



ANNEX II

DELPHI ANALYSIS

Stream Cities Project
Work Package 2

INTRODUCTION

This Annex II forms part of the methodology as the tool for the identification of the strategies of the social and economic actors of the city (qualitative analysis).

This tool complements the previous quantitative analysis of the Annex I with the analysis of the vision and main strategies of the social, economic and institutional actors of the city and its environment.

The Delphi method has been recommended in order to carry out this analysis through in depth interviews with the most representative people of the economic, social and institutional sectors, which permits to study in depth the reality, the extension of key elements of consensus and the reduction of disagreements.

The people to be interviewed are selected through a process of deliberation of the people in charge of the project. As general recommendation, they can be: the municipal government team, the most representative people of the economic and social sectors and, in general, those people that have a high leadership position, that have the power to take decisions regarding economic resources or that have an extensive knowledge of the reality of the city.

From these interviews a report is made that synthesizes the main stakeholders' opinion regarding the city and its future, and which has great importance for the following reasons:

- Identifies how the social stakeholders interpret the reality, and reveals their strategies for the future.
- Allows making not only projections, but also forecasts.
- Identifies the most outstanding aspects on there is consensus. This method helps in constructing the consensus.
- Enables the design of coordinated action policies among the different stakeholders to produce and to take advantage of the synergy effects.

The questions included in the Delphi analysis are not a compulsory or close enumeration, each MEDA partner can choose or add the questions they consider more useful for their peculiarities.

Moreover the format to carry out the Delphi analysis can change. It can be develop through different methods: single interviews, workshops that gather together the different stakeholders of the city, etc.

INDEX

1. GENERAL ASPECTS	4
2. ECONOMY (GENERAL ASPECTS)	6
3. TRADE	9
4. ACCESSIBILITY AND MOVILITY	10
5. INFRASTRUCTURES FOR THE ECONOMIC DEVELOPMENT	12
6. ENVIRONMENT	13
7. SOCIO-LABOUR CONDITIONS	14
8. HUMAN RESOURCES TRAINING	15
9. SOCIAL SERVICES	16
10. TERRITORIAL RELATIONS AND ACCESSIBILITY	18
11. PUBLIC SERVICES	19
12. HOUSING	20
13. STRATEGIC PLAN	21
14. REGISTER CARD	22

1. GENERAL ASPECTS

1. How do you perceive your city nowadays?
2. Which changes of your environment, have or can have a relevant influence about the future of the city?
3. Which main changes have undergone in your city? Which are their consequences?
4. What do you think is the role of your city in the economic and social reality of your province?
5. What are the critical factors (infrastructures, equipment, prices, subventions, etc.) in order to maintain a competitive position in a near future?
6. Which model of development do you think should be the suitable one in a near future if possible?
7. How would you define the current moment of environmental questions of the municipality?
8. Which are the main social topics in the municipality? Please describe briefly their cause and effect relationship.
 - 1.
 - 2.
 - 3.

9. Which are in your opinion, within the following attributes, those that do offer the greatest possibilities in order to promote the city?

Please, select the five most important and determine their importance according to the following scale: 1- very important, 2- important, 3-less important:

Quality of the natural environment

Quality of the architectural environment

Quality of the university

Efficacious system of the city transport

Presence /integration of the fertile region of the city

Business culture

Qualified labour

Little conflictive labour

Governmental support

Cost of living

Level of income per capita

Accessibility and mobility in the city

People safety

Cultural activities

Others (please specify)

2. ECONOMY (GENERAL ASPECTS)

1. Which are the aspects of the city and the metropolitan area that you consider can be more attractive to the private investment?

- The management tradition
- The possible subventions to the investment (European funds)
- The soil's price.
- Economic infrastructures (harbour, train station, airport, industrial areas...)
- Quality of living
- Labour costs
- Communications' infrastructures
- Training of the labour force.
- Training management
- Geographical localization
- Others (please, specify)

2. (Only businessmen or businesswomen). Which are the reasons why you have set up your business in the city? (Please, specify the reasons)

3. If you had to convince a public agent to do public investments in this city, which aspects would you emphasize?

- The effects of the synergy with the private investment or other public investments.
- The territorial balance.
- The high level of unemployment.
- The compensation of the public inversion in other places.
- The efficacy of cost- benefits' relationship of the public investment.
- Others (Please, specify)

4. We would appreciate if you showed the main measures of promotion proposed recently by the state and local government and that you considered especially effective to attract new promoters.

1.

2.

3.

5. Which factors do you think should be developed top priority?

- Industrial ones.
- Services to the companies.
- Advanced services to the companies.
- Commercial equipments.
- Property group.
- Financial services.
- Tourist services.
- Others (Please, specify)

6. We would appreciate if you gave us your opinion (emphasizing if it is a potentiality or a weakness) about the present situation and its perspective of evolution in the future of the following factors of the economic development, in comparison with the entire group of the State.

- Technological innovation and productive flexibility of the companies.
- Enterprising attitude and level of training of the managers.
- Technical ability or training of the labour offer.
- Adaptation of the educative system to the labour market.
- Services to the enterprises.
- Labour costs.
- Taxes/local and regional investment.
- Internal demand.
- Financial system.
- Communications.
- The accessibility and the prices of raw materials.
- Energetic costs.
- The offer of industrial soil.
- Attractive residential.
- Stability/ social conflicts.

7. Which are in your opinion the sectors of activity of the economy with the greatest possibilities of success or failure?

More success	Less success
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-
-
-

8. Which are in your opinion the factors that would promote more the productive and innovative inversion?

- The existence of industrial soil with good quality
- More reasonable prices of industrial soil.
- New foreigner investments.
- The offer of services to companies.
- The improvement of training of human resources.
- Others (Please, specify)

3. TRADE

1. Do you think that nowadays the commercial offer can be considered a potentiality or as a weakness in the city?
2. Do you think the number of large areas should be increased in your city? What kind of areas? Which effects do you consider it could have on the commercial activity?
3. What is your opinion about the incidence the following factors related with the commercial activity have on the municipality?
 - Quality of the existent stores.
 - Offer diversification.
 - Quality of the commercial offer.
 - Quality and price relationship of the product.
 - Accessibility to the commercial areas.
 - Little and big area relationship.
 - Commercial technology.
 - Costumer care.
4. Do you consider as necessary the creation of new focus or commercial areas?
5. Which would be the aims to reach in the next years in order to increase the competitiveness of the trade?

4. INTERNAL ACCESS AND MOBILITY

1. How do you assess the street structure of your city?

Very good	
Good	
Medium	
Bad	
Bad	
Very bad	

2. How do you assess the accessibility to the city from other cities?

Very good	
Good	
Medium	
Bad	
Bad	
Very bad	

3. Which measures should have to be implemented to improve the conditions of access and mobility of the city?

4. How do you assess the different modalities of city urban transport regarding the frequency as well as the quality of the service itself?

Transport	very good	good	medium	deficient	very
deficient					
TUBE					
Frequency					
Quality					

Transport	very good	good	medium	deficient	very
deficient					
TAXIS					
Frequency					
Quality					

<i>Transport</i>	very good	good	medium	deficient	very
deficient					
TRAINS					
Frequency					
Quality					

<i>Transport</i>	very good	good	medium	deficient	very
deficient					
BUSES					
Frequency					
Quality					

5. In your opinion, do you consider parking areas (free or not) are adapted to the flows and movement of traffic in the city? Which measures do you consider are appropriate?

5. INFRASTRUCTURES FOR THE ECONOMICAL DEVELOPMENT

1. Please, describe (in your opinion) the current situation and the future perspectives of the following infrastructures:
 - The harbour
 - The airport
 - Industrial areas of the metropolitan area.
 - Network of national railway
 - The fairground
 - Support system to tourists.
 - Diffusion centres of technologies.

2. Which role infrastructures abovementioned should have to play in order to influence the economic and social development of the city and its metropolitan area?

6. ENVIRONMENT

1. How do you assess the current situation of the following elements that constitute the environment of the city and the influence area?
 - The quantity and quality of drinking water.
 - The quality of the beaches' water.
 - The level of noise.
 - The conditions of the rivers.
 - The quality of the air.
 - The quantity and quality of green areas
 - The smells (industrial, dumping sites...)
 - The solid waste materials. Maintenance of the cleanness of the city.
2. Which is the most important and priority action to take in order to improve the quality of the city environment?
3. Which initiatives can be taken to promote the improvement of the environmental quality of the city?
4. From the point of view of the quality of life, which measures do you think are important to take regarding to the traffic in the municipality?
5. Which initiatives should be taken to make your city become a more oriented city in order to facilitate human coexistence?
6. In your opinion, which measures should be introduced to make the environment be an important value in the production and which restrictions should be imposed to the economic development of the city in relation with the protection of the environment?
7. Do you think the presence of different green spaces like the following ones is beneficial?
 - Areas of urban woods.
 - Gardens in the different neighbourhoods.

7. SOCIO-LABOUR CONDITIONS

1. Please, give us your opinion about the following socio-labour conditions of your city.

-The wage level

-The stability in your occupation

-The unemployment rate.

-Women incorporation to the working world.

-The work situation of the non-EU labour.

-The black economy level and main activities.

8. HUMAN RESOURCES TRAINING

1. Do you consider that human resources training are a boost for the development of your city and its area of influence or a weakness?
2. How do you see Education at the present moment regarding the latest reform in that field?
3. What do you think about the supply of educational centres in your city, both public and private and the different educational stages?
 - Pre-school
 - Primary and Secondary education
 - Professional training
 - University education
4. What do you think about the activities aimed to improve adults' education? Which initiatives could be added to these activities?
5. What do you think the relationship between the educational system and the business world should be?
6. What is your opinion about the employment and professional training in your city?
7. What is your opinion about the educational level of universities? To what extent it is adapted to the necessities of the working world?
8. What are the main decisions that should be taken to better adapt the educational system to the necessities of the future working world?

9. SOCIAL SERVICES

1. Which are the social problems of your city that should be given priority?

2. What is your opinion about the number of welfare, social, health, cultural and sports services?

3. How is the coordination between the public services supply of the different administrations and between the public and private services?

4. Which are the most essential services the city would have to increase in the city?

5. Which would be the main projects to channel in a near future?

6. In your opinion, which is the state of the people security in the city in comparison to other cities in your country?
How does it impact on the attraction of the city?

7. Which is your assessment about the following aspects of the city cultural offer?
 - Diffusion
 - Quality
 - Temporality
 - Exterior projection of the city

8. How do you assess the cultural initiatives taken in the city?

9. Which are the most relevant actions to improve the cultural offer and diffusion in the area and to give a bigger exterior projection to your city?

10. How do you assess the following tourist resources available in the city?

	<i>Excellent</i>	<i>Good</i>	<i>Medium</i>	<i>Very</i>
<i>bad</i>				
Natural Resources				
Hotels				
Cultural offer				
Cost of life				
Public transport				
Information centres				
Climatology				

11. Which aspects have to be stressed in order to increase the tourist attraction of your city?

10. TERRITORIAL RELATIONS AND ACCESSIBILITY

1. Which are the municipalities which your city has to be in contact with regarding to the economic growth and the quality of life?

2. As far as you are concerned, what kind of relations will your city have to stress in the

following territorial areas?

- Metropolitan area.
- Province.
- MEDA cities.
- State.
- Mediterranean countries.
- UE members.

2. Could you tell us what you think about the current situation and the main actions that should be taken regarding the following infrastructures?

- Accessibility by road.
- Communications by railway.
- Access to harbour and airport.
- Connectivity within the city.
- Telecommunication services.

11. PUBLIC SERVICES

1. Which are your views on the current situation and the main actions that should be taken in the following public services?

- Water, gas and electricity supply.
- Telecommunications.
- Transports.
- Streets' concrete.
- Drains and sewers.
- Cleaning services.
- Police services.
- Citizen's safety (fire brigade and others)
- Parks and gardens.
- Traffic organization (police officers, traffic lights, organization, etc.)

2. In general, do you think the public services have improved in the last years? Why?

12. HOUSING

1. How do you characterize the municipal soil and the housing cost in your city compared to other cities from your country?

2. Which are your views on the current housing?

3. Which are the main actions that should be taken about housing?

- Offering more residential soil and building state-subsidized houses out of it.
- Favouring housing to rent through tax measures.
- Taking financial measures to support building, sale and housing restoration.
- Others (Specify).

4 . Do you believe that the housing increase can be balanced by jobs' creation?

5 . Do you believe that the housing policy within the city has to favour the population growth or, reduce it and just focus it to the metropolitan area?

13. STRATEGIC PLAN

1. Do you think that creating a Strategic Plan for the city, which takes into consideration the participation and collaboration of private agents as well as public ones, is necessary?

2. (In case of positive answer). What do you expect from the Strategic Plan?

3. (In case of positive answer about the Strategic Plan). What degree of cooperation do you think will be established between the private agents and the public ones?

4. If you are interested in taking part in the different Strategic Plan labour committees.

Which topics would you like to work on?

- Economy.
- Human resources training.
- Social welfare.
- Infrastructures, communications and services.
- Town planning and housing.
- I am not interested in it.
- No answer.

14. REGISTER CARD

- Interviewee's name.
- Interviewee's job.
- How long the interview was.
- Interviewee's attitude.
- Interviewee's answer degree.
- Interviewee's interest degree concerning the questionnaire and the Strategic Plan from Valencia.

COMMENTS