

2010

 **valencia 2010**
strategic plan for sport

VALENCIA STRATEGIC PLAN FOR SPORT



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Those of us who work in all different sectors, both public and private, and encourage our citizens to do sport, are aware of the extraordinary progress our city has made. From the vantage point that is afforded by the passage of time, we see this progress particularly in the area of sport, and we are now looking at a city that has very little to do with the Valencia of the last few decades of the 20th century.

As we all know, in recent years, thanks to everyone's hard work, we have organised major international and national sporting events that have brought the very best sportsmen and women to the city. Meanwhile, a large number of public, grass-roots level activities take place on a daily basis which may not have the media impact of the big sporting events but which the City Council sees in the context of what it calls "sport for all" and which constitute the very foundations of its sports department. All the patient hard work that is put in on a daily basis has meant that the National Sports Council has awarded us the prize for the local authority that has excelled in its campaigns to encourage sport on two occasions, and that the European Capital of Sport Association has named us European Capital of Sport 2011.

The hard work of the last few years means that Valencia is now well equipped to do its best and bring out the best in its experts, its teachers, its sports directors, and its sportsmen and women. We have a technical and human network that will help us to consolidate the local sports system, to adapt it to our needs and aspirations and to continue to grow as a modern European city with a sense of solidarity and a strong vision of the future.

This is the aim of the **Valencia Strategic Plan for Sport**: to lay out the guidelines that will help us to face the constant challenge of the future, our future as a sports city, through an infrastructure of sports services that can meet our own internal needs but that is also appealing to those outside the city and gives a good image of Valencia.

This, then, is a shared plan for the whole of Valencia' sports system, in which all the different sectors have been involved and have collaborated: the public authorities, the business world, the services and commercial sector, Universities, clubs, associations and sports federations, sports companies, parent associations, neighbourhood associations, the Fallas, the media, the tourism industry and many committed private individuals. Because we believe in Valencia and in sport as a healthy, educational, fun activity that creates a strong social and family bond in our city, and because we are conscious of the need to continue on the path of progress, we have decided to embark on a new phase that will build on our achievements and our experience so far and will launch us toward a sporting future that promises to be very exciting.

Rita Barberá Nolla
Mayor of Valencia



Sport and physical exercise have a strong presence in most modern societies, and particularly so in our city. This presence has become so strong that sport has now become one of the social systems that characterise today's society and one of Valencia's most important social focal points.

In light of this situation, it is worth asking which sport should be developed, which type of sport is the most popular in most countries and, in our specific case, which measures we should take to continue to advance in this field, and how we should do so.

To answer these questions and others that arose while this work was in progress, the Governing Board of Valencia City Council's Municipal Sports Foundation unanimously agreed to instruct its experts to draw up the **Valencia Strategic Plan for Sport**. The historic naming of Valencia as European Capital of Sport 2011 provided an unprecedented opportunity to produce a document that would give direction to sport in the city. Work on and approval of the document took place in 2010, and its publication coincides with Valencia's stint as Capital of Sport.

This is an innovative scheme and an opportunity for reflection and analysis. The resulting proposals will lay out the strategic guidelines that will help us to design the future of sport, with the involvement of all the main stakeholders. The shared purpose is none other than to avoid partial or isolated measures and to join forces, design integrated sports policies that will help to improve our sports work, and to promote Valencia nationally and internationally and create a sense of leadership in the sporting world.

The results and the conclusions of this year of work have been condensed into this publication. They will allow directors and managers of sport in all its possible forms (professional sport, federation sport, sport for all, school sports, sport volunteering, etc.) to look to the future of sport in the city with solid criteria that have been laid out by the top specialists in each field. It is a crucial document that every element in our sport system is convinced was necessary.

To conclude, I would like to convey my heartfelt thanks to all the people and organisations that have helped to produce this **Valencia Strategic Plan for Sport** for all their interest and assistance. Their work and commitment have produced a document that I am certain will help to improve the level of our public sport and our business sector, transmitting an image of a healthy city that is committed to the future, with a strong European outlook.

Cristóbal Grau Muñoz
Sports Councillor

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VALENCIA CIUDAD DEPORTIVA

Ajuntament de València

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1. REASONS FOR AND BACKGROUND TO THE REPORT

The authority for municipal sport in Valencia is the Sports Foundation Governing Board. In an ordinary meeting held on 13th November 2009, the Governing Board unanimously agreed to instruct its technical experts to draw up the **Valencia Strategic Plan for Sport**. The reasons for this were based on the following:

Over recent decades the city of Valencia has undergone major development in all sporting aspects, including facilities, programmes and sporting events, at public and national and international level, professional sport, knowledge activities, meetings, conferences, and so on.

In order to continue to improve and to plan for the future, a period of reflection and analysis was needed that would lead to the proposal of various strategies that would form the basis of all the actions to be undertaken. In turn, these actions should be designed under rigorous scientific criteria to give results the required validity. The conclusions have been reached through the participation of all the stakeholders involved (public organisations, universities, private companies, clubs, federations, neighbourhood associations, cultural associations, etc.) so they can be universally applied throughout the city.

Valencia City Council has been the driving force behind the **Valencia Strategic Plan for Sport**. Our role has basically consisted of designing and executing the different phases and ordering and synthesising the various proposals and measures generated by each group to allow us to continue to prosper. On the basis of these conclusions, each organisation must act in accordance with its own powers. To this we must add the positive fact that that in recent years there has already been some experience of creating planning documents, such as the *Master Plan on Sports Facilities*, the *Master Plan on Sports Activities* and the *Municipal Sports Foundation Management Plan* that was linked to the ISO 9001:2008 quality certification. However, this initiative takes place on a higher level, as it encompasses the whole area of sport in the city, with the participation of all the stakeholders involved and its purpose is to impact on the measures to be undertaken over the next ten years.

The other fundamental aspect was the naming of Valencia as European Capital of Sport 2011 which has triggered this undertaking. The European Capital of Sport Association (ACES) gave this award to the city, while praising the work we had done in the area of sport and physical exercise in recent years, which includes the following achievements:

Continued promotion of sport.

- Improvements to health through sport in every segment of the population.
- Integration of the various sectors of the population through sport.
- Development of sport infrastructure.
- The undertaking of innovative sports projects.
- Organisation of important sporting events.

All these criteria are a perfect fit with the mission of the Municipal Sports Foundation (FDM in Spanish) as the body responsible for organising and managing municipal sport in the city.





2. MISSION AND VISION: DEFINITION, OBJECTIVES AND CHARACTERISTICS

Definition of the Valencia Strategic Plan for Sport

This is a Valencia City Council scheme that consists of a process of analysis and reflection on the current situation of sport and physical activity in the city, which will then lead on to proposing strategies and steps on which to work together with the other stakeholders involved.

Objectives

Two main goals have guided the development of the plan throughout:

- the main objective, over which the council has full authority, is to encourage the general public to do sport and physical exercise, in order to go beyond the current figure of 39% of the population that regularly does sport at least twice a week, which was obtained through a Sociological Research Centre (CIS) poll. Initially, we set ourselves an ambitious challenge: to increase this figure by ten percent.
- Additional objectives, under co-authority with other organisations, including positioning Valencia as a benchmark on the national and international stage, by hosting sporting events; working partnerships with other organisations that manage sport; and giving a boost to the local economy and local know-how when it comes to sport.

Characteristics

- As mentioned, the Plan arises from an instruction by the body that governs municipal sport (FDM Governing Board) to FDM technical staff.
- It capitalises on the naming of Valencia as European Capital of Sport 2011.
- It is a technical process that is developed and executed using its own departments and structure, which are separate from any other activity.
- It has an independent Advisory Committee to validate the process.
- It is a comprehensive study that covers every expression of sport in Valencia. If the analysis had been restricted solely to areas under municipal authority, the plan would not have been objective, as other sectors and areas of activity also compete in the local sports world.
- In terms of geographical area, data gathering and data analysis went beyond city borders, encompassing the metropolitan area and in some cases, the province of Valencia.
- The conclusions will be the result of the participation of all the stakeholders involved, based on a search for consensus regarding the proposals. The goal is to achieve a shared vision of the future.

Consistency with the National Sports Council (CSD)'s S&E plan

The FDM's creation of the **Valencia Strategic Plan for Sport** has coincided with the work of the CSD, carried out in close collaboration with the autonomous regions, local authorities, universities and ministerial bodies, and with the participation of the private sector, which has implemented a series of action areas (goals, strategies, programmes and measures) that make up the *S&E Plan: Integrated Plan for Sport and Physical Exercise* for the 2010 to 2020 period. The purpose of this plan is to provide universal access to high-quality sports activities for the general public.

The national plan is committed to "having a permanent tool for analysing the reality of sports and physical exercise for the Spanish population as a whole, which will help us to implement measures to improve this reality".

As the document highlights, the analyses and actions of the S&E Plan are only relevant as part of a close collaboration between the Spanish central government, the autonomous regions, local corporations and other stakeholders, such as associations and businesses.

The content of the **Valencia Strategic Plan for Sport** is, to a great extent, consistent with the intentions of the S&E Plan, and it is a practical example of how to plan actions to encourage the residents of a municipal area to do sport.



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3. STRATEGIC AREAS

Once the mission and vision had been defined, with their principal goal and additional objectives to be achieved, the entire sports sector was analysed and it was decided to divide the study into three main sections to cover all the issues faced by Valencia's sports system and to apply the necessary methodology:

Strategic Area 1. Sports facilities

Strategic Area 2. Sport, health and education

Strategic Area 3. Sport, the economy and our external image

Each of these areas brings together and tries to solve the major sporting issues, based on those set out in the **Base Document** which the proposals contained in the conclusions have attempted to answer.



STRATEGIC AREA 1. SPORTS FACILITIES

The goal of Area 1 is twofold: to plan and guide investment in sports infrastructure over the coming years; and to undertake measures to increase the quality of present and future sports facilities.

A slogan has been designed to reflect the content of each strategic area.

The slogan for this area is:

**Valencia, a city that provides
multipurpose, efficient facilities
for physical exercise and sport**

→ QUESTIONS THE STRATEGIC AREA HAS TRIED TO ANSWER

The questions or major issues that we are trying to solve through **Strategic Area 1** can be described as follows:

- **Do the sports facilities in the city of Valencia meet demand in the various areas?:**
 - Sport for all
 - Specific sports
 - Major sporting events
- **What is the quality of our sports facilities and how can we improve it?**
 - In safety
 - In accessibility and mobility
 - In renewable energy, energy efficiency and the environment
- **Ultimately, where should we be putting investment into sports facilities in the next ten years? The answers to these questions will give rise to Valencia's 2nd Master Plan on Municipal Sports Facilities.**



STRATEGIC AREA 2. SPORT, HEALTH AND EDUCATION

The goal of **Strategic Area 2** is to analyse how sport is played in the city, taking the citizens of Valencia who do physical exercise as a cornerstone and looking at the influence that the various stakeholders involved in the activity have, or could have, on it.

The slogan that expresses the purpose of this area is as follows:

Valencia, a city that promotes education, social cohesion and health through sport and physical exercise

→ QUESTIONS THE STRATEGIC AREA HAS TRIED TO ANSWER

Strategic Area 2 has tried to answer the following issues:

- **Which health, value-building and social cohesion-oriented strategies will enable us to increase the amount of physical exercise and sport the Valencian does?**
- **In the near future, what is the role the city's various sports stakeholders can play to achieve this goal?**



STRATEGIC AREA 3. SPORT, THE ECONOMY AND OUR EXTERNAL IMAGE

The purpose of **Strategic Area 3** goes beyond the actual city to study and analyse how the city is perceived outside its own area (the rest of Spain and internationally) through sport, and to what extent it is a national and international benchmark in the world of sport. It also analyses the local economy and the know-how it brings.

The slogan that expresses the content of this strategic area is as follows:

**Valencia, a city that presents itself
through sport and boosts
the economy and know-how**

→ QUESTIONS THE STRATEGIC AREA HAS TRIED TO ANSWER

We can summarise the questions to be answered through **Area 3** as follows:

- **Which are the aspects that should be reinforced to make Valencia a national and international benchmark when it comes to sport? Which sporting events are worthwhile for the city?**
- **Which sports organisations should we be contacting and which projects should we aspire to work on?**
- **Which proposed strategies could be prioritised in order to promote and support the sports-related business world in the city, and promote the knowledge sector associated with it?**







4. STRUCTURE AND METHODOLOGY

As mentioned, it was considered vital for the **Valencia Strategic Plan for Sport** to procure the participation of all the stakeholders involved in sport in the city, as well as a public consultation on the proposals, so that there would be consensus over their approval.

Two phases were defined, with different timelines and different content:

1. Diagnosis Phase (January – September 2010)
2. Future Proposals Participative Phase (October – December 2010).

Diagnosis phase	Base Document	Area 1
		Area 2
		Area 3
		Diagnosis conclusions and summary
Participative phase	Technical	Sectorial panels
	Virtual	Virtual suggestions through the website
	General public	Specific group sessions Interviews requested and reports sent

To design and monitor the methodology, three doctors from the University of Valencia and the Universidad Politécnica de Valencia were constantly involved in the process and who, as independent advisors, ensured the correct process was used and that the results were objective throughout, as shown in this organisational chart:



DIAGNOSIS PHASE

The Diagnosis Phase took place between January and July 2010. The purpose of this work was to obtain as much information as required to give an overview of the sporting situation in Valencia. A group of 50 representatives from the various sports agencies in the city were invited to take part. They were then distributed across the three areas.

The results of this phase were published as **Diagnosis Phase: Base Document**. This publication consists of an introduction, which describes the objectives, structure and methodology; a description of the development of the three areas and finally, a sum-



Base Document front page.

mary of the diagnosis made up of a SWOT matrix for each area (Strengths, Weaknesses, Opportunities and Threats) as recommended by strategic planning theory. A table was drawn up for each area as a link to the next Participative Phase, listing the proposed strategies in line with the major questions asked at the outset and the corresponding strategic guidelines put forward as an initial proposal for the Participative Phase.

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PARTICIPATIVE PHASE

Following the methodology designed for this Plan, and once the Diagnosis Phase had reached its conclusion, all the organisations and their leaders involved in sport in Valencia were invited to participate, along with any individuals interested in getting involved in the process of designing and finalising this plan.

Levels of participation

The Participative and Consultation Phase was organised in such a way as to ensure results on two levels: expert opinion from specialists, and public opinion. To this end, various participation options were provided to suit different procedures and types of participants: sector panels, assemblies with specific groups and participation via the website. The three procedures were rolled out and in progress simultaneously throughout the final four months of 2010.

- 1) Technical:
 - Sector panels
- 2) Virtual:
 - Suggestions via the website
- 3) Public:
 - Specific group sessions
 - Requested interviews and reports sent in


The first level centred on technical involvement, organised by means of the sector panels. There were seven in all, defined and specified to match the strategies that had been laid down. Participation was limited to 20-25 members so that they could function effectively.

7th October 2010	Sector panel 1 Geographical organisation of sports facilities in the city of Valencia
20th October 2010	Sector panel 3 Children's sport
28th October 2010	Sector panel 5 Valencia, a city that presents itself nationally and internationally through sport: host city of sporting events and home of sporting bodies
3rd November 2010	Sector panel 2 Quality and new trends in sports facilities in Valencia
11th November 2010	Sector panel 4 Sport for adults: coordinating resources
17th November 2010	Sector panel 6 Valencia, a city that drives an economy and know-how
24th November 2010	Sector panel 7 Professional profile and job market


A working method protocol was established which consisted of:

- Full days work, morning and afternoon
- Initial presentation of the base document (provided in advance), highlighting the most significant aspects of the content for each of the panels.
- Discussion on the content of the document among the panel members (up until lunchtime).
- In the afternoon, mixed sub-groups of 3 members were formed to work on specific future measures.
- Presentation of these proposals to the rest of the panel members.
- Selection of most important proposals. Presentations that will help in writing up the panel's conclusions and proposals in the **Valencia Strategic Plan for Sport**.

The second level of participation took place through suggestions given via the website. The base document could be viewed and downloaded via the FDM website by anyone who was interested. This also allowed free participation, once a basic questionnaire had been filled in, inviting respondents to add any observations, suggestions or proposals to the document. In total, 1,027 freely-given responses were given by the general public.



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Diagnosis Phase

Tell us your opinion

This application will be available from 21st September to 30th November 2010 for you to give us your opinion about the diagnosis phase of the Strategic Plan.

Q.1. – The Municipal Sports Foundation is currently drawing up a Strategic Plan for Valencian Sport. What is your opinion of this initiative?

Very positive
 Positive
 Indifferent
 Negative
 Very negative

Q.2. – Of the six topics the Base Document is divided up into, which topics are you most interested in?

Area 1. Sports facilities

I. Geographical organisation of Valencia's sports facilities
 II. Quality and new trends in Valencia's sports facilities

Area 2. Sport, health and education

I. Sport for children
 II. Sport for adults

Area 3. Sport, the economy and our external image

I. Valencia, a city that presents itself through sport
 II. Valencia, a city that drives an economy and know-how

Q.3. – We would be grateful if you would give us your opinion on the diagnosis contained in the Base Document. Please be as specific as you can and mention the exact area your contributions refer to?

Q.4. – Do the opinions you have expressed above reflect your own personal thoughts or those of a sports association or organisation?

Personal opinion
 Sports association or organisation

Specify which

Q.5. – To conclude, please provide us with the following details:

a) Gender

Male
 Female

b) Qualifications


None
 Primary education
 Secondary education up to 16
 Vocational training
 Secondary education up to 18
 University

c) Year of birth


d) Name and surname

e) Post code

f) e-mail



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Questionnaire accessible via the website until 30th November 2010.

The third level revolved around public participation through a number of sessions with specific groups, capacity was not limited, groups were joined by a common interest (Physical Education and Sports Science Graduates Association; Sports Management Association, etc.). These sessions took place over the course of a morning or an afternoon. We took advantage of various meetings and conferences that had already been organised for other purposes to present the Plan and invite people to take part in its creation. The method used consisted of presenting the existing documentation at the beginning of the session and then inviting anyone who so wished to express their opinion by any means (website, sending in a report, etc.).

This form of participation included individual interviews and documents handed in both from small professional groups and individual participants. Neither of these methods had been planned for at the outset, but they arose during the course of the process and it was decided to include them.

Some of the sessions held:

21st September 2010	Official Presentation of Base Document
23rd and 24th September 2010	Training, Innovation and Educational Resource Centres Conference (CEFIRE)
13th October 2010	1st Meeting of Municipal Sports Managers in the metropolitan area
18th October 2010	Sessions with football club managers
29th and 30th October 2010	1st Meeting on Sports Law 'City of Valencia'
4th November 2010	Official presentation in Madrid of Base Document to the National Sports Council's General Manager of Sport
10th November 2010	2nd Meeting with Municipal Sports Managers in the metropolitan area
11th to 13th November 2010	Latin American Biomechanics Conference
15th November 2010	Sessions with football club coaches
19th November 2010	Meeting with the City of Valencia's Association of Professional Sports Managers
3rd December 2010	Meeting with the VitalSport Federation of Gymnasiums

Based on the documents obtained from these three options for actively participating in the second phase of the Plan, we drew up the conclusions that take the form of 15 projects to be developed and implemented over the coming years.







5. DIAGNOSIS: MAIN CONCLUSIONS

This section gives an introduction to each area by summarising the topics they dealt with, followed by a synthesis of the main conclusions, through a SWOT matrix that includes elements from the Diagnosis phase, which were then expanded in the Participative phase.

STRATEGIC AREA 1. SPORTS FACILITIES

INTRODUCTION

The purpose of **Strategic Area 1** was to design a set of guidelines that would guide planning and investment in sports infrastructure in Valencia over the next ten years, and to undertake specific measures to increase quality, accessibility and efficiency, both in any new facilities built and in existing facilities.

Valencia has undergone a significant sports facility building programme to apply the *1st Master Plan on Sports Facilities*, which included the refurbishment and, in some cases, redevelopment of existing facilities. In general, Valencia is suitably equipped to meet public demand for sports facilities. However, the spread of sports to new sectors of the population, the emergence of new trends in sport, the growth of the population, the demand for support for some as yet minority sports, together with the size and structure of a city like Valencia, require new investment to be planned. This meant a specific area was created in the **Valencia Strategic Plan for Sport** to tackle the special issue of municipal sport spaces and facilities and analyse them from a broad perspective that would take into account the positive influence of private and university sports facilities. One topic that comes up throughout the text is the necessary linkage between the four sports sectors: local sector, public sector (centring on council-run facilities), private sector (for profit and not-for-profit) and the university sports sector.

From the Plan's outset, it was clear that good geographical distribution of top quality sports facilities and infrastructure was essential to encourage people to do and enjoy physical exercise in its broadest sense. This strategy has a clear grass-roots view of the city and the people that live in it and visit it.

The area was developed around two different types of measures:

GEOGRAPHICAL ORGANISATION OF VALENCIA'S SPORTS FACILITIES

Looks at the geographical distribution and area of influence of sports facilities in the city of Valencia and its metropolitan area. First, it defines the spaces available for all kinds of sports, whether they are facilities that make sport accessible for all, spaces that give access to specific sports or spaces where one can freely play sport. It continues with a description and location of the infrastructure for major events in terms of spectator sports, in stadia, arenas, large sports halls or other one-off facilities. It ends with the conclusions and proposed actions. Based on the diagnosis, the strategic objective of this was to draw up the *2nd Master Plan on Sports Facilities in Valencia*.

QUALITY AND NEW TRENDS IN SPORTS FACILITIES IN VALENCIA

This provides an in-depth and specific study of sports facilities, regardless of their location or type. The analysis focuses firstly on the multi-purpose nature, versatility

and adaptability of the facilities to new public demand and market trends (both for new facilities in the planning stage and to adapt existing ones). This is required by the need for existing facilities to meet as much of the public demand as possible, while making them versatile so they can adapt to the constant evolution of the general public's sporting habits. The global economic and environmental context make it necessary to apply maximum efficiency in Valencia's sports facilities, to include every aspect that makes facilities more sustainable, both in terms of the environment and financial and social profitability. This is one of the major cornerstones on which the **Valencia Strategic Plan for Sport** is built.



STRENGTHS AND OPPORTUNITIES

- In general terms, Valencia has a large network of sports infrastructure available to most citizens, meeting the ratios set by sports and leisure facilities regulations (NIDE). Moreover, the latest survey by the Sociological Research Centre (CIS) concludes that the proximity and suitability of sports facilities for citizens is no reason for not doing sport.
- The newly planned sections of the city defined in the new Master Plan present a great opportunity for consolidating and adapting the network of sports facilities to the city's changing needs.
- There are many opportunities to do sport free of charge in Valencia, thanks to the combination of numerous open spaces such as the city's beaches and the Turia Gardens, the cycle path network and over 50 basic sports facilities. These all have a positive influence alongside the city's excellent climate.
- Development of the Plan for Public Use of the Albufera Nature Park is another great opportunity for proposing new facilities for open-air sports.
- In terms of the facilities that provide access to sport for everyone, most neighbourhoods are suitably equipped and meet proximity criteria. In cases where access is more difficult, there are options for the future which require urban planning.
- The current network of infrastructure for competitive federation sports covers the vast majority of needs, although some gaps have been identified as objectives for future planning.
- The city has sports infrastructure that is able to host top level sporting events thanks to its multi-purpose features and versatility. The Juan Carlos I Royal Marina, in particular, is considered one of the best sailing ports in the world.
- The construction of two new stadia in the city, one that seats approximately 75,000 people (Valencia FC) and another that seats approximately 15,000 spectators (Levante UD) provides a great opportunity for getting involved in their design and giving them the versatility and multi-purpose characteristics needed for hosting various kinds of events.
- The City of Arts and Sciences is a unique showcase to present the city through the hosting of sporting events.

WEAKNESSES AND THREATS

- The absence of some types of sports facilities in the old quarter of the city and part of the Ensanche, due to the lack of available space. This situation is very similar to that of most European cities.
- Generally speaking, the network of schools sports facilities is not well used outside school hours. The diverse system of maintenance and management, depending on whether schools are private or semi-subsidised (privately run), state primary schools (run by the City Council), state secondary schools (run by the Valencian regional government); the authority of each school's own council, the shortage of school sports clubs and the Council's sports department (FDM)'s lack of authority creates a problematic set of circumstances that is difficult to resolve.
- There are no or very limited facilities for some sports. These are golf, rowing and canoeing, archery, competitive swimming (50 m) and artistic and rhythmic gymnastics.
- The stoppage of construction work on the New Mestalla Stadium has generated uncertainty, given the importance of the project and the chance to have a new facility of this scale in the city.
- To complete the provision of sports facilities for major events Valencia should have a high-capacity multi-purpose, versatile sports hall with permanent seating for around 15,000 spectators.

**SWOT 2: QUALITY AND NEW TRENDS
IN VALENCIA'S SPORTS FACILITIES****STRENGTHS AND OPPORTUNITIES**

- The city currently has considerable experience in designing, building and conducting research on sports facilities, thanks to the work of its public and private organisations and universities over recent years.
- This experience could be capitalised on to make Valencia a benchmark in this field, generating a focal point for innovation and knowledge, such as the 1st European Conference on Sports Infrastructure, held as part of Valencia's year as European Capital of Sport.
- In this area, it is also worth capitalising on the location of one of the top sports technology institutes, the Valencia Biomechanics Institute (IBV), as well as the Secretariat of the Spanish Platform for the Sports Industry.
- The *Manual of Sports Facility Maintenance* published by the FDM in 2006 has, to date, been the most widely-used reference work on this topic in Spain. Its success suggests that a revised edition may be in order, as well as the publication of new manuals covering topics such as the design and construction of sports facilities, which will help to raise quality levels in general and to improve safety, accessibility, energy efficiency and environmental impact in particular.
- The general quality of sports facilities is good, although there are few exceptions in the case of old facilities that were built at a time when building regulations were not as exacting.
- The fact that the FDM has obtained the ISO 9001 certificate for quality management systems opens the way to achieving further quality certifications.
- There are large areas of roofing that are unused and this is a good opportunity to install thermal or solar panels to improve the energy efficiency of the facilities.
- The city's extensive public transport and road network provide mobility and easy access to sports facilities.

WEAKNESSES AND THREATS

- The intensive use of sports facilities requires permanent maintenance and refurbishment of these facilities, with all the resources that this implies. If these resources are not employed, the facilities would deteriorate quickly and noticeably. In the future, maintenance and preservation of current facilities should take priority over the construction of new ones.
- The continuous advance of quality requirements (accessibility and mobility, energy efficiency, renewable energy and environmental sustainability) means that we must improve and adapt our sports facilities to current standards.
- The multi-purpose element must be a significant criterion in the future design of sports facilities, as space and money are limited and we have to make efficient and rational use of these facilities.
- We must employ the concept of versatility in the design of sports infrastructure, as this will improve its adaptability to future changes in sports trends and in the needs of users, without having to build new facilities, and requiring only minor modifications.



STRATEGIC AREA 2. SPORT, HEALTH AND EDUCATION

INTRODUCTION

The objectives of this strategic area, as with those of **Area 1**, have a clear internal focus on the city itself, and maybe even more so, on the residents of Valencia and, to a lesser extent, on visitors to the city.

The analysis of the level to which sport is done in the city was initiated on the basis of the people who do physical exercise, studying the influence that the various stakeholders involved have or could have on it.

The complexity of this strategic area means that it can be studied from various angles. To make the diagnosis, the population was segmented on the basis of two main variables or sub-areas. The first is a chronological variable that divides the sport-playing population into two large units: sport played by children, i.e. between the ages of 0 and 16-18, and sport played by adults, from the age of 16-18 onwards, including the elderly. The other variable sets out how the person accesses or would like to access physical exercise, and this defines its characteristics: municipal sport, professional, federation, university, free, health or workplace-related sport.

Both of these have different descriptors that have allowed us to diagnose the state of sport in the city and as a result, propose suitable strategic measures to increase it in the coming decade:



SPORT FOR CHILDREN

This section studies sport played by children (between the ages of 0 and 16-18), arranged and analysed through activities organised by the City Council and the FDM (comprising municipal sports schools, municipal games and sports activities held at council-run leisure centres) and activities for this age group offered in parallel to but separate from the council provision, through private companies and clubs, as well as physical education on the school curriculum and extra-curricular sports activities.

SPORT FOR ADULTS

This looks at sport played by adults (from the ages of 16-18) and encompasses professional sport; federation sport played mostly, but not exclusively, in clubs; university sport (recreational and competitive); sport played within the municipal sphere (public events and activities offered by the FDM); free sport; sport accessed through the health system to prevent health risks; and finally, sport promoted in the work environment.

The content of **Strategic Area 2** forms the essence of the Plan, and in more general terms, the essence of the sport system: how the public does physical exercise and sport. It is therefore a highly complex area to study, made more difficult by the shortage of data for some of the sectors under study. This is, in fact, one of the main conclusions of the work: the need for a body to coordinate the information that is available; one that is capable of compiling the information that is required to find out the state of the sport system in the city, its weaknesses and its needs.

STRENGTHS AND OPPORTUNITIES

- Parents and the education, sports and health authorities have a clear interest in and are predisposed towards promoting physical exercise among the young, as a social activity and a way to improve health, as well as an alternative to other lifestyles and “bad habits” in childhood and adolescence.
- There is currently a wide range of sports on offer for children in every neighbourhood. It is mostly located on public sites and is provided both by the public authorities and by private organisations.
- Council intervention means that there is greater diversity in the sports offered both for beginners (sport for children) and at competition level. Some of these sports would practically disappear if it were not for this support and they act as a counterbalance to the strong presence of other sports.

WEAKNESSES AND THREATS

- Current trends towards sedentary lifestyles and the predominance of individual activities, as occurs throughout Spain and indeed Europe, are not conducive to playing sport which is so necessary for this age group.
- Despite changing trends, there are still fewer girls and women who practice sport, and they tend to choose certain types of physical exercise.
- Disabled children do sport in specific schools and groups. Their integration with other pupils is very limited.
- There is a high ratio of adolescents who give up sport, particularly in the move from primary to secondary school.
- Few school sports clubs which often stops children from continuing to do sport.
- There is inequality in the sports qualifications required by the various bodies offering activities to children and young people. This issue has been almost fully resolved when it comes to council-run activities, while it is in football academies that there are the biggest gaps in this sense.
- In general, there is no relationship in schools between PE teachers and others who provide extra-curricular sports.
- The low prices on offer for some council-run activities (the Municipal Sports Schools and the Municipal Games) are far removed from market prices, which leads to negative comparisons with other council-run activities and with extra-curricular activities in schools and in other organisations.
- In spite of the interest shown by public education, health and sports authorities, there is little coordination across the various activities they organise.

STRATEGIC AREA 2.
SWOT 2: SPORT FOR ADULTS**STRENGTHS AND OPPORTUNITIES**

- A wide-range of sports offered by different organisations, capitalising on the network of sports facilities spread across the whole city.
- In particular, involvement in mass sporting activities has increased notably in recent years. There is a well-established annual calendar of events and programmes that have enjoyed considerable success.
- The climate, orography and availability of natural spaces (as described in **Strategic Area 1**) are particularly conducive to doing sport independently.
- Valencia's universities are a driving force behind the promotion of sport, especially among students, although they do extend their sports services to the non-academic population.
- The main community associations in the city (the Fallas festival committees) are showing a growing interest in adding sport to their regular social activities.

WEAKNESSES AND THREATS

- The sports clubs and associations that do exist generally have a weak organisational structure. The majority of them do not have their own facilities and they each offer very limited activities.
- The fact that sports clubs are so heavily reliant on public subsidies and the loan of facilities is not, however, reflected in the way these are valued.
- There is little coordination between the various public authorities (sport and health) that share an interest in sports activities.
- There is less female participation in all the activities we analysed with the exception of instructor-led courses and activities.
- Training of instructors does not always meet the required levels.
- The immigrant population prefers to do sport with their own compatriots, which is not conducive to integration through sport.
- Generally speaking, people with disabilities only do sport activities in their specific federations.
- The route to physical exercise from the work and health environments is practically non-existent.
- Council-run sports tend to be seen by the profit-making private sector as having an unfair advantage, which leads to distancing between the two sectors.



STRATEGIC AREA 3. SPORT, THE ECONOMY AND OUR EXTERNAL IMAGE

INTRODUCTION

Unlike the two previous strategic areas which revolve around goals that have a clear internal focus on the city itself (in terms of the infrastructure and physical activities available to meet the needs and demands of the population), the goal of **Strategic Area 3**, on the other hand, has an external focus.

Firstly, its content is externally focused because it studies and analyses how the city is presented externally through sport and how it is a benchmark for sport in Spain and abroad. Over the course of its sporting history, Valencia has hosted a range of different sporting events. This has increased over the last twenty years as a result of the construction of new sports complexes, and of strong push on the part of the authorities to hold top-level sporting events. This has given the city an economic boost, in which sport has been the driving force. This situation was researched in the Diagnosis phase of the Plan.

Secondly, we also analysed the economic and knowledge sector associated with it. We looked at the importance of sport as a source of wealth creation, both from the supply angle (its contribution to job creation and GDP) and the demand angle (economic impact of expenditure on sports activities). We also analysed the profiles of sports companies operating in the city and its surrounding area and the key factors that would tell us if they are forward-looking and innovation-oriented. More specifically, we studied sports tourism as one of the main economic foundations supporting the hosting of sporting events.

Finally, we also studied the City Council's financial results, which, as the organisation behind the **Valencia Strategic Plan for Sport**, believes it necessary to reflect on its work to promote and encourage sport, fundamentally in terms of management models, pricing for the public and subsidies for clubs and sports associations.



There are therefore three lines of strategy:

VALENCIA, A CITY THAT PRESENTS ITSELF NATIONALLY AND INTERNATIONALLY THROUGH SPORT: HOST CITY OF SPORTING EVENTS AND HOME OF SPORTING BODIES

This takes the form of Valencia's external sporting image, through the hosting of sporting events that have national and international impact, as well as the presence of major national and international sporting organisations in the city and the relations that they generate.

VALENCIA, A CITY THAT DRIVES AN ECONOMY AND KNOW-HOW

We analysed the situation and external image of the sport-related economy and knowledge sector that is being developed in the city, in the belief that sport requires continuous research and study to allow it to evolve and progress, and good dissemination of knowledge and of the proposals and projects carried out, as well as strategies to help it develop in the future.

As well as these six topics, which were discussed in separate sector panel sessions, we also considered the need to draw up a seventh topic to look at an issue that arose during the Diagnosis phase and which came up in the various interventions that were made while the Plan was being developed.

PROFESSIONAL PROFILE AND JOB MARKET

It was observed whilst the Plan was being drawn up, that the situation of people working in Valencia in roles relating to physical exercise and sport is a major problem. It was therefore considered suitable to include a study of the sports job market, as a crucial element to ensure people do sport, which aims to improve health, provide quality instruction and training at every level. This is only achievable with experts who have been properly trained by official organisations.

STRENGTHS AND OPPORTUNITIES

- A well-established calendar of top-level sporting events that form part of some of the most prestigious international sports circuits: sailing, motor sports, show jumping, tennis, athletics, etc.
- Strong institutional support for hosting sporting events.
- Strong public acceptance of Valencia hosting sporting events. *Informe sociológico sobre la gestión deportiva municipal en la ciudad de Valencia (Sociological Report on Municipal Sports Management in the city of Valencia)*, Sociology Department, University of Valencia (2009).
- Proven organisational capacity. Valencia stands out for its location, climate, hotel and transport infrastructure, etc.
- The launch of the AVE high speed train to Madrid in December 2010 has improved connections to the capital and increases the projection of events organised in Valencia.
- As well as the sport-specific infrastructure, the City of Arts and Sciences and the exhibition centre, Feria Valencia, are two large and unique complexes that are conducive to the hosting of sporting events.
- When it comes to water sports, the Juan Carlos I Royal Marina is considered one of the best facilities in the world.
- The Marathon and Triathlon are two of the events with a long history and most international future potential, both good examples of "practical tourism".
- Home to most of the Valencian Region's sports federations.
- Valencia's status as European Capital of Sport 2011, giving the city more European outreach.
- The council's wide-ranging provision for sport (facilities, public races and competitions, programmes, etc.) has to date counteracted any potential underlying threat that the larger events take up a significant portion of public sport resources.

WEAKNESSES AND THREATS

- There is no single, shared format for analysing the economic impact of sport.
- In some cases, the promotion of various sports and the creation of wealth through local business, research and knowledge is totally dependent on the major sporting events.
- Sports tourism in Valencia is also very strongly linked to the major spectator sporting events and not to actually doing sport.
- The need to increase international access to the city through the airport. A first step was already taken on this path in July 2010 with the announcement of the return of one of Europe's leading low-cost airlines.
- The lack of agreement regarding the Juan Carlos I Royal Marina has been an obstacle to the development of a plan for integrated, strategic use.
- Lack of a major arena (15,000 spectators) able to host certain sporting events.
- Uncertainty as to the status of the new Valencia FC stadium.
- Among the many public runs and races held in the city, the Marathon is far below its true potential.
- Bad scheduling of certain events: the Open Tennis 500 clashes with the MotoGP event.
- Few organisations and bodies of national and international renown based in Valencia.
- In general, there are few organisations that sponsor sport in the city.

STRATEGIC AREA 3.

SWOT 2: VALENCIA, A CITY THAT DRIVES AN ECONOMY AND KNOW-HOW

STRENGTHS AND OPPORTUNITIES

- Regardless of the current global recession, the sports industry is a growing economy, both as a healthy activity to do and as a form of entertainment. As indicated in the 2005 CSD survey on the sporting habits of Spaniards, Valencia was six percent above the national average. According to the preliminary data for 2010, it appears that this position has been maintained.
- Capitalise on sporting events to create focal points for technological innovation that create wealth through business, research and development.
- The Valencia Biomechanics Institute (IBV), home of the Spanish Technology Platform for the Sports Industry and a world renowned research centre.
- *Sport Unlimited*, a new concept in trade fairs, with high potential and expectations.
- A comprehensive education system with public and private organisations and other important focal points for knowledge, from which to study sport sciences.
- Major sporting events are one of the city's assets as a magnet for tourism and a source of wealth creation (economic impact on revenue and employment).
- The presence of important centres of knowledge in public and private organisations that are driving research into sport as part of their general activities.
- The media is predisposed to sport. An opportunity to reach more people.

WEAKNESSES AND THREATS

- In general, lack of information about sport's contribution to the Valencian economy:
 - Its percentage of GDP and of employment in Valencia, as well as the absence of any specific study of expenditure on sport.
 - In very few cases is there any real economic quantification (revenue and employment) of the impact of holding certain sporting events.
- The sports manufacturing and services sector in Valencia is limited, both because of the size of companies (micro-enterprises) and because of their lack of R&D background.
- There is no history of sports fairs.
- The absence of a centralised information network that publicises access to the wide range of know-how and training available in the city.
- Limited local use of the Valencian organisations that do generate sports knowledge, such as the Valencia Biomechanics Institute (IBV) and the Valencian Economic Research Institute (IVIE).
- Local sports clubs are limited in what they offer (except the football clubs), and require a good deal of council intervention just to keep them running.
- Excessive predominance of football (70.3 % on average) and of spectator sports in the media. Coverage, dissemination and promotion of popular sports depend on the sponsorship of a few companies that pay to appear in the media.





The conclusions of the **Valencia Strategic Plan for Sport** presented below include the various measures or strategies that won the greatest consensus across the different levels of participation (website, sector panels and specific meetings and reports received) of all the stakeholders in the city's sport system.

The conclusions are arranged into projects. Each project is made up of a set of strategies, measures or actions that follow a specific purpose as described in each project title. We have tried to give each project its own significant content that differentiates it from the others, although the subject matter sometimes overlaps with another project. Nevertheless, we have taken care to make the ultimate goal of each project clear, specific and relating only to its own project.

In some cases, the projects bring together various measures from the different strategic areas used in the Diagnosis Phase and later in the open Participative Phase. Each project description explains its importance, outlines its objectives and indicates who its principal developer/s should be. The final description of each measure included varying degrees of specificity, which is inevitable for some subject matters, but they always focus on work to be done in the future.

Strategic Area 1	1 Planning new sports facilities
	2 Measures for greater quality, functionality and design of sports facilities
Strategic Area 2	3 Sport for children: evolution and organisation
	4 Sport for adults
	5 Women and sport in Valencia
	6 Developing sports associations
	7 Promoting and organising sports volunteering
	8 Supporting professional sport
Strategic Area 3	9 Creating the "public sector/private sector forum" on sport
	10 Developing and coordinating major sporting events
	11 Valencia as a magnet for sports organisations and activities
	12 Valencia as a sports tourism destination
	13 Generating the Valencia sports industry cluster
	14 Driving research and knowledge: Creating the European observatory or centre for research into municipal sport
	15 Professional regulation of sport in the Valencian Region



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PROJECT 1. PLANNING NEW SPORTS FACILITIES

The diagnosis included in the Base Document shows that the situation of the city of Valencia as to the number and distribution of its sports facilities is satisfactory, as practically all areas come under the radius of one of these facilities. Moreover, several projects are currently being carried out or have been planned: the Malilla Sports Centre, the Nou Moles Sports Centre, the Juan Antonio Samaranch Sports Centre (in the former Naves Cros), the La Fuensanta Sports Pavilion, and the Rugby City in Quatre Carreres, together with the renovation of the Benimaclet Sports Centre, the Section II Football Ground, and the Section VI Baseball Court in the Turia Gardens, and the Pinedo Football Ground, which will reduce the demand for most specific sports. Nevertheless, so as to contribute towards compliance with the main objective of the **Valencia Strategic Plan for Sport** throughout this Participative Stage, once the sports facilities of the city have been analysed and studied as a whole with a view to orientating the investments of the coming decade, it has been agreed that the following specific interventions would be the most highly valued:

SPORT FOR ALL

1. The adaptation and signposting of large natural spaces to encourage the public to take advantage of free sporting facilities, such as cycle lanes, jogging circuits, etc., mainly on the ring roads, the Malvarrosa Beach, the end of the Turia Gardens, and the fertile plain, together with the new Central Park, which also establish continuity between the city of Valencia and its metropolitan area, as part of the variety of its landscape. These actions were highly praised at the meetings held with sports authorities in the adjoining towns.
2. If we are to remedy some of the needs detected in the old quarter and L'Eixample, we must study how sport can be played indoor in the buildings in L'Eixample thanks to either public or private initiative.
3. Providing suitable sports areas in educational centres for the construction of sports halls and premises for the use of both children and the public in general, together with promoting the appropriate use of existing facilities, in accordance with the conclusions of the Plan in the section corresponding to Project 3 - sport for children.
4. Working jointly with the Town Planning Department to create some private areas within the General Urban Plan, alongside new public sports facilities. This measure originates from the request for private initiative in both the business and the associative field (federations, clubs...), for which the establishing of private land for sports is facilitated in the new plans for expanding the city. The use of sporting facilities is currently compatible with the vast majority of types of land. Nevertheless, with the study of specific cases a possible solution exists for the implementation of large sporting areas that do not contemplate a tertiary activity, which is the existence of town planning formulae allowing the compensation of the economic burdens of the proprietors and town planning agents affected.

SPECIFIC SPORTS

5. Location of four large plots to cover the demand for sports such as golf and tennis, both through private initiative; the football complex as a federation initiative, and the new Levante UD stadium to cover the needs of a local club in the top national division. The option of the metropolitan area as a site for the construction of any of these large areas for sports has not been ruled out.
6. Location of a medium-sized plot to satisfy the demand for outdoor archery facilities and other disciplines if suitable. The option of the metropolitan area has likewise not been ruled out.
7. Remodelling of the Fuente de San Luis Sports Pavilion, increasing its capacity to 10,000 seats as will be required by the Basketball Euroleague as from the 2012 season. This includes the extension of an attached training module to complement the current facilities for playing elite basketball.
8. Relocation of the Benimaclet football ground to the plot foreseen in the Integrated Action Programme, once planning difficulties have been overcome.
9. Expansion of the 7-a-side football ground in Benimaclet to an 11-a-side football ground once the necessary expropriation process has been completed.
10. Conditioning the final section of the former riverbed and possible areas in the La Albufera Nature Reserve and the El Saler Lake for practising water sports.



11. Creation of new facilities for both indoor and outdoor climbing.
12. The creation of new sporting facilities for practising artistic and rhythmic gymnastics, as those existing in the Cabanyal Sports Centre and the Fuente de San Luis Sports Pavilion have now become limited as far as current requirements for these sports are concerned.
13. Making use of the Juan Carlos I Royal Marina facilities and its surroundings for sports such as sailing, triathlon, rowing, and canoeing.
14. To be able to satisfy the demand for a 50 m swimming pool capable of accommodating the training sessions of top class swimmers, a short-term option would be to heat the water in or even cover the swimming pools in the West Park. Another option would be to reach an agreement with a local club that might be able to transform its facilities into a 50 m pool, as the essential use of these pools is competitive training and not recreational or public use. Finally, we have the option of the use of the 'Balcón al Mar' plot.
15. The permanent use of certain areas of the Malvarrosa and El Cabanyal-El Canyameler beaches for beach sports such as beach volleyball, beach soccer, footvolley, rugby, etc., making these compatible with public use of the beach, after obtaining the necessary permits from the Coastal Authority.



MAJOR EVENTS

16. The construction of a large covered sports enclosure to hold between 13,000 and 15,000 spectators to satisfy the demand for sporting, cultural, and leisure events of this size. The remodelling of the Fuente de San Luis Sports Pavilion mentioned in Measure No. 7 could be assessed as a more ambitious project.
17. Completion of the New Mestalla Stadium as a great architectural icon with the latest technology, but in turn designed to be used for alternative multi-purpose uses.
18. The historical and emblematic Pelayo Trinquete, which is a benchmark among pelota enthusiasts in Valencia, requires major renovation work to gain additional space for sportsmen and women and spectators.

In short, this project for which the conclusions are briefly set out here constitutes in turn a summary of the *II Master Plan for Sporting Facilities in the City of Valencia*. Its main promoter should be the Valencia City Council through the FDM, albeit in conjunction with local bodies, the Regional and Central Governments and/or private initiative, according to the content and the scope of each of the interventions.



PROJECT 2. MEASURES FOR GREATER QUALITY, FUNCTIONALITY, AND DESIGN OF SPORTS FACILITIES

In the Diagnosis Stage it became evident that in the future the preservation and maintenance of current sports facilities must take precedence over the building of new ones, owing essentially to the fact that Valencia already has a wide network of sports facilities with an area of influence that covers almost the whole city. However, the remodelling and adaptation of these existing facilities and the intensification of their maintenance should help to convert them into multipurpose and versatile spaces that are also sustainable from all points of view. The projects that are currently being executed already comply with all quality, design, energy management, and environmental requirements. At this point, in terms of design and quality in the adaptation of sports facilities, the following measures which were the most highly valued in the Participation Stage are proposed:

19. A detailed analysis of all existing sports facilities to ascertain their multipurpose nature and versatility, and the subsequent drawing up of an action plan to optimise each of them by making full use of their features.
20. The drawing up of the following publications:
 - *An updated Sports Facilities Maintenance Manual.*
 - *State, Regional, and Local Regulations applicable in Sports Facilities.*
 - *A Guide to Designing Sports Facilities* to ensure they are multipurpose, versatile and efficient.
21. The implementation of a *Plan to Guarantee the Quality of Sports Facilities*, with the creation of the new figure of the “Quality Manager” to ensure follow-up.

All these proposals will be subject to exposure, analysis, and discussion to take advantage of the opportunity offered by the I International Conference on Sports Infrastructure that will be held in Valencia in 2011 as part of the European Capital of Sport events. The conference is organised by the FDM and the Valencia Biomechanics Institute (IBV), in conjunction with the Valencia Sports Council (Valencian Regional Government), the National Sports Council, and other professional associations.



PROJECT 3. SPORT FOR CHILDREN: EVOLUTION AND ORGANISATION

This project describes the set of measures that aim to encourage children to do physical and sporting activities at this stage of life, when acquiring positive habits that contribute towards a broad education of young people is so important.

22. During the Diagnosis Stage it became evident that a wide range of activities is currently available for this age group in Valencia in all parts of the city. Likewise, the concern as to how to tackle the problem of teenagers giving up sports, especially when they move from primary to secondary school, was shown to be justified. There are various theories explaining the reasons for this phenomenon and they may all be valid to some extent. Aspects such as the failure of instructors and trainers to achieve participant loyalty in sports, the change that occurs when parents stop taking their children to primary school and they start to go to secondary school on their own, the wide range of passive leisure activities available to children and young people (video games, the Internet, etc.), the burden of their secondary education studies and the consequent lack of time, etc. have all been mentioned.

However, the most widely mentioned aspect, which is closely related to one of the strategic proposals appearing in the diagnosis document, is the narrow range of extra-curricular activities organised by schools and the lack of versatile structures which optimise sports facilities. Few schools have an organisational structure in the form of a sports club. The presence of these structures makes a clear and substantial difference to the ability to activate resources and provide activities between schools that have them and schools that do not.

In short, most delegates agreed that it is easiest for children to do sport at school, as they thus make the best use of their time and their parents find this system safer. An analysis was subsequently carried out as to what the ideal school model is for this objective is to be met. This model would be defined by the following characteristics:

- The inclusion in the school's ideology that sport (not only physical education) is part of its educational aims and must therefore be reflected in them. In short it is a case of schools accepting that sport is an instrument of education which should be recognised by the whole of the educational community (management, parent associations, the board of governors, and naturally the physical education department).
- School sports facilities must comply with minimum quality standards so as to guarantee that they can fulfil their educational purpose, both referring to their technical characteristics that allow them to open and close according to an extra-curricular timetable and at the weekend, and minimum maintenance and cleaning services.
- The figure of the school sports coordinator as the person in charge of the organisation who encourages all extra-curricular sporting activities. This is linked to the physical education department.

- Encouraging the creation of multidisciplinary sports clubs in schools. Ideally these bodies should be inherent to the educational institution itself, although close collaboration with existing clubs could also be considered.
- Every organisation should be economically sustainable through income from participants' fees and revenue from private sponsors, alongside the support of possible public subsidies that are contributed in specific situations, but which do not imply the organisation's complete dependence on them, except in very specific and fully justifiable circumstances. It is essential to create a stable management structure to include representatives from the school and in particular parent associations, former pupils, other voluntary collaborators, etc.

Encouraging the creation of sports clubs or associations within the school environment so as to give the pupils the opportunity to do sport which is suitable for their age and abilities must therefore be one of the essential objectives of the Plan. A good network of schools (whether they be public, private, or state-assisted) with this structure will be the best guarantee to ensure this age group participates in sport and does not drop out.

23. The City Council offers a wide range of sporting activities for children. These include Sports Schools and Municipal Sports, swimming at school, dry land sporting activities, football, and all other the activities carried out by the clubs, associations, and bodies as a whole at the municipal sports facilities. In terms of budget, the work of the FDM has traditionally been based on the Municipal Sports Schools programmes (as the remainder of these are financially independent). This has been the programme par excellence at this stage since the FDM was created. It has encouraged young people in the city to do sport including minority and lesser known sports. It has also been a great help to sporting federations, and has been put into practice in most cases by means of collaboration agreements with them.

Nevertheless, at present this is currently implemented as a low-cost programme. It started off as such and has become even more outdated over the years compared to current market rates. This has caused issues of unfair competition according to the companies which organise extra-curricular activities in schools.

On the other hand, children of all kinds benefit from this programme, independently of their social and economic situation. It has also been perceived in some cases that when the activity has been facilitated to such an extent, i.e. allocation of teaching staff, the donation of material, etc., the creation of local sports clubs has stagnated, thus preventing the educational institution from organising this kind of activity itself at school.

In line with one of the Plan's strategic lines that aims to encourage sports associations, in this case for children of school age, and the municipal sports institution's involvement throughout this process, it has been assessed that the strategy to follow must be to maintain funding but to redirect it, on the one hand, towards the creation of school sports clubs, and on the other to

maintain direct funding for schools or pupils whose social and economic situation requires it.

Moreover, the fees must be sustainable in line with the market and the cost of the activity itself, and in any case the addition of direct aid for children who really need it. Likewise, encouraging sports associations, which constitutes **Project 6** of this Plan, must also have a positive influence on increasing the range of activities available to children, and also take into account the fact that most of the clubs use municipal sports facilities.

The conclusions regarding this proposal have been the subject of considerable debate, both at the sectorial panels, on the Internet, and at the various meetings with specific groups. There was majority if not unanimous agreement in the conclusions given here.

24. The concerns over health at school are well known in this sector, especially in two fields:
- The proposal is to counteract the alarming rates of obesity in children by encouraging sporting activities and by promote healthy eating campaigns as a complement to sports programmes. This is in line with other Spanish and European reports.
 - The need to carry out comprehensive medical checkups on young sportsmen and women taking part in federation competitions, as a complement to school checkups, must be stressed.

This must be suitably coordinated by the educational, health, and sports administration.

25. As a final priority measure in this project, and as sport at school is considered to be an instrument of education in creating positive values for young people, action must be taken to counter the excessive presence of physical or verbal violence found in competitive environments, and which is totally contrary to the values we all understand should predominate in sport. This phenomenon affects all sports at this age, but is more prevalent in football where episodes occur much more frequently.

In our case, the matter is particularly serious as most incidents occur at municipal football grounds that are run by clubs through agreements reached with the FDM, and which are in essence sports facilities that should be orientated towards health and education.

In short, we can say that there are many reasons for this phenomenon including isolated and joint factors that stem from both the sportsmen and women and their parents, trainers, and directors, and which are not easy to tackle given the environment in which football is developed.

Thus, given the importance of this problem, we propose a specific project: "The Prevention of Violence in Grass-Roots Football" as opposed to the promotion of violence. A committee made up of representatives from local clubs, referees, trainers, and the football federation, alongside experts and

city councillors. The initial mission of the committee is to diagnose the violence in grass-roots football in Valencia, so as to subsequently put together a complete action plan for all the stakeholders involved.



PROJECT 4. SPORT FOR ADULTS

In contrast to the case of children which clearly requires work to increase their participation in sports and physical exercise, the adult population is the group that has most increased its participation in sporting activities over the last decade. This has been corroborated by the recent survey carried out by the Sociological Research Centre (CIS) on the sporting habits of Spanish people (2010), which shows an increase of 18 points compared with the data recorded in the previous survey of 2005. Thus, in general terms, this data shows that this group does not need great motivation to do sport as this is the segment of the population that is most aware of its importance and that makes use of a wide range of programmes. Moreover, the growth in non-club sports has made it the group with most participants (75%) compared to 19% of participants who do sport courtesy of a sports club or association. According to the same survey however, the percentage of women doing sport (31%) continues to be lower than that of men (49%). This fact has led to the designing of a specific project aimed at women within this Plan.

It should be emphasised that from the outset, the technical team considered the inclusion of senior citizens in this section, as it is believed that any measures to promote sports for adults will in turn encourage sport in this age group, especially because sport available to senior citizens is totally integrated within the adult activity programme.

Likewise, specific proposals for immigrants and the disabled have also been included in this project. It is true that encouraging sport for adults has not been in particular demand through the various phases of the Plan, perhaps because Valencia offers suitable opportunities to do sport and physical exercise for those who wish to use them, either in private centres or independently. Nevertheless, some specific proposals have arisen which are mentioned below:

26. A specific study on Valencian sporting habits has been commissioned as the continuation of the series carried out in 2000 and 2005. This will provide us with reliable data on the city's population so we can make the right decisions when managing sport.
27. Encouraging the public to use the free sporting facilities has been in demand in the various phases that have taken place. **Project 1** *Planning new sports facilities* already aimed to adapt and signpost large natural spaces to encourage the use of free sporting facilities, such as cycle lanes, jogging circuits, etc., mainly on the ring roads, the Malvarrosa Beach, the end of the Turia Gardens, and the fertile plain... This project strengthens the need for taking this measure.
28. The promotion and continuous awareness of the health benefits of doing sport and physical exercise. Almost all the sectorial panels suggested taking advantage of any measures by the administration, private entities or universities to publicise the health benefits of sport and physical exercise. In short, the idea is for citizens to do more sport through the private, university, and public activities available. This common strategy can be approached in many different ways (diet, education, health, social cohesion...) and goes beyond mere sporting propaganda as it aims to include a sporting culture within the daily habits of the population of Valencia to make it one of its distinguishing

features. It was insisted that a Plan of this type must conclude with the commitment of all members of the sector in this aspect. The managers of the towns in the metropolitan area commented on the additional need for the coordination of the measures carried out by all groups.

29. In keeping with the foregoing, work has been done in recent years at the FDM to create cardio-protected spaces with the installation of defibrillators at all municipal sport facilities, and making them available to citizens in medical sports centres. During the development of the Plan the advisability of continuing to work in this direction has been proposed, together with awareness of the need for regular medical checkups as a guarantee of safe popular sport.
30. To consolidate sporting habits from an early age, the creation of programmes aimed at "family sport" was proposed to facilitate access to physical exercise and at the same time encourage the habit in young children by them imitating the participation of their parents.
31. Transferring the organisational model of the popular races programme to other sectors was proposed as an example of the ability to create sporting habits.
32. As far as the immigrant population is concerned, it was appreciated that total integration occurs for children, but that special efforts are needed to achieve sporting integration for adults that use the municipal sports facilities as this is still far from achieving total integration with the remainder of the participants of the city. It is rather using sport as a cultural element in its own right, as a means of bringing people of the same nationality together by means of activities that are closed to other participants. Various types of action have been planned within this project:
 - 32.1. The study and exchange of experiences to compare the integrating measures that are being taken in other Spanish and European cities.
 - 32.2. An information campaign aimed at the groups using the municipal sports facilities regarding the need for "opening up" their competitions to all other groups.
 - 32.3. Establishing dialogue with sports federations and clubs to facilitate the integration of this group.
 - 32.4. Encouraging associations in schools as a means of reducing the number of teenagers giving up sport may also help to give continuity to the integration that already occurs in school activities.
33. The disabled make up one of the groups under analysis in the Diagnosis Document, in which the excellent work carried out in recent years by both the Valencian Region Adapted Sports Federation and the Valencian Region Mentally Disabled Sports Federation was commended in a combination of various programmes such as Hospiesport; Adapted Sports Around Schools; Adapted Sports Work Camps; Municipal Schools for Adapted Sports... which have become a benchmark at national level. The following ideas were proposed as future lines of strategy:

- 33.1. Accessibility. This is a case of maintaining continuous progress towards universal accessibility to sports facilities as described in **Project 2**.
- 33.2. Inclusive processes. This concept includes a combination of activities aimed at the disabled in order to encourage their social inclusion. This included continuing with currently existing programmes, making use of new designs and expanding these activities with specific programmes in educational, therapeutic, leisure and free time, competitive fields.
- 33.3. Making the remainder of the population aware of the importance of integration in the general programmes aimed at this group by means of communication and training activities and any other opportunities that may arise.



PROJECT 5. WOMEN AND SPORT IN VALENCIA

Women's sport was analysed in detail in the Diagnosis Stage. At school there are still sports that are much more popular with boys (rugby, football,...) while certain sports continue to be identified with girls (volleyball, rhythmic gymnastics,...). At the adult stage this polarity also occurs and the data analysed showed that women participate above all in directed activities (aerobics, swimming courses, spinning,...) and to a much lesser degree in competitive or federation activities in which there are many more men than women.

In Valencia the participation of women in sport and physical exercise is slightly above the Spanish average, especially in non-directed sport and in regulated competition. An example of this is the percentage of women taking part in the popular races (22%) which is higher than that of other cities, alongside the top-level competitive teams in Valencia: Ros Casares, Terra i Mar, Valencia FC, Levante UD, CTT Mediterráneo Table Tennis, Antorcha Softball, CH Marítim, etc.

Nevertheless, it is clear that there is a smaller percentage of women doing sport and physical exercise compared to men and that work must be done to improve this situation. With this objective in mind, the FDM is collaborating in the Plan known as the MIO (Municipal Equal Opportunities), the II Municipal Plan for Equal Opportunities of Men and Women, which is being carried out by the Valencia City Council. Likewise, measures also include those established by the National Sports Council in its 2010 Complete Plan for Sport and Physical Exercise. These measures aim to boost the presence and the participation of women in all fields of sport and physical exercise in Valencia by conciliation measures, equality training and encouraging egalitarian participation and its networks, together with the dissemination of women who do sport.

The following have been proposed as specific actions to be carried out by the FDM in the coming years:

34. The FDM's current range of activities aimed at the adult population is appropriate. However, the suitability of the timetables of the activities and programmes aimed at women that are organised in Valencia through the FDM is to come under study. The idea is to increase female rates of participation. This is not conditioned by the range of programmes on offer or the existence of facilities, but rather by the problem women have of reconciling their family commitments with their work.
35. Carrying out awareness campaigns aimed at women as to the health benefits of sport and physical exercise. The emphasis of these campaigns centres on creating activities that encourage women to do sport and doing physical exercise as a family. A good example of this is participative events such as the popular races, bicycle Day, swimming across the port, family excursions, and especially the Women's Race, which is associated with acts of solidarity.
36. Likewise, this project also aims to increase the presence of top-level competitive teams in the city of Valencia, along the lines of **Project 8**, so as to transmit positive values to young women.
37. In the application of the **Valencia Strategic Plan for Sport** sexist language must be avoided in sports campaigns, in accordance with the MIO Plan.



PROJECT 6. DEVELOPING SPORTS ASSOCIATIONS

An analysis of the sports associations in the city of Valencia has shown that there are many associations but their organisational structure and resources are generally weak. Very few clubs have their own sporting facilities that provide activities of their own, as is the case of the Valencia Tennis Club, the Sporting Tennis Club, the Royal Valencia Yacht Club, the Correcaminos Sports Club (Athletics), the Valencia Swimming Club, Valencia FC, Levante UD, etc. One of the main lines of the Plan consists of the conviction that in the future if there are more clubs with strong structures that work independently, sport in the city will develop more and will bring greater social and sporting benefits for its inhabitants. This occurs in most large European cities where people do sport through associations with less direct participation from the public administrations. Historically, the sports unit par excellence in most European countries is the sports club.

There are a small number of business initiatives that have been incorporated as private sporting bodies which sometimes act as sports clubs. During the Participation Phase, these bodies strongly expressed their distrust of wide public intervention, as this limits their growth and the creation of more similar private business initiatives.

The measures agreed for promotion by the Valencia City Council and the FDM with the objective of strengthening sports associations in our city included:

38. Continuing to sign collaboration agreements for the management of sports facilities, including the transfer of land for the construction of sports facilities for sports clubs and federations. One of the reasons given for strengthening an association structure is having facilities to administer as this requires a greater commitment from the governing board and also creates a meeting point which bolsters a feeling of cohesion among members.
39. Facilitating the search for land for its acquisition and the setting up of sporting facilities by private initiative in both the business field and that of federations, clubs... as per the guidelines described in Action 4 of **Project 1**.
40. Scheduling training programmes for those running non-professional sports clubs and associations to serve as a guide for managers of this type of body.
41. Collaborating with the Fallas festival committees as the main associative fabric of the city in their growing interest in including sport and physical exercise among their activities. In this respect suitable technical and organisational advice should be provided to those running them so as to guarantee that the activity is truly healthy and is held in a participative atmosphere.
42. Introducing a new application on the FDM website with the current contact details of all the clubs in the city of Valencia so as to improve communications, afford access to possible new members, etc., in line with current data protection legislation.



PROJECT 7. PROMOTING AND ORGANISING SPORTS VOLUNTEERING

Throughout the whole of the Plan's development process the importance of the figure of the "sports volunteer" as one of the essential aspects that sustain the sports system and favour its progress has been constant.

In fact, the creation of sports associations dealt with in **Project 6** is based on the figure of the volunteer, which is understood within a wide concept that includes managers, experts, parents and their companions, ball boys and ball girls, etc. The sports volunteer is likewise essential in the organisation of sporting events of various kinds, from popular and charitable to major international events.

Moreover, in general terms the figure of the volunteer is recognised in international, national, and regional legislation, with the aim of facilitating citizen participation in political, economic, social, and cultural life, etc.

Valencia already has an important group of sports volunteers from clubs and elsewhere who facilitate the holding of the various sporting events that take place each year. This is however an uncoordinated group that cannot benefit from certain common aspects.

The following measures have been proposed to increase voluntary participation and provide measures and scenarios within which to carry out their work:

43. Creating a single office to centralise and coordinate sports volunteers in Valencia, alongside bodies that already have sports volunteers for holding their activities. The FDM's head office has been proposed for this thanks to its broad-based contacts with the totality of the bodies organising sporting events.
44. Facilitating specific training programmes alongside the universities, aimed at anybody interested and at students in particular, as they are at an ideal age to do these activities. The success of these actions will largely depend on appropriate training in accordance with trainers' previous qualifications and experience.
45. Having an updated census of all active sports volunteers to include their details (merits, training, availability, etc.), in line with current data protection legislation.



PROJECT 8. SUPPORTING PROFESSIONAL SPORT

One of the aspects regarding the city's overall sporting balance is that it is also necessary for elite sportsmen and women to serve as an example and improve the city's outreach both within Spain and abroad.

In this vein, the support of elite sportsmen and women and clubs in Valencia becomes important, both from the perspective of the image and promotion of the "Valencia" brand and in their work as role models that attract attention and unite both children and adults through sport. According to national and regional sporting legislation, top-level sport is the competence of the Regional Government, although efforts made by the City Council continue to be valued and it is asked to continue to participate in encouraging and aiding the city's top-level clubs and sportsmen and women.

46. The objective of this project is above all to maintain top-level sports subsidies among all competent institutions, both directly and by means of aid to find sponsorship and patronage, and in turn to establish criteria to determine which bodies or sportsmen or women must be supported including the following:
 - That the sportsman or woman is representative of his/her sport and is involved in promoting this sport.
 - That he/she is a good ambassador for the city of Valencia.
 - That he/she has model behaviour associated with healthy sport and fair play, far from violent attitudes unworthy of sport.
47. Along the same lines of support for top-level sport, the sportsman or woman or the club must be informed of the total cost of the aid that is indirectly received.



PROJECT 9. CREATING THE "PUBLIC SECTOR/PRIVATE SECTOR FORUM" ON SPORT

The participation of private entities either individually or through the Valencia Business Association of Sports Centres has been constant in both the Diagnosis and Participation Stages, and also at most sectorial panels, owing to the fact that this sector is present in all areas ranging from extra-curricular activities to sporting activities for both children and adults in its own private facilities. In short, the whole of this private sector currently constitutes an important part of the sports system of a city that coexists alongside the municipal sports facilities' programmes.

During the drawing up of this Plan an in-depth study was conducted into the evolution of the relationship between the public and private sports sectors in Valencia in recent years. The ensuing debate featured criticism from the private sector, which complained of excessive interference from the public sector to the detriment of its interests.

The private sector has played a very active part throughout the whole of the study, and the most important conclusion is the need for:

48. The creation of a permanent forum of study and communication for the public and private sectors, which continuously analyses aspects related to public/private sports management, such as activities, prices, etc. In short, it is a case of pooling all future actions to be carried out by both sectors in favour of a satisfactory coexistence, which creates common ground so that both sectors can continue to prosper and make progress. The invitation for analysis should be extended to the entrepreneurs and towns in the city's metropolitan area.



PROJECT 10. DEVELOPING AND COORDINATING MAJOR SPORTING EVENTS

When the role played by the organisation of major sporting events was analysed in the Participation Stage and especially at the sectorial panel of “Valencia, the city that is promoted both nationally and internationally by means of sport” it was said that these events are one of the city’s greatest assets which has a first-rate well established calendar. Likewise however, a more in-depth study was required to make the best use of this asset. This came down to the analysis of the aspects mentioned below:

a) Promoting grass-roots sport

All events must have a clear impact in promoting their sport in Valencia, channelled through local sports bodies: clubs, associations, federation, etc. We must involve them all, and also generate enthusiasm and attract new participants by providing information on places to subsequently do this activity.

b) Economic impact

Sporting events, as we have said, represent one of the city’s assets. The maximum economic return must be sought during the period they are held. “Sports tourism” is one of the mainstays of this benefit.

To quantify this impact a common model that follows the guidelines of the Valencian Economic Research Institute (IVIE) will be required to take the following three aspects into account: direct impact (the initial cost involving increased income and employment), indirect impact (increased demand deriving from the iterative process among suppliers of the event), and induced impact (the consumption of domestic economies).

c) Media impact

Sporting events must project a good image of our city. This is the free publicity (the real value of which is incalculable) given by its appearance in the media: the written and digital press, television, radio, the Internet... publicising the “Valencia” brand both within Spain and abroad. The objective is for the name of the city to appear clearly in all kinds of communications surrounding the sporting event so as to become a genuine lure or attraction.

d) Focus of innovation and revitalisation of the business sector

The sporting event should be considered to be an opportunity to attract businesses and innovation to thus revitalise the sector in the short, medium, and long term. The generation of synergies and opportunities, with a low investment for the city, allow the creation of a favourable environment for developing the sports industry’s economy.

This has been the aspect that has least been developed to date. The reasons for this include the lack of interest shown by some promoters from other regions in contracting local managers, as it is easier for the latter to work with their habitual suppliers, but also sometimes the deficient preparation and leadership of our business community in these areas.

Moreover, the loss of returns from VAT (taxes in general, such as for example the Tax on Economic Activities (IAE) must also be taken into account when the suppliers of services come from outside the Valencian Region.

It must be considered that the focus of this innovation will be a direct consequence of the new business cluster mentioned in the following section on the strategic political area.

e) Solidarity

Any sporting event must have a social legacy to transmit feelings of local collective solidarity. This may be done in various ways: organising acts of solidarity, putting aside part of the budget, etc.

In short, these are the five aspects that we must seek for any sporting event. It is then that it can be considered to be "of interest" to Valencia.

Several courses of action have subsequently been proposed in order to make better use of major sporting events. The conclusions have concentrated on three areas (strategic-political, economic-financial, and social), although the main conclusion centred on the idea of strengthening the awareness and internal unity of the project to make Valencia the venue for major sporting events, alongside the need to coordinate measures and ensure all the local partners have the same vision, which has not occurred to date. As has already occurred in other cities, this idea clearly involves working together to generate or strengthen a powerful Valencia sports lobby that acts with the same vision. As well as implementing a common strategic working philosophy, many efforts must also be made in the coordination of major sporting events and in the promotion of a Valencia sports business cluster.

As a whole, the main measures agreed upon were the following:

Strategic-political area

The followed idea was put forward in terms of working on a Valencia sports lobby related to the promotion of national and international sporting events:

49. The creation of a calendar for coordination meetings for major sporting events. A proposal aimed at creating rules for working together and the speeding up of administration and coordination by government. The main functions of these meetings would be:
 - a) Bringing together the dates for holding major sporting events in an overall calendar.
 - b) Coordination of the various institutions and public administrations to launch and manage these projects.
 - c) Coordination with associations in the hotel trade and tourism-based companies.
 - d) Drawing up social and economic feasibility studies for each project. The Valencia City Council, the Valencian Regional Government, promoters, federations, the business world, and the tourist industry would all be involved in this project. Moreover, it was proposed that the FDM should coordinate these meetings as a consequence of the Valencia Strategic Plan for Sport.
50. A sporting brand in the communication of all major sporting events so that a genuine magnet or attraction can be created.

51. Generation of major sporting events of our own. As far as is possible, progress should be made in creating our own events, competitions, etc. without having to rely on others with high royalty costs.

Economic-financial area

52. The creation of a sports business cluster in Valencia (**Project 13**). This would take the form of a body (a non-profit-making association, a foundation...) to bring together and represent the sports business sector of major sporting events in the Valencian Region, and likewise serve as a forum for all interested parties (public administration, federations, the media...). This body would be led by the business sector and would consist of various working groups (sporting events, innovation, etc.). Its objectives would include providing a single point of consultation, the coordination of all industry stakeholders and the positioning of the Valencia sports industry both within Spain and abroad. The institutions involved in this project included the leading industry companies, professional and business associations, and other industry stakeholders who would take part in an advisory committee.
53. Drawing up an economic-financial business model for major sporting events. Along the lines of the model previously mentioned as far as economic impact is concerned, the aim would be to extend the concept and search for a common economic-financial model to include an analysis of the possible impact, both in the stage prior to decision-making as to the viability of the project and during its final assessment.
54. The creation of mechanisms for the official approval of local suppliers to benefit Valencia's business fabric and demonstrate Valencia's organisational capacity. A proposal was made as to the advisability of resorting to a base of collaborating companies that could offer its services provided that the organising body has the independence to do so.
55. The generation of overall sponsorship systems for popular sporting events. It would be a case of bringing together various popular events in a single project with a view to increasing its interest for possible sponsors, and also of motivating Valencia entrepreneurs to choose to purchase rights to exploit sporting events.

Social area

All the proposals that gave rise to the social area centre on three essential aspects:

56. The optimisation of how the legacy is managed both in terms of the infrastructure and the promotion of the specific sport.
57. Carrying out parallel activities such as scientific congresses, research, university/company meetings, etc.
58. Corporate social responsibility of major sporting events, setting aside part of the budget for social acts of solidarity.



PROJECT 11. VALENCIA AS A MAGNET FOR SPORTS ORGANISATIONS AND ACTIVITIES

During the Diagnosis Stage it was made clear that Valencia is very suited to establishing various sporting bodies in our city. These reasons included:

- Valencia is ranked as one of the 15 best European cities for doing business (Cushman and Wakefield), and its city brand is one of the 20 best on the continent (Saffron, European City Brand Barometer) when using varied parameters such as the climate, culture and gastronomy, and the city's presence in the media. Other aspects can be added to these such as:
- Good communication links, especially with the arrival of the high speed train and improvements to the airport.
- Good quality of life to attract the participation of the most highly qualified professionals.
- After the America's Cup and the construction of the Juan Carlos I Royal Marina, we have some of the best water sports infrastructures in the world.

It was commented that we must be expectant in the future so as to welcome and help various bodies that might establish their business headquarters in Valencia on both a national and international scale, as the concentration of these bodies enriches our local sports system as a sports benchmark. There are many sports-related organisations that aim to specialise in or are related to training or administration, together with associations of trainers, judges, etc., to whom the transfer of their headquarters to Valencia could be offered, This is already occurring in tennis, with the headquarters of the Teaching and Research Area of the International Tennis Federation having relocated to Valencia, and also in athletics with the recent arrival of the Association of International Marathons (AIMS). This need not be restricted to Spanish and international sporting federations, the establishing of which is generally linked to an offer of subsidised legal and tax protection.

59. From this perspective we need to take advantage of the synergies of the sports which hold major events in the city, such as sailing, show jumping, tennis, motor sports, triathlon, and athletics, so as to attract entities and bodies related to or involved in their organisation. It is in short a case of promoting the attractive side of Valencia with its positive impact on the economy, which strengthens the work of Valencia's sporting lobby, as mentioned in **Project 10** and **Project 13**.
60. In turn, and in keeping with this strategy of attracting organisations to our city, we should also extend this to holding congresses, conferences, competitions, meetings, etc. that are related to both the economic and knowledge sectors.

The large number of sporting events that are held in Valencia makes it perfect for doing sports of all kinds and levels: elite sport, popular sport, non-professional elite sport, sport for the disabled, teaching sport, etc., which provide opportunities for complementary activities that also give us an international outreach.

Thanks to the boost given this year by the European Capital of Sport 2011 and the busy calendar of scheduled sporting activities, we must be able to achieve continuity for the future.



PROJECT 12. VALENCIA AS A SPORTS TOURISM DESTINATION

61. Tourism is one of the basic mainstays of the economy both in the Valencian Region and in the city itself. Valencia is the city on the old continent that has grown fastest in recent years according to European Cities Tourism. This growth has been essentially due to city breaks and congress tourism, and an important part has also been played at certain times by the holding of major sporting events, especially during the years of the America's Cup.

The study of sports tourism in the Diagnosis Document led to the distinction between sports tourism "on a grand scale" related to major sporting events and top-level clubs, especially football, in which the tourist is a spectator, and "practical tourism" in which the visitor is attracted to our city to play sport or to participate in a sporting event.

In the first case, Valencia has already had memorable experiences in both ongoing and one-off events such as the World Indoor Athletics Championship, the Global Champions Tour, the 500 Tennis Open, Formula 1, and in particular the America's Cup. However, where there is still a lot of ground to cover and where we have not made the most of all our advantages is in the consolidation of Valencia as a tourist destination for playing sport. This was the most emphasised line of strategy in the Participation Stage.

The most outstanding options contemplated included encouraging the public to do the various beach and water sports activities, the use of the La Albufera Nature Reserve (a user plan is currently being designed by the Area for the Conservation of Natural Spaces of the Valencian Regional Ministry of the Environment), and golf, as well as following routes in the natural landscapes near the city.

On the other hand, it is in the participative sporting events in which Valencia has one of the best calendars of any European City with the Marathon and the Triathlon. It possesses all the conditions to enable it to become a fine example of sports tourism associated with sport and physical exercise over the next few years with a growing number of local, Spanish and foreign participants, as shown in the diagnosis document.

Both of these events aspire to becoming the best of their kind, as Valencia offers an unbeatable climate; the circuit is flat which enables good running times, and attractive routes including the Juan Carlos I Royal Marina and the City of Arts and Sciences, together with a wide range of tourist activities for both sportsmen and women and their companions.

The promoting bodies (Correcaminos Sports Club and the Trisense-Triathlon Federation) together with the FDM and the Valencia Tourism Foundation have already begun to work on this subject. The sporting calendar is completed with popular events such as the Half Marathon and the 10 K, which both bring in positive results.

The wide range of sports available in the city may also be an incentive for European students when they choose their destinations by applying for study grants and places to continue their training.

Finally, special emphasis has been given throughout the Plan, in the same vein as the comments made in the major sporting events section, to the statement that if Valencia is to become a comprehensive sports tourism destination, joint and well coordinated work must be carried out by the tourism bodies in the Regional Government, the County Council, the City Council, and Turespaña, alongside those who run sports institutions and the business tourism industry. The proposal is to centralise this task in a single forum as has been done in other major European cities. In our case the idea is for this to be done by means of holding coordination meetings for major sporting events as proposed in **Project 10**.



PROJECT 13. GENERATING THE VALENCIA SPORTS INDUSTRY CLUSTER

This project is directly linked to **Project 9** *Creating the “public sector/private sector forum” on sport* and **Project 14** *Creating the European observatory or centre for research into municipal sport* and may even develop in parallel by searching for synergies among the objectives so as to maximise the profitability of the efforts made concerning Valencia’s sports business community.

As reflected in the sectorial panels included in the area of sport, the economy, and external outreach, the creation of an entity led by the Valencia sports industry is considered necessary. The aim of this is to provide stakeholders with a common vision and focus for the development of Valencia’s sports industry, with particular emphasis on the definition of a strategic agenda of measures to resolve the various needs detected during the process. At the same time it would serve to generate a centre of innovation by mobilising the critical research mass, favouring development and the transfer of knowledge from the Region’s universities and technology centres, thus encouraging industrial innovation and its positioning in Valencia’s industry.

The Valencia cluster would become part of Inesport (the Spanish Technological Platform of the Sports Industry) and could take advantage of the fact that the technical secretariat of this platform falls to the IBV, which means its work methodology could be followed at national level. Similar objectives could be sought and measures enabling Valencian companies to develop their abilities at regional, national, and European level could also be carried out.

Its structure would be headed by benchmark companies to form a board of directors, supported by a technical secretariat, and advised by a committee consisting of the remainder of the partners involved, such as professional and business associations, universities, technological centres, sports federations, and public administrations.

As this would be a continuous forum made up of all the stakeholders involved in the development of the sector, in contrast to those mentioned above “led by the industry itself”, the creation of various working groups would allow objectives to be achieved in different fields that have already been referred to throughout this document. In other words, if we consider the needs detected in other projects and locate the existing synergies, the following objectives could be set:

62. Support for the coordination meetings of major sporting events from the perspective of Valencia business development.
63. Strengthening the “Valencia” brand by incorporating products and services offered by Valencian companies.
64. Creating major sporting events of its own.
65. Active contribution to the drawing up of an economic-financial business model for major sporting events, with the vision and objectives of the Valencian industrial sector.
66. Venues for both major and minor sporting events and for playing sport in general for the people of Valencia.

If we focus on the objectives from the viewpoint of business improvement based on innovation, in other words generating an innovation centre based on the Valencian sports industry and taking advantage of the work already carried out at a national level by Inesport, these would be as follows:

67. Promoting a change in the orientation of the sector to achieve an approach based on knowledge ("Knowledge economy") as defined in the European Council in Lisbon (in the year 2000), the same as in the rest of the country.
68. Creating training instruments and providing continuous training aimed at sports sector professionals, which will increase the technology and innovation culture of the R&D&I units of the companies in this field, thus helping to improve the use of regional programmes to support industrial development.
69. Reducing the research deficit of Valencia sports sector companies (applied research), thus encouraging the development of sufficient knowledge of their own.
70. Establishing a road map for innovation based on the needs of the sector and the opportunities and the knowledge available for establishing and encouraging R&D&I which focuses on the market. Initiating joint development between the industry and the rest of the stakeholders to enable innovation over the next ten years.
71. Maintaining and expanding a Strategic Research Agenda by means of a work programme adapted to the needs and capacities of Valencia that includes proposals for outstanding strategic projects and high priority projects with medium- and long-term objectives. In other words, structuring activities so



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as to unify the regional vision and then be able to transfer it to the rest of the country through Inesport.

72. Maintaining and increasing a critical mass of science and technology in accordance with the needs of the Valencian industrial fabric in this sector, supporting industry and Spanish technological partners in participation and leadership in the Regional Aid Programme (IMPIVA) and the R&D&I National Plan.
73. Facilitating the identification, preparation, and coordination of scientific and technical initiatives that enable stable collaboration frameworks and strategic alliances between industry and centres/university in the field of sport and physical exercise. This will be articulated by means of cooperation in stable and detailed working groups that concentrate on areas and subjects described in the Strategic Agenda. Identifying the capacities of the IMPIVA network's Technology Centres, Valencia's universities and the remainder of the Valencian Region to support the development of the research, development, and innovation needs of the Valencian business fabric in the shape of a charter of services.
74. Creating groups of experts alongside the organisation of workshops that will serve as a forum for exchanging ideas, for publicising new developments and identifying the needs and opportunities of the sector.
75. Developing a cross-sector operation model to favour the creation of a link to various industrial associations from other sectors of interest in the Valencian Region (e.g. textiles, footwear, construction, etc.), including sport on the agenda of at least two of these associations.





**PROJECT 14. DRIVING RESEARCH AND KNOWLEDGE:
CREATING THE EUROPEAN OBSERVATORY OR CENTRE
FOR RESEARCH INTO MUNICIPAL SPORT**

76. Satisfactory sports administration currently requires the existence of returns, and feedback mechanisms to obtain knowledge about the scope and impact of the actions carried out in order to be able to take future decisions.

The FDM has run an observatory for sports administration for several years now, although to date it has concentrated on the study of the “sporting habits of the people of Valencia”.

The need for an observatory has arisen throughout the Plan. Its objective has expanded to include all fields such as sports associations for both children and adults, aspects referring to the sector of the economy, knowledge, and of major sporting events, etc. In short, the expansion of its study objective is required with the aim of obtaining objective and statistical information, above all, on the sports system of the city of Valencia.

As well as this a proposal has arisen in the candidature for the European Capital of Sport regarding the creation of a European centre for research into municipal sport linked to the European Capitals of Sport Association (ACES), which would have its permanent secretariat in Valencia and its chairmanship in the current European Capital of Sport. The objective of this centre is in fact similar to that of the observatory mentioned, but with a study area widened to include the search for data of common interest for European cities, which share the same aim of encouraging their citizens to do sport. The proposal therefore arose to group together all these functions in a single centre which could be consolidated as a European benchmark in the study and analysis of municipal sport.

As well as the FDM, this Observatory should include Valencia’s main knowledge generating centres such as the Valencian Economic Research Institute (IVIE), the Valencia Biomechanics Institute (IBV), the Sociology Department at the University of Valencia, and the Valencia Sports Council, together with the Faculties of Physical Education and Sports Sciences in Valencia.

Its functions would also include the various proposals that have been put forward in the field of training and research, of which Valencia has a wide range of options.

The only field in which it was considered that work still needs to be done to achieve a wide-range of programmes is that of Sports Law, as set out in the I ‘City of Valencia’ Sports Law Congress, which was held in late 2010 as part of the activities carried out to mark the European Capital of Sport 2011.

Nevertheless, a request made to set up a “One-Stop Shop” system to centralise all the information available in connection with sport and physical exercise at any given time, which is sometimes so extensive that it is hard to access. This would create a communication channel capable of differentiating the contents by sectors. In this case it was proposed that this should be carried out through the FDM’s Documentation Centre.



PROJECT 15. PROFESSIONAL REGULATION OF SPORT IN THE VALENCIAN REGION

A constant feature throughout the process to draw up the **Valencia Strategic Plan for Sport** has been the demand to seriously tackle labour market regulations. This subject was widely debated and commented upon at the sectorial panel constituted to this effect; although it affects the city's sport directly, it transcends the local system and is transferred to the authority of the Valencian Region.

77. As the first specific conclusion in the sports qualifications section the various participating groups commented insistently that it would be a great help to centralise their study and the undertaking of all related subjects in a single body. This was how the proposal arose for the creation of a training centre purely for sport, a "Sports School" for the Valencian Region, the main objectives of which would include:

- a) The regulation of sports training.
- b) Specific sports training.
- c) The accreditation of sports training in private centres.
- d) The registration of trained specialists.
- e) Inspections.

It was thought that it was a good idea for this school to be headquartered in Valencia owing to its greater population, the number of its sports facilities, means of transport, and available resources. Some groups proposed that it should be linked to the University of Valencia and Universidad Politécnica de Valencia's Campus of International Excellence.

As the Valencian Regional Government is the public body that has full authority in this sector, it is responsible for leading the project, evidently with the collaboration of the other entities involved such as the Physical Education and Sports Science Graduates Association in the Valencian Region.

78. The second conclusion, which has been drawn more specifically from the panels on sport for both children and adults, and in particular from the panel that analysed professional profiles and the labour market, centred on the need to define and create new specialised professional qualifications designed to cater for the need for sports facilities maintenance/safety technicians, who also have the authority to apply control protocols, facility monitoring and fine tuning, and have basic knowledge of all the specific areas such as the trades, preventive maintenance, legislation, customer service, first aid and IT.

This would require the creation of a new qualification – Specialist in Sports Facilities – as there are currently no formal or other qualifications which train professionals in this field. Current degrees cover either management of sports facilities, i.e. the Physical Education and Sports Science qualification, or are solely sports-oriented (sports teaching, sports specialists).

To achieve this objective, which would be a pioneering initiative in Spain, a proposal has been made to set up a specific working group to process and develop this. The organisations and institutions involved in the development of this initiative included the Valencian Regional Ministry of Culture and Sport, the Valencian Regional Ministry of Education, the FDM, the Valencian Professional Qualifications Institute (IVQP), the Valencian Business Sports Centre Association, professional associations, and technology centres.

79. Finally, the third main conclusion of the various meetings that were held was the need for the regulation of the employment situation of sports industry professionals so as to allow them to benefit from employment contracts and a suitable minimum level of training.

More specifically it was proposed that a qualification should be required for working in this profession and that minimum training levels should be established; a contractual framework and affiliation to national insurance should be assured and an inspection service created to supervise this process. In order to carry this out a proposal was made to set up an interdisciplinary working group in which all stakeholders participate, which will draw up proposals for the regulation of the various sporting fields with the intervention of all levels that are considered to be involved, but always led by the Valencian Regional Government.

We must however wait for the Spanish Central Government to pass the law or the royal decree regulating the professions involved in sport and physical exercise that will mark the basic principles of professional practice that will then have to be applied, regulated, and specified for Valencian Region.







The methodological processes of planning require a follow-up programme to check the suitability of its application, the assessment of results and the degree of satisfaction achieved on its completion.

The execution of each project and its respective measures requires the establishment in advance of an implementation timeframe and the setting of goals that allow its degree of implementation to be checked. This task should fall to each of the partners involved in any of the 15 projects that make up the operational plan of action of the **Valencia Strategic Plan for Sport**.

However, the evolution of society and the uncertainty of the future dictate that this operational plan should not be made up of inflexible measures, but of measures that are flexible enough to adapt to circumstances without losing sight of their initial purpose.

80. To this effect the approval of the Plan by its promoting body, the Valencia City Council through the Steering Committee of the Municipal Sports Foundation, and the acceptance by the various entities and competent administrations involved, must mean the start of its application. This is the last action proposed that will have its corresponding phase of follow-up and control, for which we propose the drawing up of biannual reports by a multidisciplinary technical team made up of various stakeholders, in which the results obtained in the application of these 15 projects and their corresponding actions are analysed. This will enable the achievements and progress of **Valencia Strategic Plan for Sport** to be publicised, and if appropriate to carry out the necessary adjustments with the aim of complying with the Plan's general objectives.





8. FINAL REFLECTION

For the first time in the history of sport in Valencia collective reflection has been carried out with the participation of all the stakeholders in our sports system, and a **Strategic Plan for Sport** has been drawn up that will set down the guidelines of what sport should be like in the city over the next ten years.

As a result of the 15 projects which emerged from the study, the measures that have achieved the highest degree of agreement among the members of the various working groups have been divided into categories. As a whole they should define the road to follow in each of the three areas into which the actions have been divided.

Only simultaneous, coordinated action of all the city's sports stakeholders will enable us to achieve the Plan's objectives, namely:

- Increasing the percentage of the population that play sport in Valencia with special attention being paid to women and the most disadvantaged groups.
- Helping Valencia to become an international benchmark city through sport, especially within Europe.
- Strengthening the economic and knowledge sector that sustains and revolves around sport.


The **Valencia Strategic Plan for Sport** represents an unprecedented advancement in the daily progress of sport, although what is really important will occur from now on when it is set up. Putting into practice all the actions proposed constitutes the truly important phase. This process requires dual action: the general adoption of strategic planning as a habitual working method and maintaining follow-up meetings to guarantee constant updating.

The **Valencia Strategic Plan for Sport** has enabled the common interest of all the sectors involved, the reaching of agreements on measures to be taken, and has allowed us to work together for our city.

Thank you all for having contributed towards a vision of the shared future of sport in Valencia.





 **Trinquet**

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