Municipality's departments of Social Rights and Youth.

The joint effort between these specialized actors has generated the **"Manresa Model," a unique case study on social inclusion in Catalonia**. Therefore, instead of carrying out new efforts in an area where the city is already leading a successful transformation, the URBACT project focuses on providing this model with digital tools and spatial improvements to complement the existing intervention on social inclusion.

Final note on the transfer dimensions

The actions across the chosen transfer dimensions—digital, spatial, and governance—have been designed around the common denominator of feasibility and efficiency. Every proposed measure adheres to four **guiding principles**:

- Immediate impact and visibility: Interventions are designed to generate a rapid positive change in citizen perception, which is a specific request from our ULG. The deployment and communication campaign of the APP and the tactical urbanism actions will allow residents of the Historic

Centre to perceive tangible improvements in a short time, reinforcing trust in The Proposal.

- Scalability and modular growth: Both the digital platform and the physical intervention plan are structured modularly. This allows starting the path with base models and gradually incorporating new functionalities and areas of action as more resources and experience become available.
- Cost-effectiveness: prioritization of moderate investment solutions that maximize real impact on security and coexistence, guaranteeing efficient management of the public budget.
- Alignment with the BSFS model: The proposals maintain the essence of the Piraeus good practice, adapting the 'Be Secure - Feel Secure' methodology to the needs and unique reality of Manresa.

2.4. The integrated approach and the participatory process

The integrated approach in Manresa is not merely a statement of intent but a functional mechanism designed to dissolve administrative silos. Recognizing that solutions for both actual safety and public perception cannot arise from a solely police perspective, the CITISENSE strategy—detailed in Chapter 3—incorporates a holistic vision.

Security is treated as a transversal axis where urban planning, social cohesion, and the commercial fabric converge. To operationalize this, The Project is embedded into the municipal machinery through different actions: monthly cross-departmental technical coordination unified budgeting for transversal actions, and the use of the Data Lake as a shared evidentiary platform for all municipal services.

Citizen engagement in Manresa is evolving from a consultative model to one of active co-creation. The process is structured around practical workspaces where diverse local boards participate in designing and validating solutions:

- **Tactical Intervention Mapping**: Specific work sessions will be held with the neighbourhood to draft the "Mapping of Tactical Interventions". In these sessions, residents will go beyond identifying "hotspots" to co-designing urban solutions—such as lighting, street furniture, and space usage—ensuring they meet the actual needs of the territory, and with a gender

approach. In addition, these sessions will also serve as a platform to implement public space stewardship measures, empowering the local community to take active, long-term co-responsibility for the care and maintenance of their transformed surroundings.

- **Developing the Academy Council:** Participation is critical to defining the curriculum and objectives of this new training body. By collaborating with mediation entities and the educational sector, we ensure that training in media literacy and ethical security effectively reaches youth and diverse groups.
- **Data Lake and App Validation:** To prevent algorithmic bias, oversight groups comprising members of the URBACT Local Group (ULG) and our Alliance for Sustainability will be established. These groups will participate in testing the App and interpreting Data Lake results, ensuring that qualitative "feelings" (captured through exploratory safety walks) carry the same weight as police facts in decision-making.

3. THE INNOVATION PROJECT

3.1. The Value Proposition

The CITISENSE Manresa Value Proposition focuses on transforming urban security management in the Historic Centre, moving from a reactive and policing model toward a preventive, integral model based on data and co-designed with the citizenry. This fundamental value that the URBACT CITISENSE project brings to the city is based on the following aspects:

- **Balancing objectivity and perception:** Bridging the gap between actual crime rates and the feeling of insecurity through digital tools that provide evidence-based data. However, counteracting disinformation requires more than data generation; it demands active communication and public discussion. Communication must go beyond merely showcasing adopted solutions to become a tool for transparent, highly efficient, and data-informed policy making.
- **Security through urban quality:** do not understand security as invasive surveillance, but as a result of excellence in public space. Through tactical interventions aligned with the New European Bauhaus principles, degraded spaces will turn into places of coexistence, aesthetically cared for and socially inclusive.
- **Participatory and expert governance:** The Project empowers the Safety Board and active citizenship, providing them with an Academic Council that guarantees the scientific rigor and ethical approach of the proposed actions. Moving from participation to co-responsibility by being active partners in the design and maintenance of tactical interventions.
- **Immediate impact and visibility:** Interventions are designed to generate a rapid positive change in citizen perception. The deployment and communication campaign of the APP and the tactical urbanism actions will allow residents to perceive tangible improvements in a short time, reinforcing trust in The Project (quick wins strategy).
- **Cost-effectiveness:** prioritization of moderate investment solutions that maximize the real impact on security and coexistence, guaranteeing efficient and responsible management of the public budget compared to larger, more costly infrastructures.

- Scalability and modular growth: Both the digital platform and the physical intervention plan are structured modularly. This allows for starting the journey with base models and gradually incorporating new functionalities and areas of action as more resources and experience become available, ensuring that The Proposal can grow toward other neighbourhoods in the city.
- Transversal Inclusivity: the tactical and digital solutions should be taken into account through the lens of vulnerable groups to avoid technological or social displacement. This includes having a gender approach, during the safety audits (such as exploratory walks) which will actively involve gender-disaggregated focus groups. This participatory process will complement digital data by gathering qualitative insights on how women and vulnerable groups experience public space, directly feeding into the analysis of the Gender-Specific Safety Score.

In short, our value proposition is to promote the Historic Centre as an even more vibrant and safe environment, under a model that maintains the essence of the Piraeus good practice (Be Safe Feel Safe) but adapted to a reality that is scalable, economically sustainable, and focused on the real needs of Manresa.

3.2. The work plan

The implementation strategy for Manresa is built around the three transfer dimensions prioritized during the exchange process with the URBACT network: Digital, Spatial, and Governance (as explained in chapter 2.3). This selection **allows efforts to be concentrated** on the dimensions where the transfer of the Be Secure-Feel Secure (BSFS) model provides the greatest added value and innovation to the local context.

To ensure an orderly and measurable execution, the Work Plan is organized into these three dimensions, each subdivided into specific Actions:

1. **WP DIGITAL INFRASTRUCTURE AND FRAMEWORK:** Focused on closing the information gap and tackling misinformation. It is divided into the development of the Security App and Data Lake (Action 1) and the creation of an Urban Security Digital Monitoring & Communication Plan (Action 2).
2. **WP PUBLIC SPACE INTERVENTIONS:** Focused on the physical transformation of the Historic Centre to improve the perception of safety. It includes the Prioritization Plan for Tactical Interventions (Action 1),

which will guide urban improvements in critical areas or "dark spots" across the city.

3. **WP EVIDENCE-BASED GOVERNANCE & ACADEMIC TRANSFER:** Acting as a cross-cutting axis to guarantee co-creation and scientific sustainability. It is based on the creation of an Academic Advisory Council and capacity building sessions (Action 1) to complement the current local Safety Board, providing rigor and data analysis to the decision-making process.

The following sections detail the actions, deliverables, indicators, and expected outputs and results for each of these blocks, which will transform the initial diagnosis into tangible actions for the neighbourhood.

3.2.1. WORK PACKAGE: DIGITAL INFRASTRUCTURE AND FRAMEWORK

As previously stated, this area aims to adapt digital tools and innovation to Manresa to help create a safer city, as well as to combat disinformation and the lack of accurate information. The dimension is subdivided into two main Actions: the implementation of a digital security app & Data Lake, and the elaboration of an Urban Security Digital Monitoring & Communication Plan.

Context and Pilot test

During the CITISENSE project a Pilot Action was carried out to test a security APP. The pilot program is based on the Ward Us App, a locally designed solution that aims to improve both actual and perceived safety through immediate emergency features. Key functionalities include live audio and video recording sent directly to the Local Police during an incident. Unlike other models, Ward Us utilizes a rigorous identity verification process via photography to prevent fraudulent use and ensure the reliability of the data collected.

Moreover, this digital dimension is not limited to crime response; through the App, users can report public space incidents—such as damaged street furniture or streetlight failures—generating geolocalized data that feeds into a municipal Data Lake (also to be developed throughout the IP). The long-term objective is to integrate "on-route security" or "preventive alert" features. These would allow for the passive monitoring of citizen movement in high-risk situations (such as walking alone at night) and trigger automatic help protocols if arrival at a destination is not confirmed. In this way, technology supports the co-creation of a safer city by facilitating transparent, two-way communication between the administration and its residents.

The Data Lake is a centralized platform designed to integrate multiple data sets into a single "shared map" for city governance. Its primary goal is to advance evidence-based decision-making by, among other uses, linking qualitative citizen perceptions with quantitative police data, allowing departments to coordinate faster responses and more effective preventive urban planning.

WP1, ACTION 1: DIGITAL SECURITY APP AND DATA LAKE

Objective	
To develop and deploy an integrated digital platform (collaborative citizen security app with an alert function and a municipal Data Lake) to bridge the security paradox gap through real-time data management, citizen co-responsibility, and data-driven police response optimization.	
Tasks & Deliverables	
T & D nº1	T: Design the complete scheme of the APP based on the analysis of the pilot test performed. D: APP framework.
T & D nº 2	T: Design the Data Lake model, which must be fed, in part, by the application. This includes developing a comprehensive Data Management and Governance Framework to ensure the ethical, legal, and secure handling, storage, and processing of sensitive citizen data collected through the platform. D: Data Lake Architecture & Data Management Framework.
T & D nº 3	T: Test and improvement of both the App and the Data Lake. Co-design with stakeholders and involved departments. D: tests and meeting's minutes.
T & D nº 4	T: Continuity, improvement, and future plan for the APP. D: Assessment Plan.
Output of Action 1	
Operational security APP and a functional Data Lake settled (including data management framework).	
Key Output indicators	
K.O. 1	Number of registered users in the App (nº downloads and activated users).
K.O. 2	Collaborative alert system activity, measured with number of interactions (alerts + reports): (Number).
K.O. 3	No. of technical profiles/departments trained in the use of the Data lake. (and specifically, nº of staff trained)
Other Output indicators	
O.O. 1	Finalized scheme & operational APP and Data lake: (YES/NO).

WP1, ACTION 2: URBAN SECURITY DIGITAL MONITORING & COMMUNICATION PLAN (U.S.D.M.C.P)

Objective	
To institutionalize a long-term Digitalization and Communication Strategy to neutralize the impact of misinformation and fake news, enhancing public safety perception through transparency, open data governance, and evidence-based reporting.	
Tasks & Deliverables	
T & D nº1	T: Design an Urban Security Digital Monitoring & Communication Plan (including a SWOT in the digital dimension). D: Diagnosis and draft of the Plan
T & D nº 2	T: Involvement of key stakeholders &co-creation sessions with the Academic Council. D: meeting's minutes
T & D nº 3	T: Finish the Urban Security Digital Monitoring & Communication Plan D: Final Plan approved
Output of Action 2	
A Digitalization plan approved by the Municipal Council.	
Key Output indicators	
K.O. 1	Urban Security Digital Monitoring & Communication Plan approved by the Plenary or competent body.
Other Output indicators	
O.O. 1	No. of departments involved in the drafting: (Minimum 3: Security, Technology, and Press).
O.O. 2	Degree of compliance with programmed actions: (%) especially regarding communication actions against fake news performed.

Expected result and indicators for the entire Digital dimension:

- Real security reinforced through more efficient incident management and better decision-making thanks to information processing in the App and Data Lake.
- A reduction in perceived insecurity thanks to the use of the APP itself, efficient conflict resolution, and the actions taken against fake news in the digitalization plan.

Result indicators:

- Reduction in average police dispatch/response time (minutes of reduction or change).
- Resolution efficacy: % of digital reports that lead to a verified police action or municipal resolution.
- Perceived Safety Utility Score: Average rating by active users regarding how the App contributes to their individual feeling of safety

Overview of WP DIGITAL: Key Tasks & Implementation Timeline

WP: DIGITAL*	2027 (month 1 to 12)	2028 (month 13 to 24)	2029 (month 25 to 36)	2030 (month 37 to 48)
PHASE NAME	Diagnosis, Design, and Baselines	Co-design and Planning	Execution and Technical Tests	Evaluation, Closing, and Roadmap
OBJECTIVE	The goal is to close the diagnosis and fix the exact starting point of all indicators.	Phase of intense work with the ULG and stakeholders to validate the solutions.	This is the moment for physical and technological implementation.	Measuring the change with respect to the Baselines and preparing the future for 5 and 10 years.
KEY TASKS	Analysis of the final report of the APP pilot test. Technical design of the data scheme for the Data lake (A1-D1 and D2). Draft of the Plan & SWOT(A2-D1) *	Co-creation sessions with the Academic Council & stakeholders (A2-D2). Approbation of the Urban Security Digital Monitoring & Communication Plan (A2-D3).	Launch of the consolidated APP: Testing and improvement. Testing of the Data lake with real data from different departments (A1-D3).	Final audit of the APP. Technological continuity plan (A1-D4).
MILESTONES		M15*- Data lake scheme validated. M24- Approval of the	M36- Launch of the consolidated CITISENSE APP.	M48- APP and Data lake Assessment. M48- Review and continuity

digitalization plan.	of the Digitalization Plan.
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*WP= Work Package / A=Action / D=Deliverable/ M= Month

3.2.2. WORK PACKAGE: PUBLIC SPACE INTERVENTIONS

The spatial dimension focuses on the physical element of the Historic Centre, a critical factor given its vast extension and the presence of degraded areas or those perceived as unattractive. Aspects such as the condition of buildings, street lighting, narrow and winding streets, or the cleaning and maintenance of public roads, among others, play a relevant role in shaping citizens' perceptions of security.

Context and Pilot test

The spatial axis of the Investment Plan is built on the principle of preventive urbanism, utilizing targeted physical interventions to reclaim degraded areas and mitigate the "perception gap" regarding safety. This dimension is anchored by a pilot action conducted during the CITISENSE project, which involves a specific improvement in Manresa's public space that will culminate in a final report detailing the effectiveness of these interventions alongside recommendations for future scalability. For the current pilot phase, success is scientifically measured through Pre and Post Security Perception Level (SPL) surveys, which provide a direct "before and after" score of resident sentiment in the Historic Centre (also incorporating gender as a core analytical axis; see Action 1, Task & Deliverable n°5).

WP 2, ACTION 1: TACTICAL INTERVENTION PRIORITIZATION PLAN

Objective	
To transform high-risk "dark spots" and degraded zones in the Historic Centre into safe, gender-inclusive public spaces by implementing a Prioritization Plan grounded in Crime Prevention Through Environmental Design (CPTED) principles, tactical urbanism, and New European Bauhaus (NEB) standards.	
Tasks & Deliverables	
T & D n°1	T: Current situation diagnosis of the Historic Centre compared to elements that generate insecurity (dark spots, lighting, etc).

	D: Diagnosis Report, including baseline survey
T & D nº 2	T: Co-design and prioritization of locations with key stakeholders. D: meeting's minutes and other mapping workshop evidence
T & D nº 3	T: Final approval of the Plan and dissemination with the technical team. D: Plan approved and sent to Departments
T & D nº 4	T: Works of tactical urbanism. D: Work Completion Certificate
T & D nº 5	T: Monitoring report of the plan, including an evaluation of the economic impact and the gender-responsive safety impact of the interventions (specifically measuring changes in perceived safety, usability, and reduction of fear of crime from a gender perspective) D: Assessment report, incorporating a final safety perception survey disaggregated by gender and key demographic variables.
Outputs of Action 1	
O nº1	Intervention prioritization Plan approved.
O nº2	Finished public space interventions (budget executed).
Key Output indicators	
K.O. 1	Diagnosis and Map of "Dark Spots" finalized: (Binary indicator YES/NO).
K.O. 2	No. of tactical urbanism interventions executed (nº of physical spots improved),
K.O. 3	Scope of interventions, measured by surface area treated (m2): Physical measurement of the spatial scope of improvements
Other Output indicators	
O.O. 1	Intervention Prioritization Plan approved: (Binary indicator YES/NO or approval date).
O.O. 2	No. of co-creation meetings held: Participation count with stakeholders and multi-departmental groups.

Expected results and indicators for the Public Space dimension:

- The revitalization of critical areas within the Historic Centre.
- A measurable improvement in the perception of public safety.

Result indicators:

- Reduction of uncivil behaviour: % decrease in municipal cleaning/repair reports for vandalism or littering in the specific intervened spots.
- Security Perception Index (SPI) improvement: Increase in the average score in post-intervention surveys vs. baseline.
- Gender-Specific Safety Score: % increase of women reporting feeling "safe" or "very safe" walking alone at night through the intervened areas.

Overview of WP PUBLIC SPACE: Key Tasks & Implementation Timeline

WP: PUBLIC SPACE	2027 (month 1 to 12)	2028 (month 13 to 24)	2029 (month 25 to 36)	2030 (month 37 to 48)
PHASE NAME	Diagnosis, Design, and Baselines	Co-design and Planning	Execution and Technical Tests	Evaluation, Closing, and Roadmap
OBJECTIVE	The goal is to close the diagnosis and fix the exact starting point of all indicators.	Phase of intense work with the ULG and stakeholders to validate the solutions.	This is the moment for Tactical Urbanism interventions under the NEB paradigm.	Measuring the change with respect to the Baselines and preparing the future for 5 and 10 years.
KEY TASKS	Preparation of the "Dark Spots" Map. Conducting initial activity counts and perception surveys (SPI) (A1-D1).	Participatory process for the prioritization of tactical interventions + approval of the work plan (A1-D2+D3).	Execution of tactical urbanism works (improvement of the first critical points (A1-D4). Continue dissemination Plan (A1-D3)	Finish tactical interventions. Second SPI survey and post-intervention counts. Economic and social impact report (A1-D5).
MILESTONES	M12 - Dark Spots Map finalized (Diagnosis).	M24 - Approval of the Prioritization Plan.	M25 - Commencement of tactical urbanism works in the Historic Centre.	

3.2.3. WORK PACKAGE: EVIDENCE-BASED GOVERNANCE & ACADEMIC TRANSFER

Lastly, Governance acts as the strategic engine and transversal axis that connects the digital and spatial dimensions of the Investment Plan. The governance strategy is built on two pillars.

First, the Academic Advisory Council is established to provide a neutral, evidence-based audit of urban safety, acting complementarily to the Safety Board. A crucial role of this governance structure is its direct involvement in the co-design of the Urban Security Digital Monitoring & Communication Plan, ensuring that the technological roadmap is aligned with social needs, academic and ethical standards.

Second, the App and the Data Lake is transformed into a shared resource, granting access to institutions and key stakeholders to facilitate transparent and informed decision-making. By institutionalizing this "scientific-technical" bridge, Manresa ensures that security policies are no longer reactive, but proactive, validated by data, and designed to effectively close the gap of the security paradox.

WP3, ACTION 1: INTEGRATED SECURITY GOVERNANCE FRAMEWORK (COUNCIL & CAPACITY BUILDING)

Objective	
To transition from a reactive security model to an evidence-based governance framework by establishing and institutionalizing an interdisciplinary Academic Advisory Council coordinated with the local Safety Board & Board for Security, Civility, and Coexistence decision-making structure.	
Tasks & Deliverables	
T & D nº1	T: Diagnosis and fit of the Council within the current governance scheme. Defines roles, deliverables, and the legal relationship between the Academic Advisory Council the Safety Board. D: Diagnosis
T & D nº 2	T: Legal approval and kick off of the Academic Council. Start of the design for training modules on new security methodologies. D: legally approved Council
T & D nº 3	T: Capacity building of participants (courses on security concepts, methodology in new ways of doing things, etc.), and providing resources and support (such as materials, advice, places to search for info, etc.). D: training courses carried out

T & D n° 4	T: Final report on the Council's operation and fit with the Safety Board. Performance review, together with the Digitalization Plan. D: Final Assessment
Outputs of Action 1	
O n°1	Creation of the Council and fit within the Safety Board.
O n°2	Institutional Capacity Building & Strengthening program.
Key Output indicators	
K.O. 1	Statute and Operational Council formally approved: (YES/NO).
K.O. 2	Capacity building sessions and outreach: Number of sessions held and total participants (disaggregated by gender and sector).
K.O. 3	Academic influence index: % of Academic Council recommendations that have been incorporated into municipal plans or actions.
Other Output indicators	
O.O. 1	Multi-disciplinary composition of the Council: Number of active members (Target: min. 5) representing at least 3 academic fields.

Expected result and indicators for the Governance dimension:

To increase urban security capacities in local governance, using a more effective methodology with stakeholders and better decision-making based on academic and scientific foundations.

Result indicators:

- Policy Transformation Index: % of municipal security actions formally based on Academic Council recommendations, Safety Board and Data Lake evidence.
- Security Paradox Gap Reduction: Decrease in the discrepancy between objective crime statistics and subjective citizen perception.

Overview of WP GOVERNANCE: Key Tasks & Implementation Timeline

WP: GOVERNANCE	2027 (month 1 to 12)	2028 (month 13 to 24)	2029 (month 25 to 36)	2030 (month 37 to 48)
PHASE NAME	Diagnosis, Design, and Baselines	Co-design and Planning	Execution and Technical Tests	Evaluation, Closing, and Roadmap

OBJECTIVE	The goal is to close the diagnosis and fix the exact starting point of all indicators.	Phase of intense work with the ULG and stakeholders to validate the solutions.	This is the moment for physical and technological implementation.	Measuring the change with respect to the Baselines and preparing the future for 5 and 10 years.
KEY TASKS	Drafting of the Academic Advisory Council regulations. Networking with local media to establish baseline disinformation indicators (A1-D1).	Legal constitution of the Academic Council. Designing the training modules on new security methodologies (A1-D2).	Execution of the training cycle for the Safety Board and carrying out sessions of the Academic Council. (A1-D3)	Report on the functioning of the new governance. Review of the operation, together with the Digitalization Plan (A1-D4).
MILESTONES	M24 - Academic Council approved and constituted.			

3.3. Risk analysis and Mitigation Strategy

The implementation of the CITISENSE Investment Plan in Manresa involves various internal and external risks. To ensure The Proposal's success and sustainability, we have identified the following critical risks and established corresponding mitigation measures:

A. Digital Divide and User Adoption

Risk:

In the first place, low adoption of the Security App by specific groups, especially the elderly or sectors with limited digital skills, which could bias the data collected in the APP and processed in the Data Lake.

Secondly, risk of the lack of the continuity of the technological provider. The development of the App and Data Lake relies on a start-up company. There is a risk regarding their long-term financial stability or capacity to scale the solution.

Mitigation:

Continuous Monitoring: establishment of quarterly indicators to monitor the demographic profile of App users. If underrepresentation of the elderly is detected, digital inclusion sessions will be organized in community/neighbourhood centres (Centre cívic) to bridge the gap and collect feedback in person. The inclusion mandate also applies to other actions in the Action Plan, where a "vulnerability check" must ensure that no minority or marginalized group is excluded from the benefits of a safer environment.

Open Source & Interoperability: Technical specifications will require the provider to deliver open-source code and ensure compatibility with municipal systems. This ensures the City Council can internalize maintenance or switch providers without losing progress if the start-up fails.

Alternative Channels: To mitigate potential bias, The Project will implement data triangulation—crossing App reports with official police records—and apply weighted algorithms to prevent over-reporting. To complement this, the **Academic Advisory Board** will review the analytical methodologies and data management protocols (rather than auditing every single data entry) to guarantee objective, bias-free analysis. Ultimately, these digital mechanisms are designed to complement, not replace, face-to-face community feedback, with key findings validated alongside the Safety Board and direct citizen surveys. Finally, data analysis frameworks will systematically cross-reference safety reports with gender indicators to identify specific vulnerability patterns and assess changes in safety perception over time, directly informing The Project's Gender-Specific Safety Score.

B. Institutional Risk and Political Continuity

Risk:

The most important risk on The Project's continuity is the upcoming municipal elections in May 2027. A change in the local government could lead to a shift in political priorities before The Project is fully consolidated.

A second risk is the Administrative Silos: The traditional fragmentation between municipal departments (silos) could hinder the holistic approach required for integrated security.

Mitigation:

Breaking down silos: establishment of a cross-departmental "Core Team" that involves: IT, Social Services, Urban Planning, and Police. This structure ensures that security is managed as a shared responsibility rather than an isolated departmental task.

Early Gains (Quick Wins): prioritization of visible actions (tactical urbanism, lighting) in the first 18 months to prove The Project's value to the community and to any future administration.

Scientific Legitimacy: The creation of the Academic Advisory Board provides an objective, evidence-based foundation for The Project that transcends political cycles.

C. Spatial Scope and Works Execution**Risk:**

The intervention model, based on multiple micro-actions and tactical urbanism distributed throughout the territory, leads to high economies of scale costs for each individual work. As observed during the pilot test, the fragmentation of interventions can trigger an increase in the logistical and operational budgets of construction companies for each intervention.

Mitigation:

Collaboration Agreement: A framework agreement or contract will be formalized with construction and maintenance companies to group the interventions under a single logistical plan. This will allow for the optimization of travel, material, and personnel costs, preventing unit prices from skyrocketing due to the small scale of each individual work.

D. Financial and Budgetary Risks**Risk:**

The aforementioned change of government (May 2027) could negatively affect the long-term budgetary commitment to CITISENSE, potentially stalling key investments in the Data Lake or urban interventions. Likewise, failing to secure European funding through competitive calls for proposals also presents a risk.

Mitigation:

Budgetary Integration: progressive integration of CITISENSE's operational costs into the City Council's ordinary IT, human resources and maintenance budgets to ensure sustainability regardless of political shifts.

Phased Investment: The budget is structured in phases. Critical core infrastructure is prioritized in the first stages to ensure the "intelligence" of The Project is secured early on.

Grant Diversification: Being attentive to various types of European grants (see Chapter 4.2) and linking CITISENSE to the €25M Neighbourhood Plan (Pla de Barris), we secure co-funding from the Regional Government (Generalitat), making it harder to de-prioritize The Project locally.

E. Social and Perception Risks

Risk:

There is a risk of persistence in "parallel lives" dynamics, where local residents and minority or immigrant groups coexist in the same territory but avoid direct interaction or joint activities. This lack of mutual recognition hinders the transition from mere multiculturalism (living side-by-side) to true interculturalism (living together), and provides fertile ground for "fake news" and prejudices.

Mitigation:

The Alliance with the Media and media literacy programs will specifically target disinformation. In the social dimension, we will leverage the existing "Manresa Model" for social programmes to ensure that marginalized communities are co-creators of the safe spaces, rather than just subjects of surveillance.

F. Implementation and Time Factor

Risk:

The "Time Factor"—the urgent need for short-term results versus the long-term nature of planning.

Mitigation:

We have prioritized "Quick Wins" through tactical urbanism (lighting, painting, furniture) that provide immediate visible change in the Historic Centre to build community trust during the first 18 months

Risk Assessment Matrix & Mitigation Schedule

Risk Description	Impact	Likelihood	Mitigation Plan & Timeline
A: Low adoption & Digital Divide	Medium	Medium	Permanent: when starting APP. Months 24-48:
A: Provider Dependency :	High	Low	Permanent: when settling up APP Months 36-48: Final Audit

B: Political Continuity:	High	Medium	Months 1-12: Elaborate a good diagnosis, and Situation analysis after elections. Month 12-24: Academic Advisory Board to provide objective, non-political legitimacy
B: Working in Silos	Medium	High	Months 12-24: Creation of a cross-departmental "Core Team" Months 24-36: add municipal staff into training sessions
C: Logistical Costs	Medium	High	Month 12-24: add to the prioritisation plan, framework agreements with contractors to group interventions under a single logistical plan 24-36
D: Budgetary Sustainability	High	Medium	Month 36- 48: final reports
E: Social Resistance to change	Medium	High	Months 12-24: several sessions with local target groups Months 36- 48: local community actions
F: Time Factor	Medium	Medium	Months 12-24: Several meetings during execution of works. 36- 48: final Monitoring report

3.4. Governance and delivery model

A complex transformation process such as CITISENSE requires a governance structure based on technical coordination, interdepartmental collaboration, and community co-creation. To ensure effective execution, accountability, and long-term sustainability, the ecosystem of key stakeholders is organised into two main groups: on the one hand, **allies**, who contribute directly to achieving the objectives; on the other, **beneficiaries**, as the primary recipients of the project's results and impact..

3.4.1. ALLIES:

In this category, there are three distinct levels of participation, all necessary but different, which complement each other:

3.4.1. A. “Core” Team

This is the municipal technical team that initiated CITISENSE and who ultimately makes the decisions, based on the advice of the other allies. Within this team, relevant project decisions are made; they are the ones who lead the ULGs and attended the study visits (at least one delegate at each meeting) on behalf of the City Council. It includes the project coordinator, the ULG coordinator, and those who manage administrative and financial matters. It is formed by the members listed below, coming mainly from the areas of the Presidency and the Local Police.

Core team members

Name Of The Representative	Role/ Tasks	Time In Charge
Sonia Puyol González	Project coordinator	From September 1 st 2024 until September 30 th 2025
Eduard Salmeron Llopart	ULG coordinator and project coordinator.	ULG coordinator since November 1 st 2024. Project coordinator since September 30 th 2025
Miquel Martínez Pavón	Head of the Manresa's Local Police	Throughout The Project
Anjo Valentí Moll	First deputy mayor and councillor for citizen security	Throughout The Project
Mon Culleré Córdoba	Advisory, financial management and participation in meetings.	Since October 1 st 2025
Enric Sabata Casas	Administrative management and logistic support during events, meetings, etc	Since October 1 st 2025

3.4.1. B. Other Municipal Departments

Here there are the rest of the actors who have collaborated closely on behalf of the municipality, but who do not form part of the core of the URBACT team mentioned in the previous point. We highlight the following:

IT Area: it has been important in preparing the security APP pilot test and in implementing, prior to the project, many technological security measures.

Communication Area: it is very necessary to have a coherent storytelling, and timing and implement the appropriate dissemination considering the entire municipal communication.

Public Space/Urban Planning Area: they have done a great job in preparing and designing the public space embellishment pilot test, in addition to contributing to steering the debate, when necessary, within the ULGs.

Participation Area: its coordination was needed to conduct the ULG sessions, and they cooperated closely in carrying out the interviews for the public space pilot test.

Social Services Area: it has been very involved in the first ULG sessions and in the study visit to Manresa, to explain the social projects existing in the city and the challenges they face. This helped our partners and other stakeholders get an idea of the powerful map of social actors working in Manresa.

3.4.1. C. ULG (URBACT Local Group)

The third level of allies is formed by the ULG itself. As explained in point 2.2, prior to The Project, our city already had the “Board for Security, Civility, and Coexistence,” a participatory and coordination body between the main administrations in charge of security in the city and the main stakeholders and entities of civil society. Our city also has the Alliance for Sustainability, a governance space within the framework of the 2030 Urban Agenda (see chapter 2.2). It also holds two annual meetings and addresses SDG challenges while sharing the work of different entities with one another.

To a large extent, these two alliances prior to the CITISENSE project were used to form the members of the ULG. In this way, with the CITISENSE project, the collaboration with these two stakeholder groups has been simultaneously strengthened. For simplicity, these members are grouped into six major sectors:

- 1- Security forces
- 2- NGOs and social sector
- 3- Neighbourhood and cultural associations

- 4- Economic entities, professionals, private sector
- 5- Institutions, universities, and public bodies
- 6- Administration

ULG's members

Organisation	Sector
Catalan Region Government- Coordination of the Knowledge Region of Central Catalonia	Administration
Catalan Region Government- Home Office Affairs for Central region	Administration
Convent de Santa Clara Foundation	NGOs and social sector
Municipal Council of the Elderly	Neighbourhood and cultural associations
ICAM (Lawyer's Association of Manresa)	Economic entities, professionals, private sector
Juvenile Justice Mediation – Catalan Government	Administration
La Kampana Youth Centre	NGOs and social sector
UVIC-Central University of Catalonia.	Institutions, universities, and public bodies
Manresa City Council -Sports Unit	Administration
Manresa City Council -Public Space Unit	Administration
Manresa City Council - Social Services Unit	Administration
Manresa City Council -Equality and Social Cohesion Section	Administration
Manresa City Council -Feminism and LGTBI+ Unit	Administration
Manresa Local Police	Security forces
CARITAS Manresa	NGOs and social sector
Mossos d'Esquadra of the Central Catalonia Police Station	Security forces
Mossos d'Esquadra – Crime Prevention	Security forces

Unit	
Civil Guard (Manresa)	Security forces
National Police (Policia Nacional)	Security forces
AMPANS Foundation	Economic entities, professionals, private sector
PIMEC (Micro, Small and Medium-Sized Enterprises of Catalonia)	Economic entities, professionals, private sector
UBIC (Union of Retailers Association of Manresa)	Economic entities, professionals, private sector
Eurecat Manresa (Technology Centre of Catalonia)	Economic entities, professionals, private sector
Municipal Council of Women	Neighbourhood and cultural associations
WardUs Safety, S.L. – Technology Start Up	Economic entities, professionals, private sector

3.4.2. Beneficiaries

Project beneficiaries, are any natural or legal person who will benefit to a greater or lesser extent from the Plan's results, in the short or long term. Many of the beneficiaries are also local stakeholders who have contributed to its development. Indeed, the very essence of the ULG is that local actors directly interested in or affected by the issue of insecurity and its subjective perception help in the co-creation of municipal solutions. For this reason, and to avoid repetition, we will only mention beneficiaries not detailed in the ULG section.

1. *Individual citizens of Manresa.* By far the largest group of beneficiaries, as it encompasses all inhabitants of Manresa and citizens who come to the city to work, study, or are just passing through. The ultimate goal of the URBACT project, as stated in point 1.1, is to improve the quality of life of citizens by promoting healthy, inclusive, and safe environments. This is achieved through identifying and implementing new tools and measures that effectively reduce the perception of insecurity and crime. Consequently, a positive project result will have an impact on the entire population in general.

2. *Other local or national administrations.* This includes both those already working on the issue of security—directly or indirectly—such as the Government of Catalonia or the Bages County Council, as well as others not currently involved but for whom The Project may serve as inspiration and a model.

3. *Experts and academics.* A novel and innovative project in terms of both methodology and content like CITISENSE can be of interest to scholars and academics, whether they have participated in The Project or not. It should contribute to generate debate, drive research, and develop further innovation regarding the issue of security and its implementation at a local level.

4. *Other EU cities.* Given that The Project also aims to promote the transfer of knowledge and good practices at a transnational level, it is important to highlight that this exchange should not be limited only to The Project's duration but should continue once it is finalized. Therefore, a satisfactory project outcome can benefit other cities.

3.5. Overall project schedule

To ensure the sustainability and real impact of CITISENSE Manresa, The Project is conceived as a long-term urban transformation with a 10-year strategic horizon. Given its ambitious nature, achieving a full inclusive and safe city model requires sustained effort and progressive scaling. However, **this Investment Plan includes higher detail for the first 4 years** (Phases 1 & 2), providing the necessary resources to transition from initial experimentation to a consolidated operational base. Also, it should be mentioned that **phases 1 and 2 are designed to adjust to the local political term**, which according to Spanish legislation is 4 years.

- Phase 1: Short-term (Years 1-2) – Foundation & Implementation (**the focus of The Proposal**): Operational phase focused on piloting, data collection, and the execution of rapid-impact actions ("Quick Wins"). This stage includes the launch of the Data Lake, the deployment of the App, and the first tactical urbanism interventions to build community trust.
- Phase 2: Medium-term (Years 3-4) – Consolidation (**the focus of The Proposal**): Phase where scientific governance protocols are formalized, the digital tools are fully integrated into municipal routines, and urban interventions and stewardship initiatives become stabilized and expanded.
- Phase 3: Long-term (From 5 up to 10 years) – Scalability & Resilience: Final phase where the CITISENSE model becomes the management standard for the entire city, guaranteeing the resilience of the system and its adaptation to future security challenges.

Implementation Roadmap by Dimensions and phases (Years 1 to 10)

Dimension	Year 1 & 2 (Short term)	Year 3 & 4 (Medium term)	Years 5 to 10 (Long term)
Objective	Diagnosis and Piloting	Implementation and Consolidation	Sustainability and Scalability
Transversal Task	Validation & implementation: Definition of the baseline and validation of the ULG work method.	Assessment & continuity: Evaluation of intermediate results for the update of the strategic roadmap.	Full Scalability: The successful model of the Historic Centre is applied and replicated throughout the city of Manresa.
Public Space	Map & Quick Wins: Situation diagnosis and mapping of critical points in the Historic Centre. Execution of the first tactical interventions in "dark spots". Approval of the Plan.	Urban Transformation: With the Plan, tactical interventions become structural and permanent. Extension of the improvement model to adjacent neighbourhoods.	Integral Revitalization: Regenerated historic centre with preventive urban planning that has been co-designed by residents and shopkeepers.
Digital	Pilot App & Data Lake: App testing. Design of the APP launch version. Activation of the internal Data Lake for the first database. Preparation and Approval of the Digitalization Plan.	Growth & Open Data: Mock up and upgrading of APP functionalities and opening of the Data Lake to collaboration with the private sector and institutions. Implementation and update of the Digitalization Plan.	Smart Safe City: Fully integrated digital ecosystem for proactive prediction. Continuous upgrading. Disappearance of the information gap regarding security.
Governance	Networking & Training: Alliances with local media to carry out the Diagnosis and fit with governance. Launch of the Academic Council and technical capacity building	Scientific Method: The Academic Council fully applies scientific methodology to advise the Safety Board and the Government. The Communication Plan combats	Holistic Governance: Consolidated participatory and academic management. Active citizenship permanently co-manages coexistence and

of the Safety
Board.

disinformation.

feels part of the
decision-making
process.

Gantt's project schedule (phases 1 & 2)

CITISENSE	PROJECT'S PHASE	PHASE ONE (SHORT TERM)								PHASE TWO (MEDIUM TERM)							
		Year 1				Year 2				Year 3				Year 4			
	QUARTER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Quarter's Ending Month	M3	M6	M9	M12	M15	M18	M21	M24	M27	M30	M33	M36	M39	M42	M45	M48
WP 1	DIGITAL																
ACTION 1	DIGITAL SECURITY APP & DATA LAKE																
Task 1.1	Design the complete scheme of the APP					M15											
Task 1.2	Design the Data Lake model, Test and improvement of both the App and the Data Lake. Co-design with stakeholders																
Task 1.3	Continuity, improvement, and future plan for the APP																
Task 1.4	Operational security APP and settled a functional Data Lake																
Output 1																	
ACTION 2	MUNICIPAL DIGITALIZATION PLAN																
Task 2.1	Global digitalization plan (draft)				M12												
Task 2.2	Co-creation sessions with the Academic Council.																
Task 2.3	Final Global digitalization Plan																
Output 1	Digitalization plan approved																
WP 2	PUBLIC SPACE																
ACTION 1	TACTICAL INTERVENTION PRIORITIZATION PLAN																
Task 1.1	Situation diagnosis of the Historic Centre				M12												
Task 1.2	Co-design and prioritization of locations with key agents																
Task 1.3	Final approval of the Plan and dissemination																
Task 1.4	Works of tactical urbanism																
Task 1.5	Monitoring report of the plan and evaluation of the economic impact																
Output 1	approved																
Output 2	Finished public space interventions																
WP 3	GOVERNANCE																
ACTION 1	INTEGRATED SECURITY GOVERNANCE FRAMEWORK																
Task 1.1	Diagnosis and fit of the Council within the governance scheme				M12												
Task 1.2	Legal approval and kick off of the Academic Council																
Task 1.3	Capacity building of participants																
Task 1.4	Final report of the Council's and its fit with the Security Board.																
Output 1	Creation of the Council and fit within the Security Board																
Output 2	Institutional Capacity Building & Strengthening program																

Forecast for the 3rd phase (years 5-10, long term)

Please note that the planning for Years 6 to 10 constitutes a strategic forecast. Should the Municipality of Manresa be selected for any European funding programs to upgrade the digital application, this projection will be adapted to align with the specific requirements of the respective European project.

1. DIGITAL

To ensure the long-term viability of the digital platform, the Municipality will establish bi-annual co-creation sessions with the Academic Council in Years 6, 8, and 10 to thoroughly review and update the Urban Security Digital Monitoring & Communication Plan.

Following the strategic guidance and user feedback gathered during these sessions, the subsequent months of Years 7 and 9 will be dedicated to implementing technical improvements, executing software updates, and designing future technological roadmaps for the App.

2. PUBLIC SPACE

The physical revitalisation of the Historic Centre will be maintained through biennial reviews of the "Situation Diagnosis of the Historic Centre" scheduled at the end of Years 6, 8, and 10. Prior to each formal revision, the Core Team will hold participatory feedback sessions with local stakeholders and key community leaders to ground the diagnostics in community needs.

Additionally, minor tactical urbanism interventions and public space beautification works will be executed annually, specifically targeted during summer periods to minimise disruption and maximise active community engagement.

3. GOVERNANCE

Technical capacity building for local participants and active members of the Local Safety Board will be established as a permanent, ongoing activity, temporarily paused only during the formal revision periods. To continually align advisory roles with the evolving realities of the Historic Centre, a formal scientific auditing report on the Academic Council's operations will be prepared every two years.

Concurrently, the Core Team will maintain continuous indicator tracking, reviewing performance data and dynamically adjusting metrics as required, with a particular focus on public space outcomes and App user analytics.

4. SOCIAL

Although not prioritised in the initial 4-year Investment Plan, the long-term sustainability of the CITISENSE model relies heavily on launching its social dimension. The initial situation diagnosis of social challenges will begin in Year 4 with the goal of being fully finalised by Month 48. Following this baseline study, the formal Social Action Plan must be approved by the competent municipal body before the end of Year 6, enabling active on-street implementation over the subsequent two years (Years 7 and 8 of the general schedule).

The social roadmap will undergo three major evaluations, starting with two interim assessments at the end of Years 7 and 8 after one and two years of active execution, respectively, and culminating in a final summative evaluation in Year 10 integrated within the general assessment of the entire Investment Plan.

Apart from the approved Social Action Plan, a major operational output of this phase will be the submission of the CITISENSE platform for new European project calls across any of its dimensions. The municipal strategy plans for one application submission during the next call in 2027, with up to two additional candidatures scheduled in Years 4 and 7 depending on the success and feedback of the previous applications.

Gantt's project schedule (including phase 3)

4. BUDGET

4.1 Project costs

As shown in the previous table (point 3.5), the current CITISENSE Investment Plan focuses exclusively on the first 4 years scope (short and medium term). This initial phase provides the foundation, evidence, and community trust necessary to unlock the medium and long-term strategic objectives of the City Council. These are the main activities and costs for the first 48 months:

4.1.A –DIGITAL DIMENSION (€96,500)

Details of costs and activities for THE FIRST 12 MONTHS

A1-T1. Designing the complete APP layout: €45,000

1.1. Definition, User Experience (UX), and Design (€10,000). This phase ensures that the app design is easy to use during moments of panic or stress. User Research & Scope: Workshops with the Local Police and the ULG to define workflows (what happens when the button is pressed).

- UX/UI Design: Design of the interfaces (screens and buttons). Includes accessible design for groups with difficulties.
- Prototyping: Creation of an interactive model to validate logic before starting programming.

1.2. Front-end Development and Core Functions (€15,000). It's the elaboration of the "visible" part of the application for iOS and Android.

- Emergency Button and Preventive Alert: Programming of the accompaniment timer and real-time geolocation.
- Trust Network Module: Integration to send automatic alerts to mobile contacts.
- Wallet and QR Reader: Development of the digital wallet for access to authorized facilities.
- Push Notifications: System for geo-located alerts based on the user's position.

1.3. Back-end, Security, and Integration (€12,000) The "brain" that connects the app with the police and your Data Lake.

- Control Panel for the Police: Interface for agents to receive alerts and view the map in real-time.
- Security and Encryption: Protection of sensitive data (location, personal data) according to GDPR.
- Integration API with the Data Lake: Programming the channel so that app data feeds Manresa's analysis system.
- Permission Management (QR): Database system to validate who can open which door.

1.4. Testing, QA, and Publication (€4,000)

- Beta Testing: Real tests with a small group (ULG/Police) to detect coverage or GPS errors.
- Publication: Management of the registration on the Apple App Store and Google Play Store (compliance with privacy regulations).

1.5. Training and Technology Transfer (€4,000)

- User Manuals: Technical documentation for City Council administrators.
- Operational Training: Training sessions for police agents who will manage the alert reception terminal.

A1-T2. Designing the Data Lake (€25,000)

2.1. Data Architecture and Infrastructure (€8,000): This is the technical foundation where all project data will reside.

- Architecture Design: Configuration of the central repository (where data from the App, Police, and City Council are gathered).
- Server and Cloud Configuration: Implementation of secure and scalable storage systems (such as AWS, Azure, or protected municipal servers).
- Security and Encryption: Application of cybersecurity protocols to guarantee that police and citizen data are fully shielded.

2.2. Integration and ETL - Connectors (€7,000): The Data Lake is only useful if it can "talk" to other systems. ETL stands for Extract, Transform, and Load.

- Connectors with the CITISENSE App: To receive real-time data on alerts and dark spots.
- Police Data Integration: Uploading of historical crime data (anonymized) to cross-reference it with the perception of fear.
- Urban Data Layers: Integration of the City Council's map of streetlights, cameras, and street furniture.

2.3. Development of the Analysis Algorithm (€6,000): This is where the Data Lake differs from a simple database.

- Correlation Model: Creation of algorithms that compare "actual crime" with "perceived fear" in the App.
- Visualization Interface (Dashboard): Creation of a control panel for municipal managers that shows heat maps and alerts them to areas requiring urban intervention.

2.4. Legal and Ethical Compliance - GDPR (€4,000): given that we deal with security and location data, this part is critical.

- Anonymization Protocol: Ensuring that no data in the Data Lake can identify a specific citizen, strictly complying with the General Data Protection Regulation (GDPR).
- Ethical Audit of the Algorithm: To ensure the system has no biases (e.g., by origin or neighbourhood) in its analysis.

Details of costs and activities FOR MONTHS 13 TO 24

A2 - T1+T3. Preparation and approval of the Urban Security Digital Monitoring & Communication Plan(€6,000)

1.1. Specialized Technical Consultancy (€6,000): External Technical Support: Hiring an external consultancy firm specialized in smart cities to draft the formal Digitalization Plan. This includes the technical SWOT analysis, identifying infrastructure needs, and ensuring interoperability between the new App and the municipal Data Lake (€5,000). Strategic Roadmap: Definition of the long-term technological architecture to ensure The Project remains scalable beyond the URBACT framework and its formal approval (€1,000).

A2 - T2. Co-creation and Stakeholder Involvement (€1,500)

2.1. Co-creation Workshops & Logistics (€1,100): First, rental of inspiring and accessible spaces outside municipal offices (e.g., local cultural hubs) to encourage participation from the Academic Council and key neighbourhood leaders & Technical Equipment (€300). Second, provision of healthy catering for intensive co-creation meetings. These sessions are designed as long-form workshops to define the specific functionalities of the App (Emergency Button, Preventive Alerts, and Data Visualization)(€800). Additionally, coordination is covered by own resources with 2 dedicated municipal technicians.

2.2. Outreach and Methodology Materials (€400): Workshop Tools: Purchase of physical and digital tools for participatory design (design thinking kits, licenses for collaborative software, and printed maps of the Historic Centre for spatial diagnostic exercises). And support documentation such as printing of the preliminary SWOT findings to be shared and validated with the stakeholders during the sessions.

Details of costs and activities FOR MONTHS 25 TO 36

A1 - T3. APP Launch (7.000€)

1.1. Strategy and Campaign Identity (€1,500): Although The Project is called CITISENSE, the App could have a more commercial or relatable name for the citizens of Manresa (e.g., "Manresa Segura"). Costs include the design of the logo and the graphic line of the campaign (a 3-month content communication plan).

1.2. Production of Outreach Materials (€2,500): Physical Materials like posters for shops, explanatory brochures (very important for the elderly), and stickers with QR codes for action zones (dark spots). Also a promotional Video/Tutorial: A short video (30-60 seconds) for social media and municipal screens that visually explains how the emergency button and preventive alert work.

1.3. Local Community Actions (€2,000): Installation of information points in key locations of the Historic Centre during the first weekends to help people install the App and explain data privacy. Presentation to key stakeholders: specific session with the neighbourhood association, shopkeepers, and local entities to act as project amplifiers.

1.4. Digital Advertising and Social Media (€1,000): Social Ads: Geographically targeted campaigns (only for people who live in or pass through Manresa) on Instagram and Facebook to encourage downloads. Finally, basic SEM: so that when someone searches for "Security Manresa" or "Manresa Police App," the first result is the App download.

Details of costs and activities FOR MONTHS 37 TO 48

A1 - T4. Final APP Audit: Impact and Performance Analysis (€12,000)

1.1. Independent Technical & Social Audit (€4,000): Hiring an external auditor to measure the App's technical success, focusing on user loyalty (retention rates)

and resolution efficacy (% of reports successfully managed by the city). Social Impact Assessment: Validation of the "Security Paradox Gap" reduction, cross-referencing App data with the final citizen perception surveys to quantify The Project's success in breaking the social stigma.

1.2. Technological Continuity & Sustainability Plan (€3,000): Legal and technical drafting of the protocol for the long-term management of the App and the Data Lake. This includes data privacy compliance (GDPR) updates and the formal integration of these tools into the permanent municipal structure. Knowledge Transfer: Documentation and training for municipal staff to ensure internal autonomy in managing the platform.

1.3. Annual System Maintenance & Hosting (€5,000): Costs associated with secure server hosting, API maintenance, and necessary software updates to ensure the App remains functional and bug-free during its first year of post-project operation. Security Updates: Provision for cyber-security monitoring to protect sensitive citizen data collected through the Emergency Button and alert systems.

Digital Dimension: Tasks and costs per year

DIGITAL	2027 (month 1 to 12)	2028 (month 13 to 24)	2029 (month 25 to 36)	2030 (month 37 to 48)
Phase	Diagnosis, Design, and Baselines	Co-design and Planning	Execution and Technical Testing	Evaluation, Closure, and Roadmap
Cost per year	70,000€	7,500€	7,000€	12,000€
Cost per Task (total €96,500)	• Action 1 – Task 1: Design the complete scheme of the APP based on the analysis of the pilot test performed. €45,000 • A1 - T2: Design the Data Lake model, which must be fed, in part, by the application. €25,000	• A2 - T1: Design an Urban Security Digital Monitoring & Communication Plan €5,000 • A2 - T3: Approval of the Digitalization Plan (U.S.D.M.C.P). €1,000 • A2 - T2:	• A1 - T3: Test and improvement of both the App and the Data Lake. Co-design with stakeholders and involved departments. €7,000	• A1 - T4: Continuity, improvement, and future plan for the APP €12,000

		Involvement of key stakeholders & Co-creation sessions with the Academic Council. €1,500		
Cost Breakdown	1. A1 - T1: 1.1. Definition and design: €10,000 1.2. Development: €15,000 1.3. Integration: €12,000 1.4. Testing and Publication: €4,000 1.5. Training and tech transfer: €4,000 2. A1 - T2: 2.1. Infrastructure: €8,000 2.2. Integration: €7,000 2.3. Development: €6,000 2.4. Legal compliance: €4,000	1. A2 - T1+T3: 1.1. Hire external company to create the plan: €6,000 2. A2 - T2: 2.1. Catering for 3 meetings: €800 2.2. Room rental: €300 2.3. Outreach and materials: €400	1. A1 - T3: 1.1. Strategy and Campaign Identity: €1,500 1.2. Production of outreach materials: €2,500 1.3. Local community actions: €2,000 1.4. Digital Ads and Social Media: €1,000	1. A1 - T4: 1.1. Audit hiring cost: €4,000 1.2. Technological continuity plan (drafting cost) €3,000 1.3. Annual maintenance costs: €5,000

4.1.B-PUBLIC SPACE DIMENSION (€116,500)

Details of costs and activities FOR MONTHS 1 TO 12

1. A1-T1: Comprehensive Situation Diagnosis of the Historic Centre (€7,000)

1.1. Spatial Analysis & Digital Heat Mapping (€2,000): Costs regarding the creation of a "Heat Map of Insecurity". Primarily internally funded, supported by specific external consultancy. This map will identify physical "dark spots" and deteriorated locations (broken streetlights, abandoned premises, poor visibility) that contribute to the perception of fear. Data Integration: Mapping of urban decay indicators to prioritize the exact points where tactical urbanism and lighting enhancements will be most effective.

1.2. Social Diagnosis: Pre-action Surveys & Interviews (€5,000): Perception Baselines: Conducting a large-scale sociological survey and targeted interviews with citizens, shopkeepers, and vulnerable groups (elderly, youth, and women). This study will establish the starting point for the "Security Paradox", as it will measure the exact gap between objective crime data and the subjective fear of the population, providing the necessary metrics to evaluate The Project's success in the final years.

Details of costs and activities FOR MONTHS 13 TO 24

A1-T2: Co-design and Prioritization of Locations (€1,500):

1.1. Participatory Workshops & Logistics (€1,100): Catering for 3 Technical Meetings (€800): Provision of working lunches/coffee breaks for three intensive co-creation sessions. These meetings bring together the "quadruple helix" (police, neighbourhood associations, shopkeepers, and academic experts) to validate the "dark spots" and prioritize where tactical urbanism and new lighting will be deployed.

Room Rental & Facility Fees (€300): Rental of a neutral, community-based space in the Historic Centre to facilitate the participation of local stakeholders and ensure the workshops are held in the territory being transformed.

1.2. Outreach and Methodology Materials (€400): Participatory Kits: Physical materials for spatial diagnosis (large-scale maps, stickers, and design thinking tools) to allow residents to mark and "redesign" their environment. Dissemination of Draft Proposals: Printing and distribution of the preliminary prioritization maps to be validated by the broader community before final approval.

A1-T3: Final Approval and Technical Dissemination (€0)

1.1. Internal Validation and Knowledge Transfer: In-house Approval: The final drafting of the Plan and its formal approval by the municipal government is handled entirely by the City Council's internal legal and technical services.

Technical Team Briefing: Internal meetings to ensure that the cleaning, maintenance, and urban planning departments are fully aligned with the new "community stewardship" and "tactical urbanism" protocols defined in the Plan.

Details of costs and activities for MONTHS 25 TO 36

A1-T4: Works of tactical urbanism (part 1 of 2) (€50,000):

1.1. Flexible Urban Actions: Execution of the first two (out of 4–5 planned) small-scale physical interventions designed to recover and dignify the public realm, in line with the New European Bauhaus paradigm. While the overall strategy foresees 4 to 5 actions, this initial budget specifically covers the execution of the first two interventions (execution will be supervised by internal municipal technicians, and specifically after each part of the works, the core team will evaluate the process (months 37 & 49). The exact locations and typologies will be strictly determined during the co-design phase with local stakeholders to address real community needs.

These initial interventions will include a versatile range of improvements such as:

- Surface Treatments: Chromatic interventions and artistic painting on pavements or walls to improve visual clarity and brightness in neglected spots.
- Urban Hardware: Installation of flexible and "active" street furniture (ergonomic seating, modular planters, wooden elements) to encourage social use of the space.
- Minor Repairs & Upgrades: Specific architectural fixes, removal of visual obstacles, and aesthetic enhancements to façades or urban elements to eliminate the perception of abandonment.

Details of costs FOR MONTHS 37 TO 48

A1-T4: Works of tactical urbanism (part 2 of 2) (€50,000)

A continuation and finishing of the works of the precedent year and/or starting the last ones (with a total of 4 or 5 interventions with a total budget of €100.000).

A1-T5 Monitoring report of the plan and evaluation of the economic impact of the interventions (€8,000):

1.1. Post-Intervention Surveys (IPS) (€6,000): Comparative study to see if the perception of fear has decreased in the spots where action was taken. It includes on-street interviews and the analysis of the App's data.

1.2. Final Results and Transferability Report (€2,000): Synthesis of The Project's impact to determine the feasibility of extending the "CITISENSE model" to other districts of Manresa. This task is funded through internal resources, utilizing the expertise of the municipal technical team to ensure institutional memory.

Comparative Data & Lessons Learned: Elaboration of comparative charts and a "Lessons Learned" manual. This document will serve as the final roadmap for

the City Council to decide on the city-wide scale-up of the integrated security governance model.

Public Space Dimension: Tasks and costs per year

PUBLIC SPACE	2027 (month 1 to 12)	2028 (month 13 to 24)	2029 (month 25 to 36)	2030 (month 37 to 48)
Phase	Diagnosis, Design, and Baselines	Co-design and Planning	Execution and Technical Tests	Evaluation, Closure, and Roadmap
Cost per year	7,000€	1,500€	50,000€	58,000€
Cost per Task (total 116.500€)	•A1-T1: Situation diagnosis of the Historic Centre regarding the elements that generate insecurity €7,000	•A1-T2: Co-design and prioritization of locations with key stakeholders. €1,500 • A1-T3: Final approval of the Plan and dissemination with the technical team	•A1-T4: Works of tactical urbanism (part 1 of 2: two interventions) €50,000	• A1-T4: Works of tactical urbanism (part 2 of 2) €50,000 • A1-T5: Monitoring report of the plan and evaluation of the economic impact of the interventions. €8,000
Cost Breakdown	A1-T1:: 1.1. Outsource heat map with deteriorated spots: €2,000 1.2. Pre-action surveys and interviews: €5,000	A1-T2: 1.1. Catering for 3 meetings: €800 1.2. Room rental: €300 1.3. Outreach and materials: €400 A1-T3: €0 (Handled with internal resources).	A1-T4: 1.1. Tactical Urbanism interventions under the NEB paradigm (part 1 of 2: two interventions) €50,000	A1-T4: 1.1. Tactical Urbanism interventions under the NEB paradigm (part 2 of 2) €50,000 A1-T5: 1.1. Post-Intervention Surveys: €6,000 1.2. Final Results and Transferability Report: €2,000

4.1. C-GOVERNANCE DIMENSION (€32,000)

Details of activities FOR MONTHS 1 TO 12

A1-T1: Diagnosis and Institutional Integration of the Council (€5,000):

1.1. Internal Diagnostic Phase: Governance Mapping: A comprehensive review of the current municipal decision-making structure (Local Safety Board, Technical Commissions, etc.) to identify the most effective entry points for the Academic Council. This task could be optionally performed by the municipal technical staff at much lower budget (Legal, Security, and Strategic Planning departments).

Gap Analysis: Identification of specific policy areas where "scientific evidence" is currently lacking, ensuring the Council's future work is targeted toward the Historic Centre's real needs (e.g., analysing the "security paradox" from a sociological perspective). Finally, the Core team will draft the internal rules, roles, and selection criteria for the academic experts joining the Council.

Details of costs and activities FOR MONTHS 13 TO 24

A1-T2. Legal approval and implementation (€10,000):

1.1. Legal approval and implementation (€0): The formal establishment and legal approval of the Academic Advisory Council will be managed using the City Council's internal legal resources. This administrative phase involves drafting the internal regulations, defining the selection criteria for members, and formalizing the council's integration into the local security governance framework. As this is an internal administrative process, it carries no additional external cost.

1.2. Expert fees for 4 operational sessions (€9,000): The core budget is allocated to the technical validation and auditing process, consisting of four high-level sessions distributed over 24 months. These sessions will involve six multidisciplinary experts—specializing in Criminology, Urban Planning, Data Science, Gender Studies, and Citizen Participation—who will be responsible for ensuring the scientific rigor of The Project's results.

The budget covers expert fees (calculated at approximately €350 per expert per session) and the drafting of semi-annual recommendation reports. This ensures that the implementation of the Data Lake and tactical urbanism actions are periodically audited by academic and technical profiles, including representatives from local universities to strengthen the link with the territory.

1.3. Outreach and materials (€1.000): A specific allocation is reserved for the dissemination of the Council's findings and the production of technical materials. This includes the publication of the semi-annual recommendation reports and the creation of visual summaries for the URBACT Local Group (ULG) and the general public. These materials are essential to ensure transparency in the decision-making process and to communicate how scientific evidence is being used to improve security and coexistence in the Historic Centre.

Details of costs and activities FOR MONTHS 25 TO 36

A1-T3. Training and Outreach (€12,000):

1.1. Training Program and Workshops (€5,000): Execution of 4 intensive training modules for Local Police, municipal technicians, and community leaders. The reduction reflects the use of internal municipal resources for pedagogical design, focusing the budget on external expert instruction and specialized technical content.

1.2. Outreach Campaign and Call for Participation (€1,500): Resources allocated to ensuring active participation. It includes the production of the information materials (digital and physical) and direct communication actions to encourage attendance at ULG sessions.

1.3. Work Sessions and Facilitation (€5,500): Catering and Logistics (€1,500): Refreshments and technical materials for 4 participatory sessions. The budget is optimized by using municipal facilities (zero rental cost) and simplified catering.

Professional Moderation (€4,000): Hiring an external expert for session facilitation (€1,000/session). This ensures neutral moderation and consensus-building in complex urban security discussions, while internal staff handles the final technical reporting.

Details of costs and activities FOR MONTHS 37 TO 48

A1-T4: Final Performance Review & Institutional Integration Report (€5,000):

1.1. External Evaluation and Strategic Alignment Report (€5,000): Performance Audit: Hiring an external consultancy to evaluate the first two years of the Academic Council's operation. This includes analysing the quality of its scientific contributions and the effective "Academic influence index" (how many recommendations were actually integrated into municipal policies).

Institutional Synergy Assessment: A detailed report on the fit between the Academic Council and the Local Safety Board. This document will define the permanent coordination protocols to ensure that scientific evidence remains a structural part of the city's security governance.

Final Review of the Digitalization Plan: Technical assessment of how the digital tools (App and Data Lake) have fulfilled the objectives set in the initial SWOT, providing final recommendations for future technological updates.

Governance Dimension: Tasks and costs per year

GOVERNANCE	2027 (month 1 to 12)	2028 (month 13 to 24)	2029 (month 25 to 36)	2030 (month 37 to 48)
Phase	Diagnosis, Design, and Baselines	Co-design and Planning	Execution and Technical Tests	Evaluation, Closure, and Roadmap
Cost per year	5,000€	10,000€	12,000€	5,000€
Cost per Task (total €32.000)	• A1-T1: Diagnosis and fit of the Council within the current governance scheme. €5,000	• A1-T2: Legal approval and kick off of the Academic Council. Start of the design for training modules on new security methodologies. €10,000	• A1-T3: Capacity building of participants, and providing resources and support. Continue with sessions of the Academic Council €12,000	• A1-T4: Final report on the Council's operation and fit with the Safety Board. Performance review, together with the Digitalization Plan. €5,000
Cost Breakdown	A1-T1: 1.1. Drafting the diagnosis: €5,000 (Optionally covered via internal municipal staff reallocation)	A1-T2: 1.1. Approval: €0 1.2. Expert fees for 4 operational sessions: €9,000 1.3. Outreach and materials: €1,000	A1-T3: 1.1. Training workshop costs: €5,000 1.2. Dissemination: €1,500 1.3. Conducting at least 4 sessions over 2 years: Catering and	A1-T4: 1.1. External report cost: €5,000

logistics (€1,500),
session
moderation/facili
tation (€4,000)

Summary table for costs in all three dimensions:

DIMENSION	2027 (month 1 to 12)	2028 (month 13 to 24)	2029 (month 25 to 36)	2030 (month 37 to 48)	TOTAL
DIGITAL Activities					
A1.T1	45,000€				45,000€
A1.T2	25,000€				25,000€
A1.T3			7,000€		7,000€
A1.T4				12,000	12,000€
TOTAL 1	70,000€	0€	7,000€	12,000€	89,000€
A2.T1		5,000€			5,000€
A2.T2		1,500€			1,500€
A2.T3		1,000€			1,000€
TOTAL 2	0€	7,500€	0€	0€	7,500€
TOTAL DIGITAL	70,000€	7,500€	7,000€	12,000€	96,500€
PUBLIC SPACE Activities					
A1.T1	7,000€		0€		7,000€
A1.T2		1,500€			1,500€
A1.T3		0€			0€
A1.T4			50,000€	50,000€	100,000€
A1.T5				8,000	8,000
TOTAL 1	7,000€	1,500€	50,000€	58,000€	116,500€
TOTAL PUBLIC SPACE	7,000€	1,500€	50,000€	58,000€	116,500€
GOVERNANCE Activities					
A1.T1	5,000€				5,000€
A1.T2		10,000€			10,000€
A1.T3			12,000€		12,000€
A1.T4				5,000€	5,000€
TOTAL 1	5,000€	10,000€	12,000€	5,000€	32,000€
TOTAL GOVERNANCE	5,000€	10,000€	12,000€	5,000€	32,000€
TOTAL PROJECT	82,000€	19,000€	69,000€	75,000€	245,000€

4.2. Investment sources

For the implementation of the actions defined in the digital, spatial, and governance dimensions, Manresa City Council has designed a diversified financing strategy. This strategy allows for covering both initial investments and long-term maintenance and operation costs. In the following chapter we will explain in the first place the different sources of financing and then how they match with the costs explained in chapter 4.1.

4.2.1. Public Funding: Local and Regional

Own Resources (Manresa City Council):

Instead of merely increasing the overall budget, the strategy focuses on **maximizing efficiency by aligning existing municipal resources with the URBACT approach**. A key element is the inter-departmental budget coordination to fund the specific dimensions of The Project:

- Urban Maintenance & Public Space:
 - Funding source: Annual ordinary budget for public space improvement (minimum €1 million allocated annually by the City Council).
 - Application: Re-orienting existing maintenance funds to finance the planned tactical urbanism interventions.
- Social & Participatory Dimension:
 - Funding source: Participatory policies budget.
 - Application: Funding co-creation and public space embellishment activities to foster a sense of belonging and 'neighbourhood stewardship' among local entities.
- Digital Dimension (App & Tech):
 - Funding source: Shared funds from the IT and Local Police departments.
 - Application: Covering the operational, technological and security costs of the digital tools.

Beyond monetary adjustments, the internal allocation of Municipal Human Resources will be explicitly quantified during the initial phase of The Project, as part of the diagnosis process. Even though these staff resources are pre-existing, shifting technical and operational personnel from their routine tasks to the implementation of the IP represents a dedicated municipal resource allocation that contributes directly to the plan's feasibility.

Generalitat de Catalunya -Catalan Government-:

Financing already granted **through the Neighbourhood Program** (Pla de Barris) for the urban regeneration of the Historic Centre will be leveraged, focusing primarily on the Public Space dimension.

- Urban Regeneration Areas:
 - Target: High-impact interventions targeting several of the most degraded spots within the Historic Centre (designated area in red on the map).
- Specific Action - Greening Project:
 - Total cost: €75,000 for greening 5 degraded spots.
 - CITISENSE Budget Imputation: Only €30,000 (40%) is imputed as aid. This partial allocation ensures financial flexibility to adapt resources to the upcoming citizen co-design process and local technical requirements.
- Operational Governance & Participation:
 - Body involved: Monitoring Commission (Technical Operational Committee), provided by the Neighbourhood Plan.
 - Function: Operates as the channel for citizen participation in the co-design of regenerated spaces, guaranteeing that interventions meet both community needs and the technical/aesthetic standards of the Historic Centre.

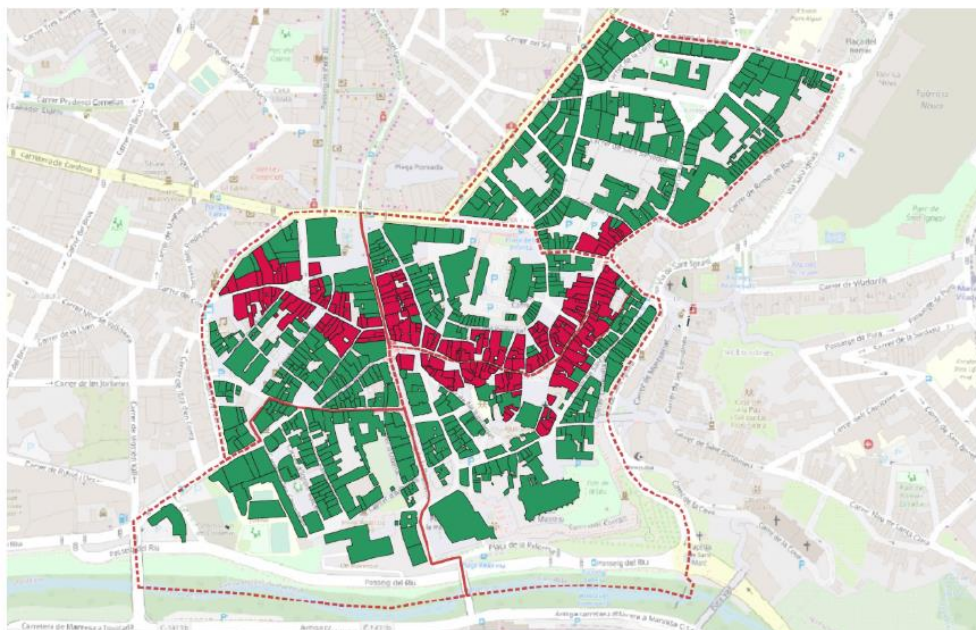


Image: in green, area of the Historic Centre; in red, area of intervention of the Neighbourhood Plan.

Diputació de Barcelona –Barcelona Province Council-:

Funding from the 2030 Urban Agenda strategic grant lines is leveraged to finance technical staff dedicated to localizing and executing Sustainable Development Goals (SDGs).

Since CITISENSE shares a common stakeholder ecosystem with the 2030 Urban Agenda, these funded technicians will directly cover personnel costs and assume the execution of the following specific work streams:

- Digital Dimension (Action A1-T3): Outreach & Communication Materials. Designing visual and informative content to make digital solutions and safety data accessible to the public.
- Public Space (Action A1-T1): Mapping & Spatial Analysis. Conducting territorial diagnosis and spatial data processing to identify degraded and safety-sensitive spots in the Historic Centre.
- Public Space (Action A1-T2): Co-design Workshop Facilitation. Acting as technical leads and mediators during participatory sessions to translate citizen inputs into viable urbanism and greening proposals.
- Public Space (Action A1-T5): Impact Reporting. Evaluating physical interventions and compiling final accountability reports on urban transformation.
- Governance (Action A1-T1): Baseline Safety Diagnosis. Performing the baseline study of existing coordination mechanisms and current security perceptions among local stakeholders.

Other public Funding

EDINT Program (FEMP – Spanish Federation of Municipalities and Provinces):

- Scope: National framework initiative for urban data spaces and smart infrastructure.
- Application to CITISENSE: Funding and technical synergy for the architectural design, integration, and deployment of the municipal Data Lake and the citizen reporting APP.
- Strategic alignment: Leverages EDINT's technical protocols to ensure data interoperability, privacy governance, and seamless integration between digital citizen tools and public safety analytics.

4.2.2. European Union Funding (Strategic Programs)

Specific calls have been identified that fit the innovative nature of The Project:

Horizon Europe – New European Bauhaus (NEB) Facility 2026-2027 Calls:

- Possible areas of interest: neighbourhood regeneration, co-design of resilient public spaces, mental health, and community well-being.
- Application: To build the conceptual framework and scientific methodology for our public space and social dimensions, the city will explore collaborative research opportunities under the following open calls:
 - Structurally addressing homelessness through coordinated social infrastructure and services in neighbourhoods (HORIZON-NEB-2026-01-BUSINESS-01)
 - Innovative approaches for the spatial design of neighbourhoods (HORIZON-NEB-2026-01-PARTICIPATION-02)
 - Understanding inhabitant's experiences of neighbourhoods to support their health and well-being (HORIZON-NEB-2026-01-PARTICIPATION-03)

Creative Europe Program 2021-2027 (CREA-CROSS-2026-MEDIALITERACY):

- Areas of interest: project specifically chosen because it aims to develop critical thinking about the media and to know how to identify and react to disinformation.
- Application: Funding for governance and communication actions (A1 - T2 & A1 - T3 of Governance Dimension). Specifically for media literacy, a critical view of the media, and the fight against disinformation and fake news that fuel the perception of insecurity. They are of interest because:
 - They are collaborative projects with clear objectives to advance media literacy, aiming to help citizens develop a critical view of the media and recognize disinformation and information manipulation.
 - They seek to scale innovative good practices that take into account the changing media ecosystem and reinforce European collaboration.
 - They are actions that promote inclusion, civic participation, and social resilience against manipulation and disinformation.

Next Generation EU (Recovery, Transformation, and Resilience Plan):

- Areas of interest: Active monitoring of the PRTR Addendum (2025-2027) specifically for urban regeneration and tourism digitalization funds.
- Application: These funds are being targeted to support the large-scale implementation of the Integrated Action Plan (IAP). Key focus areas include the rehabilitation of abandoned ground floors to promote "lively streets" and the integration of the Security APP into broader Smart City

and Sustainable Tourism platforms, ensuring the long-term technological maintenance of the CITISENSE outcomes.

URBACT Action Planning Networks (APN) and European Urban Initiative (EUI):

Future funding opportunities: While the current EUI and URBACT Action Planning Network (APN) calls are now closed, Manresa City Council will closely monitor the launch of new calls under the upcoming Programming Period. This will allow us to identify opportunities to scale up technical solutions (such as the Data Lake and APP) and finance Small Scale Actions in the Historic Centre.

4.2.3. Private Partnerships and Social Collaboration

This axis focuses on social sustainability and fostering community ownership of the public space. While these highly flexible collaborations do not rely on fixed public budgets, they leverage valuable local resources through three main streams:

- Strategic Alliances (Sponsorship & Patronage): Partnering with prominent local companies and sports organizations (e.g., Cruyff Foundation, BAXI Manresa basketball club) to co-fund leisure or sports facilities that revitalize degraded public spaces.
- Co-location Agreements & "Space Adoption": Formalizing agreements with neighbourhood and commercial associations to lead urban embellishment initiatives (e.g., floral ornamentation, balcony/shop window contests) and the basic upkeep of specific spots.
- Community Self-Management & Micro-patronage: Supporting civic-led initiatives (such as artistic murals, controlled graffiti zones, or the "cable removal" campaign inspired by the adjacent Vic-Remei neighbourhood) where costs are covered through community self-management.
- Alternative Enforcement & Community Service (New Civic Win-Win): Coordination with the Catalan Government (Generalitat) to substitute administrative fines for incivility with supervised community service. Instead of purely economic sanctions, offenders directly repair urban damage and contribute to public space maintenance, setting a pedagogical example for the community while reducing municipal repair costs.
- Finally, in the digital dimension, for the implementation of the Data lake will be very helpful the collaboration from private or semi-private entities such as Eurecat, with a site in Manresa (Technology Centre of Catalonia, is the leading industrial and technological research center in Catalonia, providing the private sector and public administrations with applied

R&D, advanced technology transfer, and innovative solutions across digital, industrial, and sustainability fields).

4.2.4. Funding Gaps and Mitigation

A) Currently, a funding gap is identified regarding the 10-year technological maintenance of the Data Lake. This gap will be mitigated through:

- To mitigate high upfront financial and technical risks, the digital roadmap is split into two distinct, sequential phases:
 - Phase 1: App Launch & Stabilization (Years 1 and 2): Resources are strictly concentrated on consolidating the App to secure a stable active user base and validate emergency response protocols with the Local Police under a highly controlled operational budget.
 - Phase 2: Data Lake Integration (Years 3 and 4): Data Lake deployment and full system engineering are deferred until the App is mature and generating high-quality geolocalised data, preventing premature infrastructure costs and avoiding financial waste.
- The progressive integration of costs into the City Council's ordinary IT budget.
- Increasing efficiency in other costs of Apps and digital software (unifying software, stopping fees for unused digital tools, etc.) that can be redirected toward the data lake.
- The possible monetization or collaboration for data use with academic institutions and research Centres.

B) Possible change of government and priorities in the next elections in May 2027. That could affect the funding plan and implementation. Is key, to start it as soon as possible and try to have early gains to prove its value.

C) Risk: Failure to secure anticipated EU competitive grants (e.g., Horizon Europe, EUI, or future URBACT calls) to co-finance long-term infrastructure, pilot scaling, or advanced digital deployments.

Mitigation Strategy:

- Modular Implementation Plan: Structure all major initiatives (such as the Data Lake and public space transformations) into modular, scalable sub-

projects. If external EU funds are not secured, core essential modules will still proceed using scaled-down municipal allocations without jeopardizing the whole strategy.

- **Alternative Co-Funding Options:** Actively track and apply for regional and national grant alternatives (such as Catalan regional funds, provincial deputation support, or Spanish national digital/urban transformation budgets) to diversify revenue streams.
- **Public-Private & Academic Partnerships:** Explore technical co-development models with local research centers, universities, or private tech partners to absorb technical development costs in exchange for research access and pilot testing rights.

4.2.5. Matching costs and funding's

Matching costs and activities with finance source

DIMENSION	ACTIVITY-TASK	COST	FINANCE SOURCE
DIGITAL	A1-T1 : Design the complete scheme of the APP	45,000 €	EDINT program or European Urban Initiative (EUI)
DIGITAL	A1-T2 : Design the Data Lake model	25,000 €	EUI (5th Call) / Horizon Europe
DIGITAL	A1-T3 : Test and improvement of both the App and the Data Lake	7,000 €	Barcelona Province Council and/or Municipal Budget + In-Kind / Municipal Staff
DIGITAL	A1-T4 : Continuity, improvement, and future plan for the APP	12,000 €	Next Gen / FEDER/ Municipal Budget
DIGITAL	A2-T1 : Design an Urban Security Digital Monitoring & Communication Plan + A2T3 Approbation final Urban Security Digital Monitoring & Communication Plan	6,000 €	Municipal Budget + In-Kind / Municipal Staff
DIGITAL	"A2-T2 : Involvement of key stakeholders & Co-creation sessions with the Academic "	1,500 €	Municipal Budget + In-Kind / Municipal Staff
PUBLIC SPACE	A1-T1: Mapping & Situation diagnosis of the Historic Centre	7,000 €	Barcelona Province Council/ Catalan Government

PUBLIC SPACE	A1-T2: Co-design and prioritization of locations with key stakeholders	1,500 €	Municipal Budget + In-Kind / Municipal Staff
PUBLIC SPACE	A1-T3: Final approval of the Plan and dissemination with the technical team	0,00 €	In-Kind / Municipal Staff
PUBLIC SPACE	A1-T4: Works of tactical urbanism (both parts)	100,000 €	URBACT APN / Catalan Government/ Municipal Budget + In-Kind / Municipal Staff
PUBLIC SPACE	A1-T5: Monitoring report of the plan and evaluation of the economic impact of the interventions	8,000 €	Barcelona Province Council
GOVERN.	A1-T1: Diagnosis and fit of the Council within the current governance scheme	5,000 €	In-Kind / Municipal Staff
GOVERN.	A1-T2: Legal approval and kick off of the Academic Council. Start of the design for training modules on new security methodologies	10,000 €	Municipal Budget Creative Europe (Media)
GOVERN.	A1-T3: Capacity building of participants, and providing resources and support. Continue with sessions of the Academic Council	12,000 €	Municipal Budget / Creative Europe (Media) + URBACT APN (eventual)
GOVERN.	A1-T4: Final report on the Council's operation and fit with the Safety Board. Performance review, together with the Digitalization Plan	5,000 €	Municipal Budget + In-Kind / Municipal Staff
TOTAL		245,000€	

Budget Feasibility and Financial Commitment Structure

1. SECURED FUNDING (Own Resources & Direct Municipal Commitment) — €76,500 (31.22%)

100% guaranteed funding directly covered by Manresa City Council through ordinary municipal budgets, direct capital allocation, or staff/in-kind contributions.

- **Digital – A1-T3** (App and Data Lake testing and improvement - Municipal share): **€7,000**
- **Digital – A2-T1** (Urban Security Digital Monitoring & Communication Plan design and approval): **€6,000**

- **Digital – A2-T2** (Stakeholder involvement and co-creation sessions with academia): **€1,500**
- **Public Space – A1-T3** (Plan approval and technical team dissemination): **€0** (*In-Kind / Municipal Staff*)
- **Public Space – Greening Project / Tactical Urbanism** (Direct municipal co-funding commitment): **€30,000**
- **Governance – A1-T1** (Academic Council diagnosis and fit analysis): **€5,000**
- **Governance – A1-T2** (Legal approval, council kick-off, and training module design): **€10,000**
- **Governance – A1-T3** (Capacity building, participant resources, and session continuity): **€12,000** (*Directly assumed via Municipal Budget*)
- **Governance – A1-T4** (Final operational report and integration review): **€5,000**

2. **COMMITTED FUNDING (Regional & Technical Support Grants) — €28,500 (11.63%)**

Recurrent and highly likely supramunicipal technical support and expected transfers from regional bodies (Barcelona Province Govt. And Catalan Govt.).

- **Public Space – A1-T1** (Mapping & situation diagnosis of the Historic Centre): **€7,000** (*Barcelona Province Council / Catalan Government*)
- **Public Space – A1-T2** (Co-design and prioritization of locations with key stakeholders): **€1,500** (*URBACT Action Planning Network*)
- **Public Space – A1-T5** (Plan monitoring report and economic impact evaluation): **€8,000** (*Barcelona Province Council*)
- **Digital – A1-T4** (App continuity, future plan, and maintenance - Structural share): **€12,000**

3. **PLANNED FUNDING (Competitive European & High-Impact Grants) — €140,000 (57.14%)**

A targeted competitive funding calls for advanced technological development and larger-scale urban infrastructure works.

- **Digital – A1-T1** (Design of the complete APP architecture and scheme): **€45,000** (*EDINT / European Urban Initiative - EUI*)
- **Digital – A1-T2** (Design and architecture of the Data Lake model): **€25,000** (*EUI 5th Call / Horizon Europe*)
- **Public Space – A1-T4** (Remaining tactical urbanism physical interventions): **€70,000** (*URBACT APN / Catalan Government*)

Budget Breakdown by source and Guarantee Level

CATEGORY	SOURCE & NOTES	STATUS	AMOUNT (€)	%
Own Resources	Manresa City Council (Direct budget, in-kind & Greening commitment)	SECURED	76,500 €	31.22%
Regional & Committed Support	Barcelona Province Council, Catalan Govt. & URBACT APN	COMMITTED	28,500 €	11.63%

Competitive EU Grants	EUI, Horizon Europe, EDINT & Future Calls	PLANNED	140,000 €	57.14%
TOTAL PROJECT BUDGET			245,000 €	100%

5. MONITORING AND EVALUATION

5.1. The Monitoring and evaluation approach

The CITISENSE monitoring and evaluation framework will be based on a real-time data collection system to enable adaptive project management.

Monitoring will be carried out directly by the interdepartmental Core Team, which will meet monthly to compare the progress of actions against the scheduled work plan. A "traffic light" system (green/yellow/red) will be used to identify deviations. This process will specifically track internal municipal administrative timelines to detect and actively streamline bureaucratic delays in licensing and procurement management.

Cumulative and Summative Evaluation

A Dual Evaluation System: To guarantee the success of the Action Plan, the Core Team will simultaneously deploy two complementary evaluation approaches:

- **Cumulative Evaluation:** This approach will be used dynamically throughout The Project's lifespan. To ensure a realistic and actionable assessment, the Core Team will deploy specific tools and means for continuous data collection and analysis. These include live indicator dashboards (fed by the municipal Data Lake and App analytics), periodic citizen pulse surveys to gauge shifting perceptions, and regular follow-up meetings (e.g., monthly Core Team reviews and bi-monthly sessions with the Academic Advisory Board). Furthermore, continuous tracking will be supported by analyzing the meeting minutes from stakeholder co-creation sessions and the reports and minutes from public space technicians during the implementation of spatial actions. This comprehensive real-time feedback loop allows the team to closely monitor progress, adapt each of the dimensions and tasks to the ongoing evolution of The Project, and correct deviations on the go.
- **Summative Evaluation:** Conducted at key project milestones—specifically at Mid-term (M24) and at the end of the implementation phase (M48)—this approach performs a global, evidence-based analysis to evaluate the overall impact of the combined dimensions (digital, spatial and governance) in reducing the gap between actual crime rates and the perception of insecurity.

This evaluation relies on specific deliverables and verification milestones:

- Mid-term Review (Month 24): Indicator-based assessment to verify key structural milestones, specifically checking the approval of the Digitalization Plan, the approval of the Public Sapce Prioritization Plan, and the formal creation of the Advisory Council and its integration within the Safety Board.
- Final Evaluation & Reporting (Month 48): Global evaluation consolidating performance data to deliver:
 - Final Report on the Council's operation and fit with the Safety Board.
 - Performance review integrated with the Digitalization Plan.
 - Project Closure & Continuity Package (A1 - T4): Including the Audit hiring cost (€4,000) and the Technological Continuity Plan (€3,000) to ensure long-term sustainability.

Internal Governance & Evaluation Ownership: The evaluation and data analysis will be conducted internally by the municipal Core Team to maximize institutional knowledge and resource efficiency. However, The Project leaves the door open to involve an external evaluator (linked to a university or an independent research centre) at a later stage or for specific validation milestones if deemed necessary.

Insulation from Political Cycles: By embedding this monitoring framework within the technical routines of the Core Team and the pre-existing Local Safety Board, Manresa guarantees that data collection and project evaluation remain neutrally anchored and insulated from local political cycles, ensuring long-term institutional sustainability.

5.2. The monitoring and evaluation framework

The performance indicators detailed below map directly to the strategic dimensions of the CITISENSE Workplan (Digital, Spatial, and Governance).

To ensure a robust evaluation of our progress, this section is structured into two main categories:

- Output Indicators (tracking the physical products and administrative milestones of our actions).
- Result Indicators (measuring the long-term impact on community safety and perception).

While tracking 16 output indicators is highly comprehensive, this 1-to-1 alignment with our workplan (see also chapter 3.2) actions ensures maximum operational transparency and absolute audit-readiness. Nevertheless, the plan

also establishes a prioritisation, dividing them into **key indicators (10)** and **other indicators (6)**. The output categories and how we will measure them are summarised in the table below:

A- Key Output Indicators

Indicator	Unit of Measure	Baseline (2026)	Target (2030)	Source of Verification
Active App users	Nº downloads	5.000	≥ 10.000	App Analytics
Collaborative alert system activity	nº of interactions (alerts + reports)	200	≥ 500	Centralised Data Lake Analytics Reports
Training in the use of the Data Lake.	Nº of staff trained	0	≥ 5	Municipal ICT Certificate
Digitalization plan approved	Yes / No	No	Yes	Local Government Book of Resolutions
Diagnosis and Map of "Dark Spots"	Yes / No	No	Yes	Final Spatial Diagnosis Report & Night Heat maps delivered
Nº Tactical Urbanism Interventions	No. of physical actions executed	0	5	Executed projects/orders
Scale of the interventions	No. of squared meters (m2)	20	300	Municipal Procurement Records & Work Contracts
Creation of the Academic Council	Yes / No	No	Yes	Local Government Book of Resolutions
Joint co-creation sessions	Nº of meetings held (ULG + Academic Council)	0	≥ 3	Joint Working Session Minutes
Academic influence index	% of Academic Council's recommendations incorporated	0	$> 40\%$	Official presented reports

B- Other Output Indicators

Indicator	Unit of Measure	Baseline (2026)	Target (2030)	Source of Verification
Operational APP	Integrated system (Y/N)	Beta	Yes	Municipal ICT Certificate
Interdepartmental drafting involvement	Nº of departments co-drafting the Digital Plan	0	≥ 3	Interdepartmental Digital Plan Minutes
Digital Plan compliance	% of compliance	0%	100%	Digital Plan Official Progress & Audit Reports
Stakeholder Sessions for the Diagnosis	No. of meetings	0	≥ 3	ULG Meeting minutes
Intervention Prioritization Plan approved	Yes / No	No	Yes	Local Government Book of Resolutions
Multi-disciplinary Council composition	Nº of active members from different fields	0	≥ 3	Strategic Academic Advisory Board Registry & Charter

C- Result Indicators

Indicator	Unit of Measure	Baseline (2026)	Target (2030)	Source of Verification
Reduction in average police response time.	Minutes	7	≤ 7	Local Police Dispatch Logs
Resolution efficacy (digital reports that lead to a verified police action or municipal resolution)	%	0	≥ 60	Centralised APP/ Data Lake Reports & Municipal Action Logs
Perceived Safety Utility Score (Average rating by active users regarding how the App contributes to their individual)	Rating 0-10	X	≥ 7	Annual App User Experience Survey
Reduction of antisocial behaviour (decrease in municipal cleaning/repair works)	%	0	≥ 20	Municipal Maintenance Department Database
Security Perception Index (SPI) improvement (Increase)	Units of change in	X	≥ 2	Post-implementation

in the average score in post-intervention surveys vs. baseline)	the average score 1-10			Citizen Perception Survey
Gender-Specific Safety Score (increase of women reporting feeling "safe" or "very safe" walking alone at night through the intervened areas (≥ 3 out of 5))	%	13*	≥ 26%	Post-implementation Citizen Perception Survey
Policy Transformation Index (municipal security actions formally based on Academic Council recommendations, Safety Board & Data Lake evidence.)	%	0	≥ 40%	Official publications in the Municipal Resolutions Registry
Security Paradox Gap Reduction (Decrease in the discrepancy between objective crime statistics and subjective citizen perception)	%	36,94**	≥ 10%	Comparative Analysis (Objective Crime Rates vs. Subjective Surveys)

* 13 Represents the % of woman feeling safe (3 or more out of 5), not the increase (it's the baseline).

** 36.94 Represents the % of discrepancy, not the reduction (it's the baseline).

Technical Justification of Indicator Targets

Indicator	Target's technical justification
Reduction in average police response time (From alert to arrival on scene)	Any reduction in response time will be considered a sign of progress, given that the current response time leaves little room for improvement: in 98% of cases, response times range from 1 to 15 minutes, with a 7-minute average isochrones .
Resolution efficacy (digital reports that lead to a verified police action or municipal resolution)	Setting this to ≥60% ensures that at least 6 out of 10 citizen reports lead to a verified police patrol, a municipal cleaning/repair resolution, or other real action .
Perceived Safety Utility Score (Average rating by active users regarding how the App contributes to their individual)	A score of ≥7.0 /10 indicates that active users find the digital tool highly useful for their daily commute.

Reduction of antisocial behaviour (decrease in municipal cleaning/repair works)	Some studies* show that a targeted spatial cleaning and beautification typically yield a $\geq 20\%$ drop in vandalism and littering. <i>(*Citywide cluster randomized trial to restore blighted vacant land and its effects on violence, crime, and fear. Dr. Charles Branas)</i>
Security Perception Index (SPI) improvement (Increase in the average score in post-intervention surveys vs. baseline)	A +2 point increase on a 10 point scale represents a highly successful and visible tactical urbanism transition.
Gender-Specific Safety Score (increase of women reporting feeling "safe" or "very safe" walking alone at night through the intervened areas)	Given the previous 76% of woman rating 1/5 their feeling of safety at night (only 13% rated 3/5 or more), doubling the proportion is the ultimate test of the "Clean & Bright" intervention.
Policy Transformation Index (municipal security actions formally based on Academic Council recommendations, Safety Board & Data Lake evidence.)	Measures institutional change by ensuring 40% of new municipal safety decisions are formally based on the Academic Council and Data Lake evidence.
Security Paradox Gap Reduction (Decrease in the discrepancy between objective crime statistics and subjective citizen perception)	Indicator that converts both "Crime Rates" and "Subjective Surveys" indicators into indexes. Then, measure the difference between these two percentages. We estimate that reducing by 10% the current 36.94% gap between actual crime (52.6 crimes per 1.000 inhabitants, so 94,74% safety) and safety perception (57,8) is a reasonable indicator of success for the early phases of The Project.

