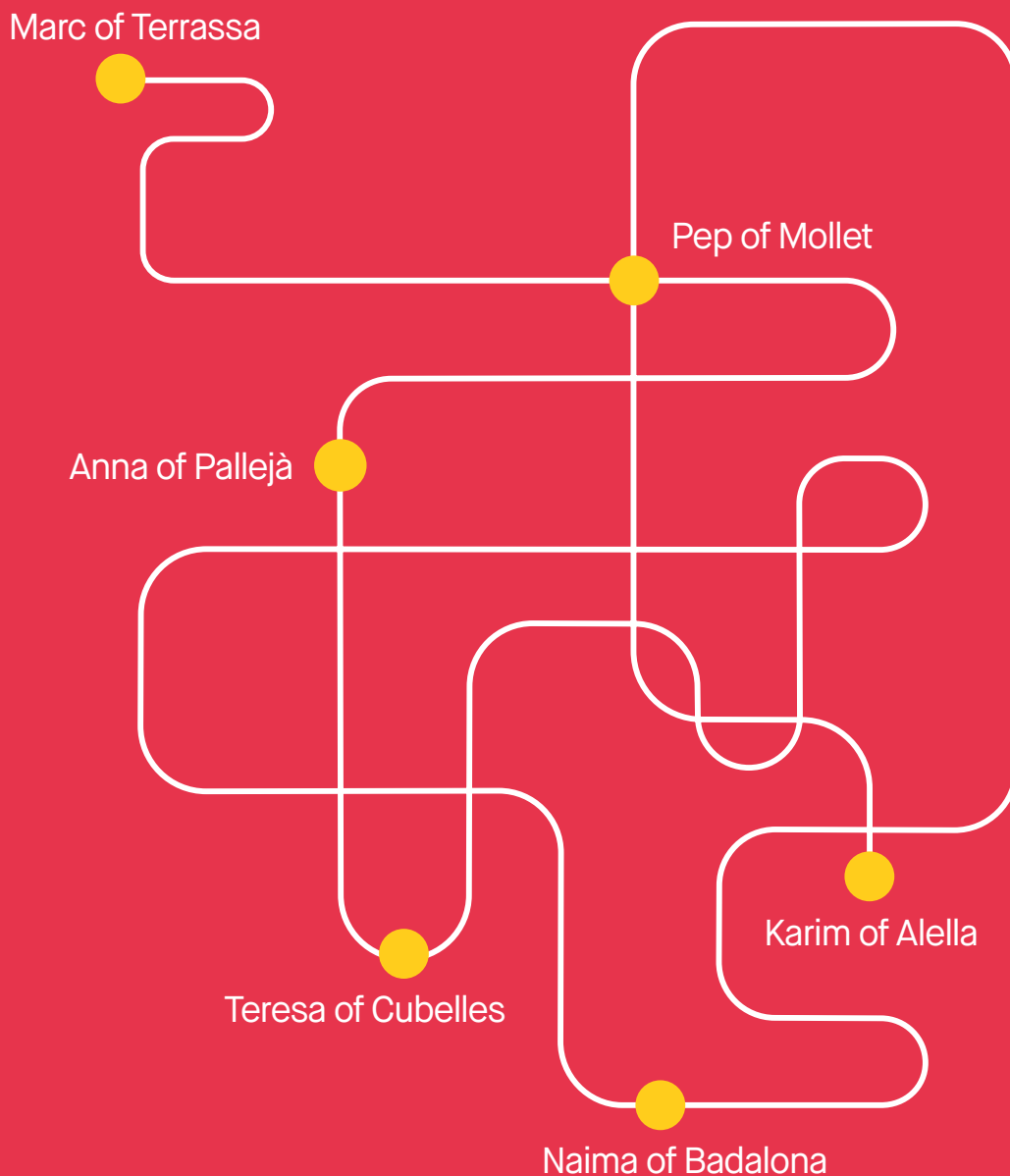


Metropolitan Commitment 2030

A strategy for the city of 5 million



The city
of 5 million



Metropolitan Commitment 2030

A strategy for
the city of 5 million

The city of 5 million

The Metropolitan Commitment 2030 has been long in coming. It is the result of the dreams, the desires and above all the work of many people.

In 1986, Mayor Maragall initiated a series of meetings and consultations with Barcelona's economic and social actors to involve them in thinking together about the city's future ahead of 2000.

The approval of the First Economic and Social Strategic Plan for Barcelona in 1990 marked a milestone not only locally, but also internationally, with recognition from the European Commission included as an innovative experience in urban governance.

At the turn of the century, Mayor Clos believed that Barcelona's projected image had to be explicitly metropolitan, as should the scope of the strategies to deal with the city's new challenges in the wake of the economic development and urban transformation achieved. Thus the Barcelona Metropolitan Strategic Plan (PEMB) was created, moving forward a decade to the legal constitution of the Barcelona Metropolitan Area (AMB).

Over twenty years later, the Metropolitan Commitment not only remains valid, but is indispensable. However, now a leap in scale is necessary. The world has changed, as has the region. If we want Barcelona to remain relevant in the global context, we must view it as the metropolitan region of the over five million inhabitants that we already are.

In these two decades, our challenges and priorities have also changed. The fight against climate change and its effects, access to housing, business competitiveness, mobility and the commitment that the digital transition leaves no one behind all demand coordinated action on the scale of the real city, meaning the metropolitan city.

The central focus of the Barcelona Demà process has been to transform the model of progress to reduce social and territorial inequalities amidst the climate emergency in our metropolitan region. Under the coordination of the PEMB, it has brought many different actors together for two years to define the Metropolitan Commitment 2030, the new strategic plan for the city of 5 million that you have in your hands.

I would like to thank the previous president of the General Council, Ada Colau, for the impetus she gave to this process, as well as all the mayors of the metropolitan municipalities outside the AMB who joined the association during this process. I am also grateful to the hundreds of representatives of different institutions, organisations, companies and agencies that contributed knowledge and ideas.

Our diversity, our identity and our capacity for dialogue and understanding is our greatest strength.

With tools like this, in this new period we will be in a position to make decisions that will mark the future of greater Barcelona, addressing challenges that were not foreseen either in the 2010 law or in the founding metropolitan idea under Maragall, while still maintaining its spirit.

Either we will be metropolitan or we will not be what we want to be.

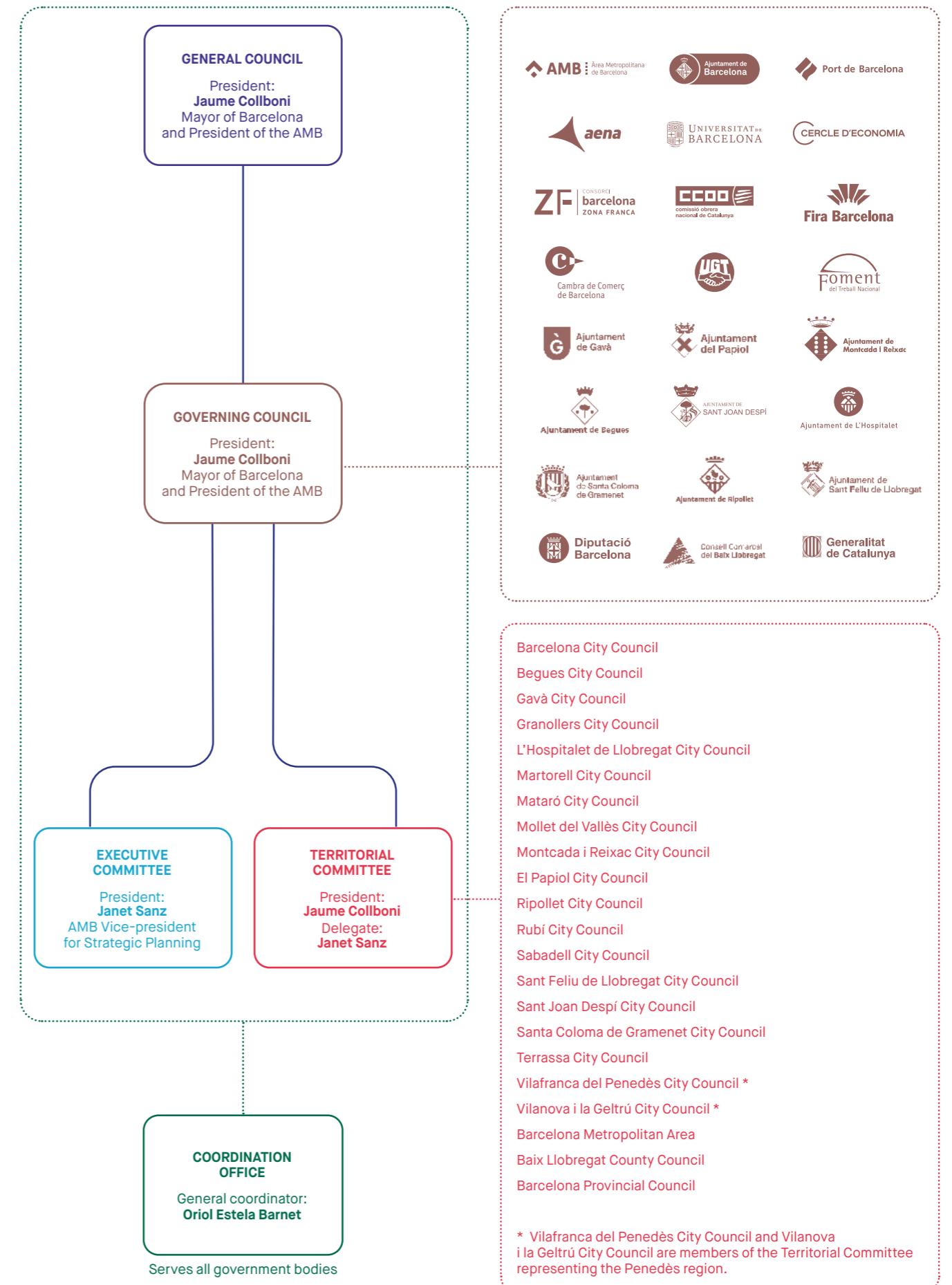


Jaume Collboni i Cuadrado

Mayor of Barcelona and president of the Barcelona Metropolitan Area and the General Council of the Barcelona Metropolitan Strategic Plan Association

EI PEMB

Governing bodies





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Background

1988

In 1988, a small office was set up in Barcelona City Council with the mandate to draw up a strategic plan for the city for the year 2000, as cities in the United States and Europe had already begun to do, but using a space for consultation with the other actors involved.

Since then, five strategic plans have been developed, each with a different scope, objective and focus.

1990

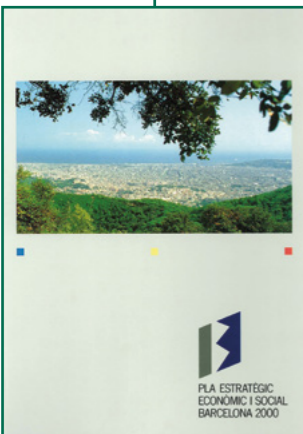
Barcelona Economic and Social Strategic Plan 2000 (1990-1994)

This emerged as a formula to accompany the transformation of the city related to the Olympic Games and define a shared vision of the future among a wide range of economic and social actors.

Aim: to reach a broad consensus agreement and consolidate Barcelona as an enterprising European metropolis, with an impact on a large area of the Mediterranean (macro-region), to improve quality of life and maintain social balance.

Focus: putting Barcelona on the international map.

Pasqual Maragall, Mayor of Barcelona (1982-1997) and President of the General Council of the Barcelona Metropolitan Strategic Plan (1988-1997): "[...] this [institutional and public] response has been of such intensity it has allowed us to achieve, without divisions, not a municipalist plan, but a plan for the whole city, for everyone; a city that seeks its consolidation as a European and Mediterranean metropolis that plays a positive role in cooperating with the other cities of the macro-region in which it is located [...]".



1994

2nd Barcelona Economic and Social Strategic Plan 2000 (1994-1999)

Given the impact of the Olympic Games on Barcelona's image and prestige abroad, the original plan was revised to make use of the resulting economic opportunities and create the Barcelona 2000 Strategic Plan Association, to strengthen and consolidate cooperation among the city's stakeholders.

Aim: to consolidate Barcelona's international positioning to make the most economic flows between global cities as a driver of economic development.

Focus: consolidation of its international presence.

Pasqual Maragall, Mayor of Barcelona (1982-1997) and President of the General Council of the Barcelona Metropolitan Strategic Plan (1988-1997): "Now that we know the way forward, we must make the most of everything that has already been done to move towards a Barcelona that is better positioned internationally, more open and more entrepreneurial. A city of quality".



1999

3rd Barcelona Economic and Social Strategic Plan (1999-2005)

This introduced a new approach to the city economy after the post-Olympic recession and took into account the emergence of urban agglomerations as key nodes in the global economy.

Aim: to achieve international positioning in the context of incipient city-to-city networking. Barcelona as an open city of knowledge, respectful of the territory.

Focus: city and the knowledge economy.

Joan Clos, Mayor of Barcelona and President of the General Council of the Barcelona Metropolitan Strategic Plan (1997-2006): "[We are very well positioned to face] a future which, in the context of the European Union and globalisation, must allow us to consolidate our position as one of the most important metropolitan regions in the European network of cities, by driving the new economic, social and urban transformation required by the information and knowledge society of the 21st century".



2003

1st Barcelona Metropolitan Strategic Plan (2003-2010)

This arose from the renovated association, renamed the Barcelona Metropolitan Strategic Plan (PEMB) in 2000 to adapt its scope of reference to the reality of urban dynamics.

Aim: to start working towards closer cooperation between municipalities and different socio-economic actors and, as a metropolis, make the leap to a more advanced stage of economic and social development.

Focus: metropolisation.

Joan Clos, Mayor of Barcelona and President of the Barcelona Metropolitan Strategic Plan (1997-2006): "We are 36 municipalities that share a common present and future, which we must understand and coordinate better and more fully in order to promote initiatives and projects that help us develop our maximum economic and social potential".



2010

Barcelona Vision 2020 (2010-2020)

Faced with the first signs of the global crisis, a review of the current plan was proposed to renew the strategy and prevent possible impacts on the metropolis, for which, as of 2010, the Barcelona Metropolitan Area (AMB) was already its governing body.

Aim: to consolidate the AMB as a world class metropolis: one of the most attractive and influential European regions for innovative global talent, with a model of excellent integration and social cohesion.

Focus: attractiveness.

Jordi Hereu, Mayor of Barcelona and President of the PEMB General Council (2006-2011): "The approval of the new Barcelona Metropolitan Strategic Plan - Vision 2020 [...] points the way to follow with the conviction that working together, with entrepreneurial spirit and clear and achievable objectives will enable us to become what we want to be: one of the most attractive and influential cities for global innovative talent, with a model of quality integration and social cohesion".

Xavier Trias, Mayor of Barcelona, President of the Barcelona Metropolitan Area and President of the Barcelona Metropolitan Strategic Plan General Council (2011-2015): "Metropolitan Barcelona has the potential to become the economic capital of southern Europe and the Mediterranean, and an international benchmark for quality of life. I am counting on the involvement and collaboration of all the members of the Barcelona Metropolitan Strategic Plan to achieve this".



Chronology

1988 ● CREATION OF THE BARCELONA STRATEGIC PLAN 2000

1989 ● Fall of the Berlin Wall

1990 ● Creation of the first permanent cycle lane in Barcelona
1ST BARCELONA ECONOMIC AND SOCIAL STRATEGIC PLAN

1991 ● Opening of the Vallvidrera tunnels

1992 ● Olympic Games held in Barcelona and opening of the ring roads

1994 ● FORMAL CONSTITUTION OF THE BARCELONA 2000 STRATEGIC PLAN ASSOCIATION
2ND BARCELONA ECONOMIC AND SOCIAL STRATEGIC PLAN

1997 ● Kyoto Protocol (COP 3)

1998 ● Birth of Google

1999 ● Diagonal Avenue reaches the sea; new Rambla del Raval
3RD BARCELONA ECONOMIC AND SOCIAL STRATEGIC PLAN

2000 ● FOUNDING OF THE BARCELONA METROPOLITAN STRATEGIC PLAN ASSOCIATION

2001 ● Terrorist attack in the United States
Creation of the integrated fare system in the Barcelona area

2003 ● Mass protests around the world against the invasion of Iraq
METROPOLITAN STRATEGIC PLAN

2004 ● Birth of Facebook
Return of the tram to Barcelona; Universal Forum of Cultures

2005 ● Inauguration of the Mare Nostrum supercomputer

2007 ● Pressure on infrastructure: major blackout, chaos in the Rodalies suburban train service and an episode of drought

2008 ● Start of the global financial crisis
Arrival of the AVE high speed train

2009 ● Opening of the new airport terminal (the current T1) and the El Prat desalination plant

2010 ● For the first time, the Barcelona metropolitan region exceeds the threshold of five million inhabitants
Approval of the Barcelona Metropolitan Territorial Plan
VISION 2020 STRATEGIC PLAN
THE BARCELONA METROPOLITAN AREA ASSUMES THE PRESIDENCY OF THE PEMB

2011 ● Arab Spring and Fukushima nuclear accident
Smart City Expo World Congress

2012 ● Start of the roll-out of the new bus network in Barcelona

2013 ● The Mobile World Congress moves to the Gran Via exhibition centre in L'Hospitalet de Llobregat

2015 ● Adoption of the UN 2030 agenda at the Habitat III Congress, Quito
Paris Agreement (COP 21)

2016 ● Brexit referendum
Opening of L9 Sud metro line

2017 ● Terrorist attack in La Rambla in Barcelona

2018 ● IPCC Special Report on Global Warming of 1.5°C
Roll-out of the new bus network, started in 2012, is completed
Metropolitan Dance Fortnight

2030

2019 ● Presentation of the European Green Deal
The foreign-born population residing in Barcelona city exceeds 25% for the first time

2020 ● COVID-19 pandemic
Creation of the NextGenerationEU funds
The Barcelona Low Emission Zone (ZBE Rondes BCN) comes into effect
Several metropolitan municipalities declare the climate emergency

2021 ● Donald Trump supporters storm Capitol Hill
Tolls scrapped on most Catalan motorways

2022 ● METROPOLITAN COMMITMENT 2030
BARCELONA DEMÀ PROCESS
Russia launches military offensive against Ukraine

2030 ● SOCIAL AND ECONOMIC PROGRESS BASED ON INNOVATION AND SUSTAINABILITY WITH THE OBJECTIVE OF REDUCING INEQUALITIES AND URBAN SEGREGATION

NEW STRATEGIC PLAN 2030
NEW IMPETUS FOR THE PEMB: 30 YEARS

The Barcelona metropolitan region



Metropolitan reality and "Barcelona Demà. Metropolitan Commitment 2030"

One of the key new elements in this strategic plan is that its reference territory is the metropolitan region of Barcelona. Recognition that this is the natural scale of the metropolitan reality goes back a long way: back to the formulation of the first metropolitan territorial planning documents, such as the Regional Plan of 1953.

The metropolitan reality of Barcelona is the key to coordinating the Catalan territory and an essential element of the Iberian and European urban system. There is no doubt that today Catalonia is a metropolis configured at different territorial and demographic scales (following the progression of 1, 3, 5 and 7 million inhabitants, and even 14, if one considers the Mediterranean axis as a whole). Indeed, one of the country's unique potentials has and continues to be its network of cities. However, its territorial planning still requires structuring.

Secondly, precisely because the tendency in metropolitan dynamics is to cover an increasingly large territory, today, both the city of Barcelona and the metropolitan area (the scope of the AMB) are losing relative demographic weight in the metropolitan region and the rest of Catalonia, although economic trends vary depending on the activity. Thus, higher value-added services, knowledge-related activities and start-ups tend to become increasingly concentrated in the capital ⁽¹⁾.

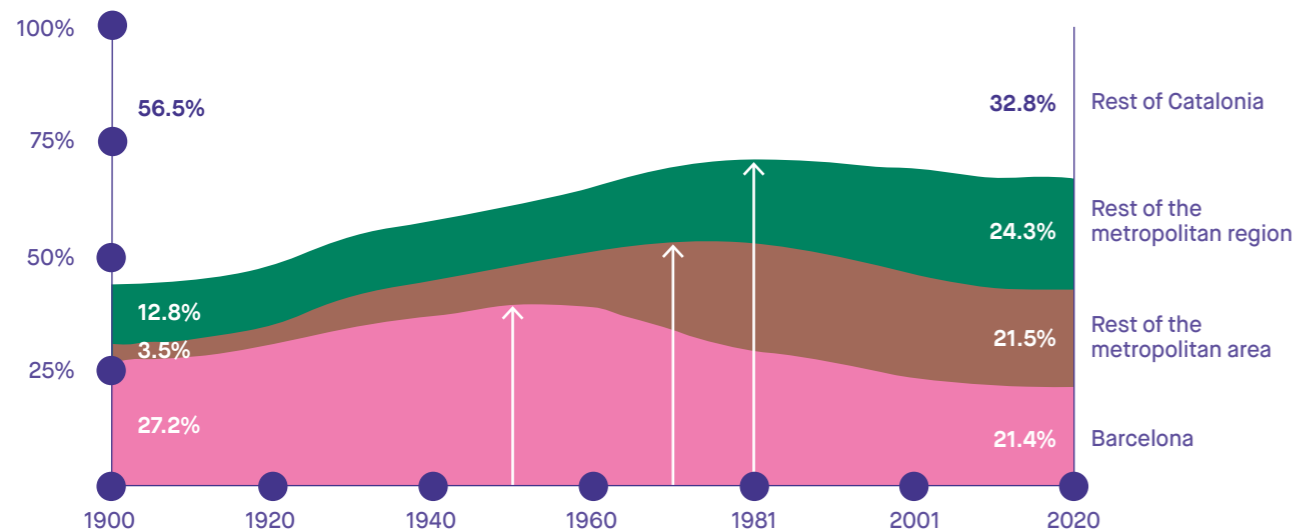
Thirdly, despite economic, social and territorial consolidation in metropolitan dynamics, we still do not have adequate governance instruments capable of meeting the challenges arising from them. Thus, as is widely known, in 2010 the Barcelona Metropolitan Area (AMB) was institutionalised by Law 31/2010 with administrative powers over the central area comprising 36 municipalities. However, efforts to provide governance structures for the metropolitan region as a whole are currently at a dead end.

All this has significant repercussions on the provision of services, infrastructures, administration and local financing, resulting in significant territorial inequalities and the entrenchment of conflicts caused by imbalances in the burdens and benefits of certain strategic projects. It also harms the promotion of Barcelona's metropolitan reality in Spain and internationally.

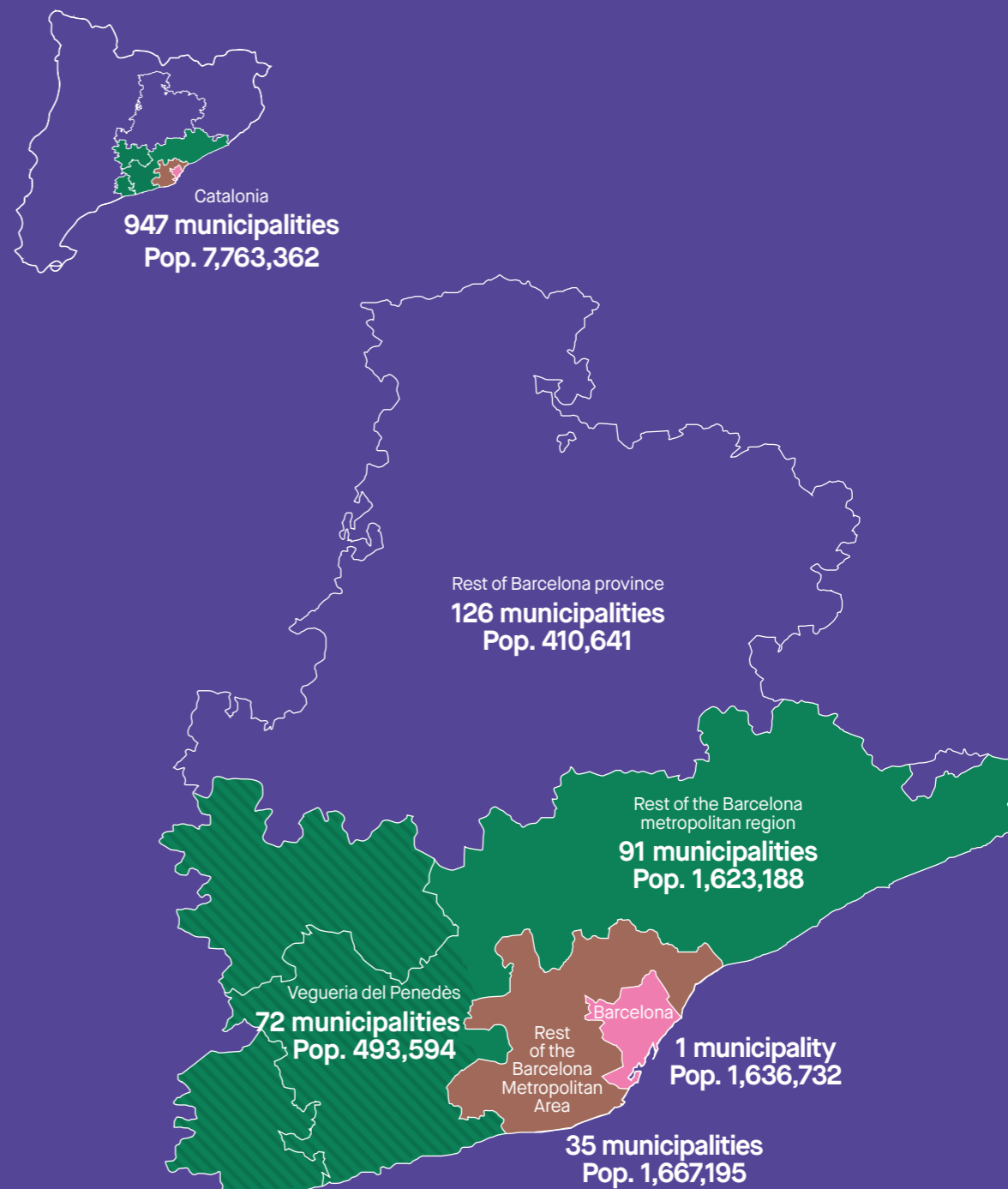
Faced with this situation, one of the objectives of the Metropolitan Commitment 2030 is to contribute to structuring a collaborative metropolitan governance that overcomes the difficulties arising from administrative boundaries and is able to adapt to the varying geometry in the challenges.

1. Relative weight of the population of the metropolitan areas with respect to Catalonia as a whole (1900-2020)

Source: O. Nel-lo from Catalan Institute of Statistics (IDESCAT) data.



The territories of Barcelona Demà



Barcelona Metropolitan Area
36 municipalities
Pop. 3,303,927

Barcelona metropolitan region
101 municipalities
Pop. 5,191,551
*According to the Barcelona Metropolitan Territorial Plan

Territory of Barcelona Demà
199 municipalities
Pop. 5,420,709

Population data: IDESCAT 2021

The Barcelona Demà process



Towards the Barcelona metropolitan region: a new opportunity for developing the ecological transition

Following considerable deliberation and dialogue, the Barcelona metropolitan region achieved a breakthrough with the approval of the Metropolitan Commitment 2030, extending the metropolitan area to the region. This plan not only constitutes a victory in terms of collaborative governance, but also a commitment to a greener and more sustainable future. Recognition is afforded once again to the specific nature of Barcelona and its surroundings: we were already the only metropolitan government in Spain and today we are taking a step further by recognising that Barcelona is part of a vast urban network of which the city of Barcelona is just the epicentre.

It is this structure of a region, of the real Barcelona of five million inhabitants, which must enable us to face the testing issues of the 21st century marked by emergencies as pressing as climate change, which challenges administrative divisions and therefore calls for a coordinated response from the cities responsible for most energy consumption and global emissions.

The urban model we are developing in this decade will exert a decisive influence on the future. Hence it is crucial we move away from the practices of the last century that gave precedence to a predatory capitalism that almost wiped out Barcelona's agricultural belt and fostered an unsustainable real estate model, connected by motorways that facilitated unbridled urban development. The result was a Barcelona that exported waste and pollution, while importing energy and food without taking shared responsibility for the rest of the region.

This model has proven to be environmentally unsustainable and economically inefficient. To counter this urban development based on the progressive occupation of the periphery, the property market and a quick buck, we need a Barcelona that leads, but also one that is jointly responsible. We must also propose a new economy based on green reindustrialisation and do so with the utmost respect for the region. This approach we are building lays the emphasis on the promotion of renewable energies, such as photovoltaic energy, and on land conservation, with flagship projects such as AgroVallbona initiative in Barcelona. Furthermore, we must continue to strengthen the intermodal public transport network, making it more agile and extensive, rather than promoting the construction of infrastructures that reflect this vision of the future.

To ensure an effective ecological transition, mobility and urban planning strategies must be inextricably linked to strengthening local power. We need metropolitan sovereignty that transfers the power and capacity to bring about this transition to the municipalities. Municipalities that are constantly demanding decision-making power in governance at the Catalan, state, European and global levels. An end must be put to this injustice. A second decentralisation towards the municipalities is needed to equip them with more resources to tackle all the challenges ahead of us.

The Barcelona metropolitan region must have this federal structure; it must be as polycentric as its urban reality. This is the key to driving the ecological transition in the region, and the same holds true when we talk about the construction of public or social housing. In short, to tackle inequalities we need metropolitan sovereignty. Only then will we be able to rebuild our welfare state in this era of globalisation, with the concerted voice of five million inhabitants and 160 municipalities projecting us into Europe and the world.

During Ada Colau's presidency of the Barcelona Metropolitan Area, progress has been accomplished in this regard, such as the implementation of a public electricity grid, a metropolitan neighbourhood plan, the creation of a metropolitan housing operator, and the integration and reduction of public transport fares. The approved plan is a further step in this direction, building on the work of the *Barcelona Demà* [Barcelona Tomorrow] process undertaken in the previous term of office.

Now we must continue working together to make the eight missions of the Metropolitan Commitment 2030 a reality: to achieve a fair transition and to bring to fruition Pasqual Maragall's assertion: *"the value and quality of a city essentially come down to the quality of life of those who live and work there"*.



Janet Sanz Cid

Vice-President of the Department for Climate Action and the Metropolitan Strategic Plan for the Barcelona Metropolitan Area and President of the Executive Committee of the Barcelona Metropolitan Strategic Plan Association

What is Barcelona Demà?

It is a collective process of debate and raising proposals, open to organisations from throughout the metropolitan territory and contributions from experts in different fields, focusing on the challenges of the Barcelona metropolitan region which, over the period 2020-2022, concluded in the definition of the Metropolitan Commitment 2030. Barcelona Demà will continue to provide a framework for enriching, monitoring and reviewing the Metropolitan Commitment 2030 until the end of its term.

The great global urban challenges

In a world where cities are gaining demographic weight and geopolitical prominence, many of the challenges they face are common to all and go beyond their boundaries. This is why collaboration between cities and the work of multilateral networks led by mayors worldwide is essential and in which Barcelona, a small metropolitan region compared to the large urban agglomerations that have been taking shape since the end of the 20th century, is a widely recognised leader in many sectors.



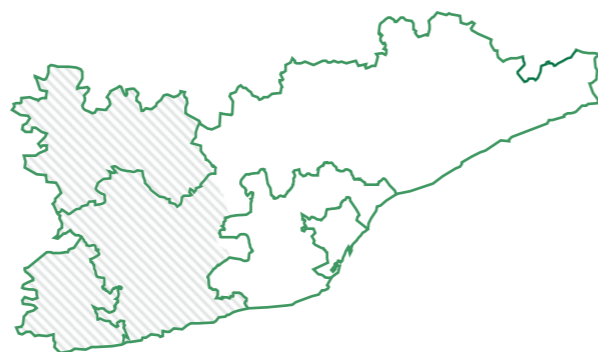
Principles of the Barcelona Demà process

A transition towards the metropolis of the future, capable of tackling the major global challenges, can only come about with the full commitment of all economic and social actors in the Barcelona metropolitan region and their cooperation in promoting key projects.

This is why the Barcelona Demà process is based on five fundamental principles:

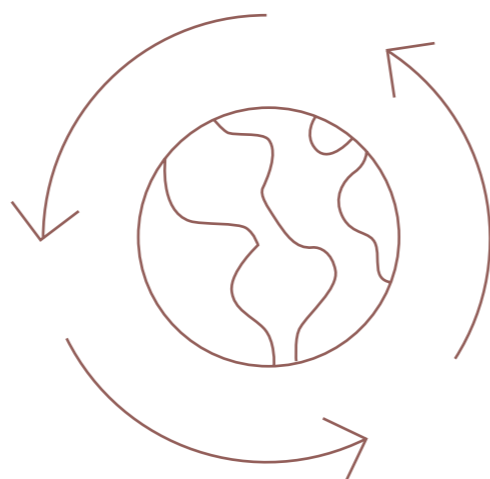
1. The metropolitan region: the city of five million

Just as the Barcelona Metropolitan Strategic Plan (PEMB) made the leap from the city of Barcelona to the group of municipalities that today make up the Barcelona Metropolitan Area (AMB) in 2000, the new strategy addresses the whole of the metropolitan territory, the true city: the Barcelona metropolitan region, the city of five million.



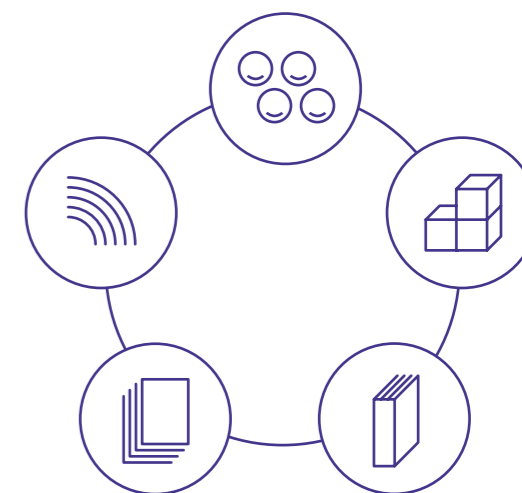
2. Reducing inequalities

The metropolitan strategy focuses on **reducing inequalities and urban segregation, in the context of the climate emergency**. In this sense, the framework provided by the United Nations 2030 Agenda is a key reference for the Barcelona Demà process.



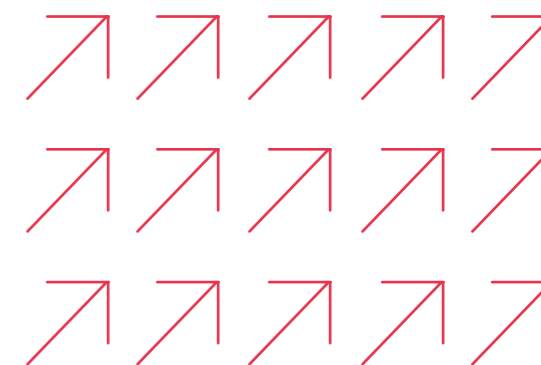
3. Quintuple helix

The process condenses a wide diversity of visions, areas of knowledge and interests in the "quadruple helix": **government agencies, academia/research, the private sector and citizenship**, extended with the media, essential allies for education regarding the metropolitan reality.



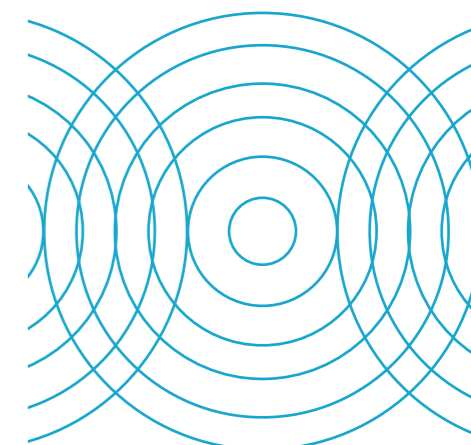
4. Proactivity

Beyond the definition of strategies, the process is action-oriented by **facilitating work, mediation and project incubation processes**, with the aim of achieving ambitious and transformative, yet clear and measurable, objectives by 2030.



5. Collaborative and inclusive work

The organisations that support the PEMB will lead the way in implementing the strategy and missions, along with those with whom alliances are established to contribute knowledge, energy and transformative capacity. In addition, citizens and spaces such as citizen labs, citizen science platforms and fab labs will also be essential for engaging society in change.



The stages in the process

2017-2019



Sensorisation

The PEMB Coordination Office analysed documentation and engaged in active listening to gather information, knowledge, needs, interests, energies, resources and projects throughout the metropolitan region.

- Participation in over **120 events per year, on average**
- Definition of **six perspectives on the metropolis**

2020



Challenges

Incorporating the Commission helped create work teams for each of the six perspectives in the metropolis and define the challenges that need addressing in each perspective at the scale of metropolitan region, while also identifying relevant actors.

- 67 challenges identified in 19 areas**
- Map of actors with **483 automapped organisations**

2022



Missions

The work of detailing, prioritising and selecting the strategic objectives was carried out in a series of workshops with the participation of various actors and the supervision of the PEMB Commission and the Territorial and Executive Committees.

- 24 workshops with 97 representatives** from institutions, companies and organisations
- 8 missions**
- 46 areas of intervention**

2021



Open discussion

Metropolitan conference cycles were held (one for each perspective of the metropolis), involving theme-based and territorial conferences. New documentation was also generated for reflection purposes and the debate was channelled via the platform: **barcelonadema-participa.cat**.

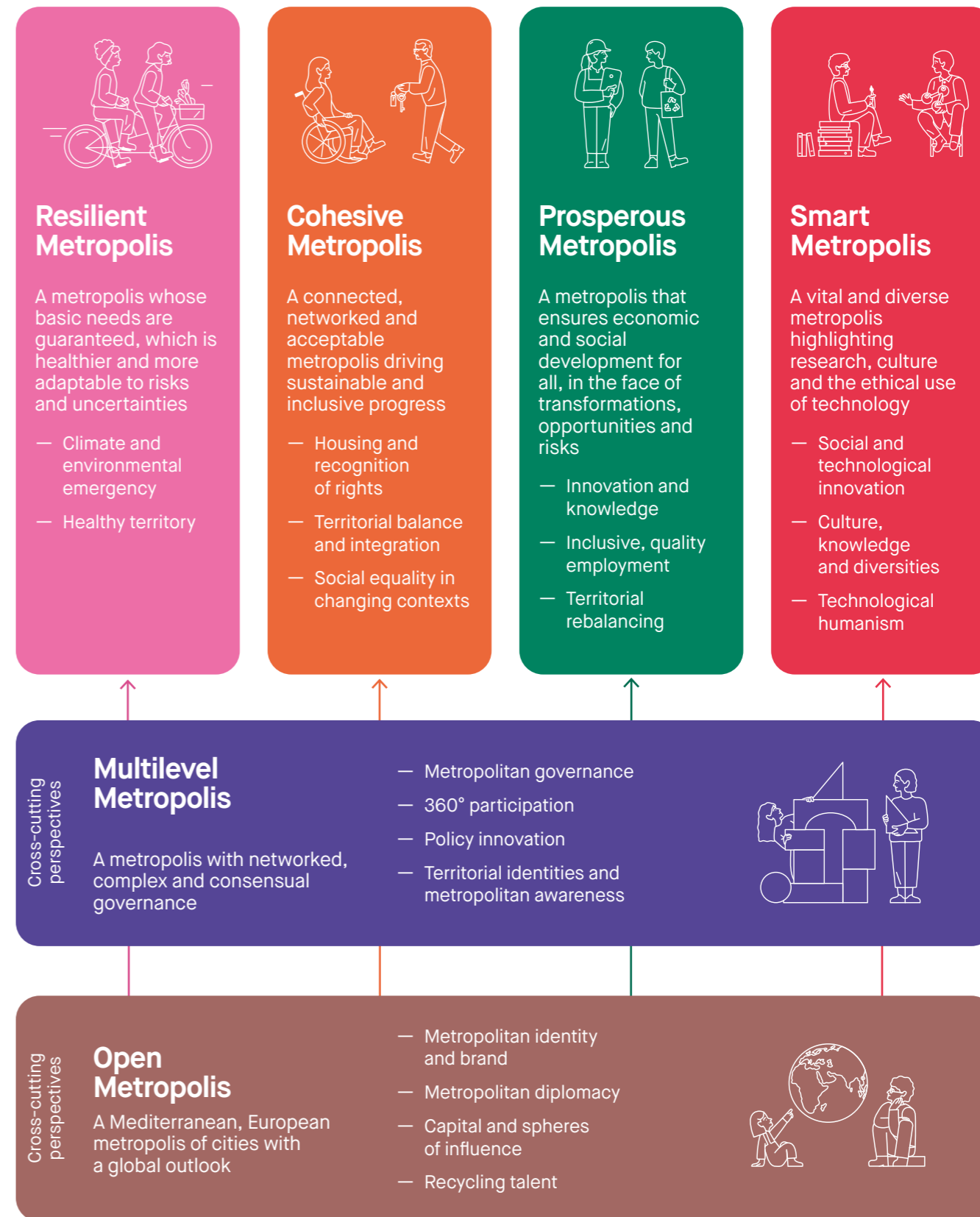
- 17 days of debate**
- 50 reports**
- 24 videos**
- 396 experts:**
 - 51% women
 - 25% public sector
 - 28% private sector
 - 22% research/academia
 - 18% citizens' organisations
 - 7% media

22,543 visits to the platform

*The Barcelona Demà Commission is composed of 13 experts with different backgrounds and profiles and was created to add diverse perspectives to the process to bring vision, value and content.

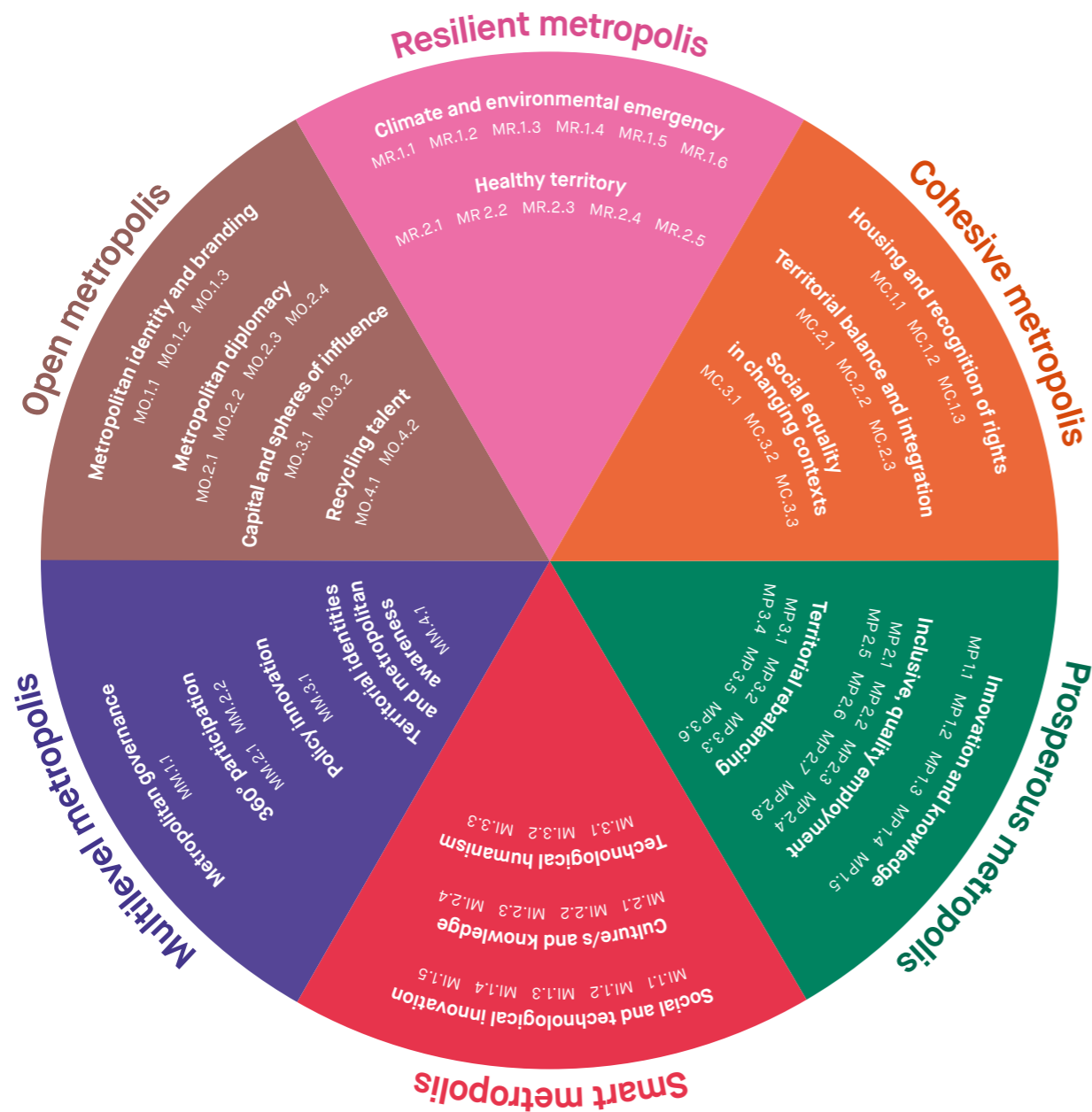
Six perspectives on the metropolis in the Barcelona Demà process

The Barcelona Demà process is based on an analysis of the reality of the Barcelona metropolitan region from six different perspectives and aims to cover its full complexity, while managing interrelationships between the different perspectives to identify challenges and define proposals.



The challenges of the metropolitan region

The 67 challenges arising from the work by the PEMB Technical Team and Barcelona Demà process Commission reflect the key questions that had to be answered in the Metropolitan Commitment 2030.



Resilient metropolis

- Climate and environmental emergency**
- RM.1.1. Coordinating adaptation to climate change
 - RM.1.2. Transition in the mobility model
 - RM.1.3. Transition in the metropolitan energy system
 - RM.1.4. Changes in lifestyles and consumption
 - RM.1.5. Access to water
 - RM.1.6. Renaturing and biodiversity
- Healthy territory**
- RM.2.1. 15-minute city
 - RM.2.2. New mobility infrastructure
 - RM.2.3. Local agriculture
 - RM.2.4. Healthy living environment
 - RM.2.5. Urgent response capacity

Cohesive metropolis

- Housing and recognition of rights**
- CM.1.1. Affordable housing
 - CM.1.2. Access to basic utilities
 - CM.1.3. Guaranteed income
- Territorial balance and integration**
- CM.2.1. Universal public transport
 - CM.2.2. Neighbourhood regeneration
 - CM.2.3. Evenly distributed system of facilities
- Social equality in changing contexts**
- CM.3.1. Activation of community networks
 - CM.3.2. Digital inclusion
 - CM.3.3. Valuing care

Prosperous metropolis

- Innovation and knowledge**
- PM.1.1. Digitisation of commerce
 - PM.1.2. Urban mobility lab
 - PM.1.3. Innovation hubs
 - PM.1.4. Bio ecosystem
 - PM.1.5. Research centres of excellence
- Inclusive, quality employment**
- PM.2.1. Transition of the car industry
 - PM.2.2. Sustainable construction
 - PM.2.3. Work in the green economy
 - PM.2.4. Rebalancing tourism
 - PM.2.5. Quality employment in tourism
 - PM.2.6. Financing the creative sector
 - PM.2.7. New creative talent
 - PM.2.8. Creation labs
- Territorial rebalancing**
- PM.3.1. Economic activity zones
 - PM.3.2. Distribution of corporate headquarters
 - PM.3.3. Decentralised territorial poles
 - PM.3.4. Innovation and entrepreneurship
 - PM.3.5. Conversion of shopping centres
 - PM.3.6. New areas of economic activity

Smart metropolis

- Social and technological innovation**
- SM.1.1. Citizen labs
 - SM.1.2. Metropolitan innovation poles
 - SM.1.3. Sensorisation
 - SM.1.4. Distributed innovation
 - SM.1.5. Innovation for Sustainability
- Culture/s and knowledge**
- SM.2.1. Culture and Sustainable Development Goals (SDGs)
 - SM.2.2. Metropolitan cultural projects
 - SM.2.3. Culture and values
 - SM.2.4. Accessible culture
- Technological humanism**
- SM.3.1. Technological training
 - SM.3.2. Digital transparency
 - SM.3.3. Digital democracy

Multilevel metropolis

- Metropolitan governance**
- MM.1.1. Effective political debate
- 360° participation**
- MM.2.1. Multilevel participation
 - MM.2.2. Inclusive participation
- Policy innovation**
- MM.3.1. Innovation and data generation
- Territorial identities and metropolitan awareness**
- MM.4.1. Building metropolitan awareness

Open metropolis

- Metropolitan identity and branding**
- OM.1.1. Coordination of international promotion
 - OM.1.2. Understanding of the metropolitan reality
 - OM.1.3. Territorial distribution of facilities
- Metropolitan diplomacy**
- OM.2.1. Scientific and cultural diplomacy
 - OM.2.2. Public-private partnerships
 - OM.2.3. City networks
 - OM.2.4. Training in city diplomacy
- Capital and spheres of influence**
- OM.3.1. Mediterranean corridor
 - OM.3.2. Airport
- Recycling talent**
- OM.4.1. Integration of new arrivals
 - OM.4.2. Highly qualified talent

The Metropolitan Commitment 2030



A new strategic plan

In 2019, the task of drawing up a new strategic metropolitan plan for Barcelona raised a number of questions. At that time, the recent 30th anniversary of the Barcelona Metropolitan Strategic Plan (PEMB) invited reflection on the current meaning of strategic planning and the need to renew the instrument, which, in turn, meant rethinking the role of the PEMB and its Coordination Office.

Thus, having established the territorial scope as the Barcelona metropolitan region and having adopted a systemic approach to the territory as a whole (the six “perspectives” of the Barcelona Demà process), all the compiled knowledge then had to be distilled into a specific proposal for action. The mission-driven innovation approach provided us with an ideal framework to achieve this, as it combines the definition of a truly strategic objective capable of serving as a catalyst for the changes needed to achieve the objectives with the generation of intervention capacities in a territory that lacks governance instruments.

Thus, missions are the common thread for orienting multi-actor collaboration, essential for achieving transformations with an impact at the metropolitan level and that also facilitate the involvement of actors from the rest of the Catalan territory, thereby recognising the interdependencies that drive joint progress.

Having defined the missions, accompanied by proposals of a more cross-cutting nature related to governance and global outreach and interconnection, we must face the second of the challenges: turning the PEMB from a think tank into a *think-and-do* tank; in other words, in addition to drawing up plans, it must have the capacity to stimulate, facilitate and even incubate agreements and projects that give shape to the plans. Once again, the spirit of consultation and cooperation with all kinds of actors places the PEMB in an ideal position to implement things that are often difficult to promote on paper.

This is the intention of the Metropolitan Commitment 2030, made possible by the support of the governing bodies and members of the PEMB General Council and the involvement of institutions, organisations, agencies and individuals throughout the metropolitan region and beyond, who have taken an interest and participated in the whole process. Furthermore, it is, above all, the result of the legacy of previous phases and the direct product of the remarkable dedication and professionalism of our Coordination Office team.

We hope that this Metropolitan Commitment 2030, its missions and its implementation tools will represent a new step forward in the progress and presence of metropolitan Barcelona to the benefit of the people who live there, so that, although it may not be the best metropolis “in the world”, it will undoubtedly become the best metropolis “for the world”.



Oriol Estela Barnet

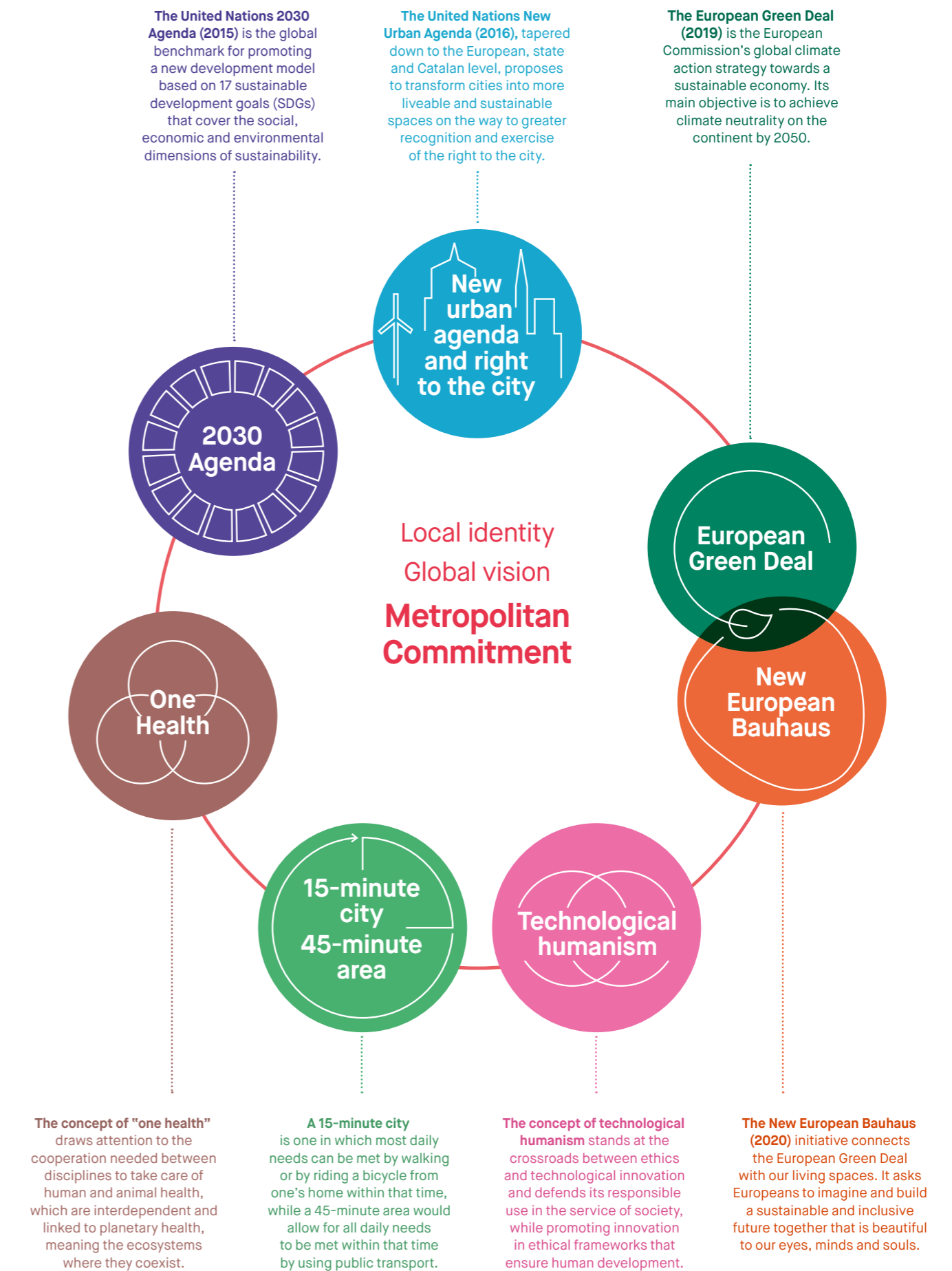
PEMB General Coordinator

What is the Metropolitan Commitment 2030?

The Metropolitan Commitment 2030, arising from the Barcelona Demà process, is the new strategic plan for the Barcelona metropolitan region. It aims to promote a new knowledge and innovation-based model of prosperity that reduces social and territorial inequalities in the metropolitan region and positions it as one of the leading metropolises in the fight against the climate emergency.

This new strategic plan calls on all institutions, businesses and organisations in the metropolitan region and beyond, as well as society in general, to become actively involved in the development of its eight missions and to build, from the bottom up, the necessary governance instruments to make it possible.

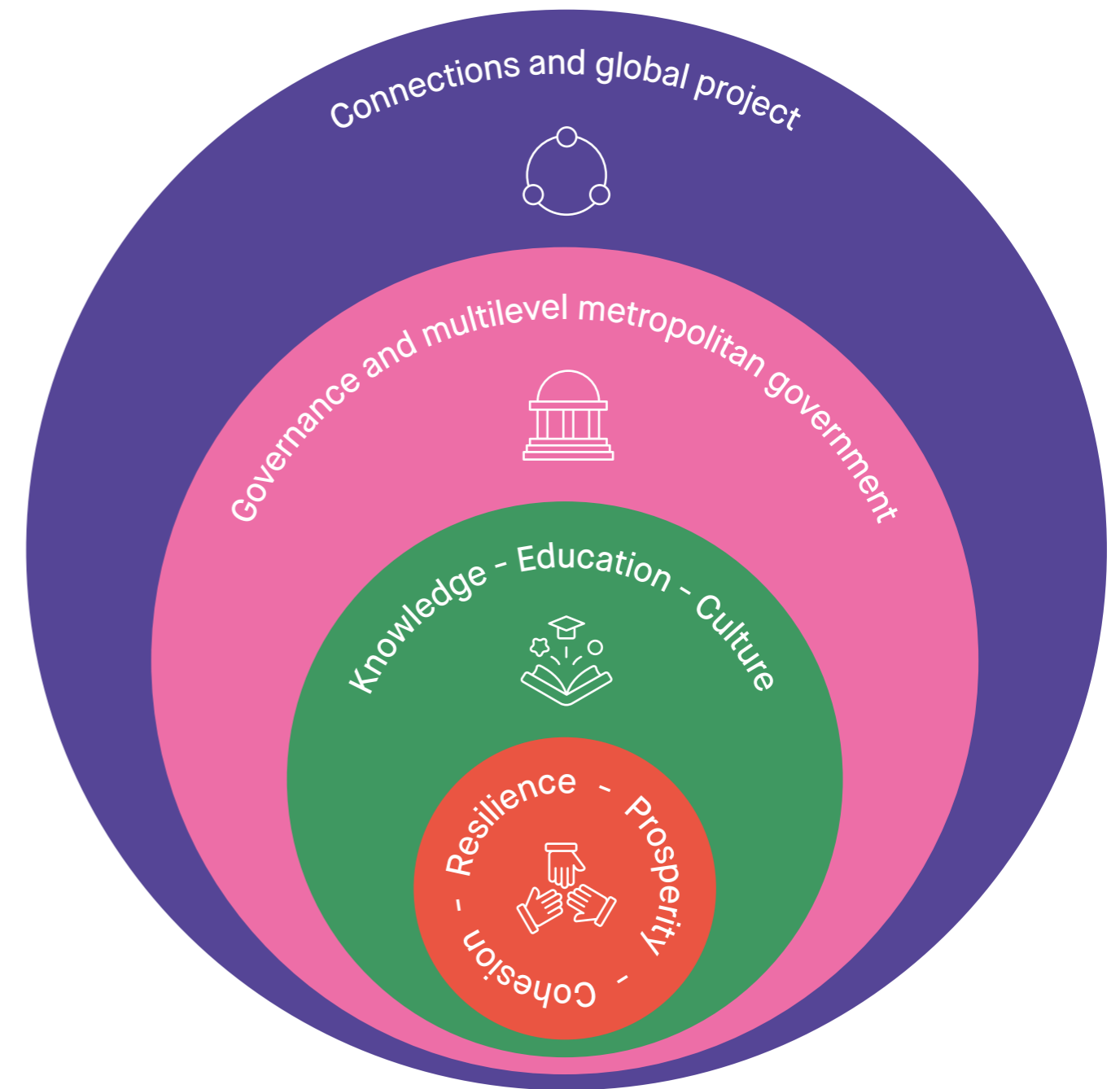
Key references



The vision of The Metropolitan Commitment 2030

In 2030, the Barcelona metropolitan region will be at the forefront of developing a new generation of urban policies to transform the economy, space and metabolism of the metropolis, in order to generate shared prosperity in all the neighbourhoods, towns and cities in the region by mobilising alliances between actors and using knowledge and networking at local and global level.

Achieving this requires the definition of means of governance that meet the needs of the real metropolis, while making the most of opportunities offered by Barcelona's good positioning among the world's leading metropolises as a benchmark in culture, creativity, innovation and quality of life.



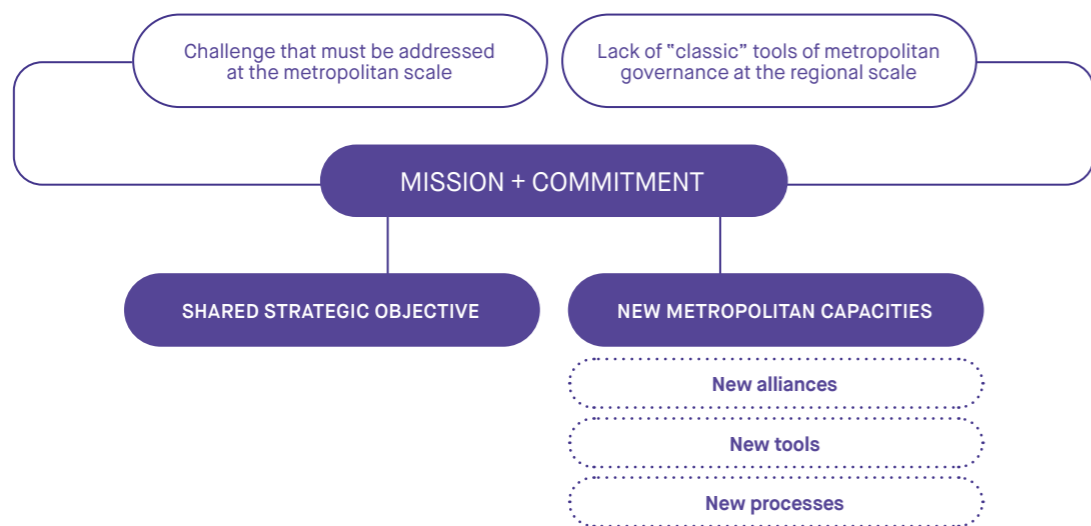
A mission-based strategy

The core of the Metropolitan Commitment 2030 consists of eight missions that constitute the strategic objectives of the new plan, from which the main actions and projects are derived.

The use of missions stems from adapting the mission-oriented innovation approach to strategic planning. This approach was proposed by the economist Mariana Mazzucato, director of the Institute for Innovation and Public Purpose at University College London, to address today's major social and economic challenges. It has been adopted by the European Union and dozens of public and private institutions around the world to guide future policy-making.

The definition of missions helps focus on strategic aspects and involve a wide range of actors (including citizens), while promoting new ways of working. In the case of the Barcelona metropolitan region, they serve as a guide for promoting and coordinating innovative responses at this scale, where there is no government body with this territorial scope.

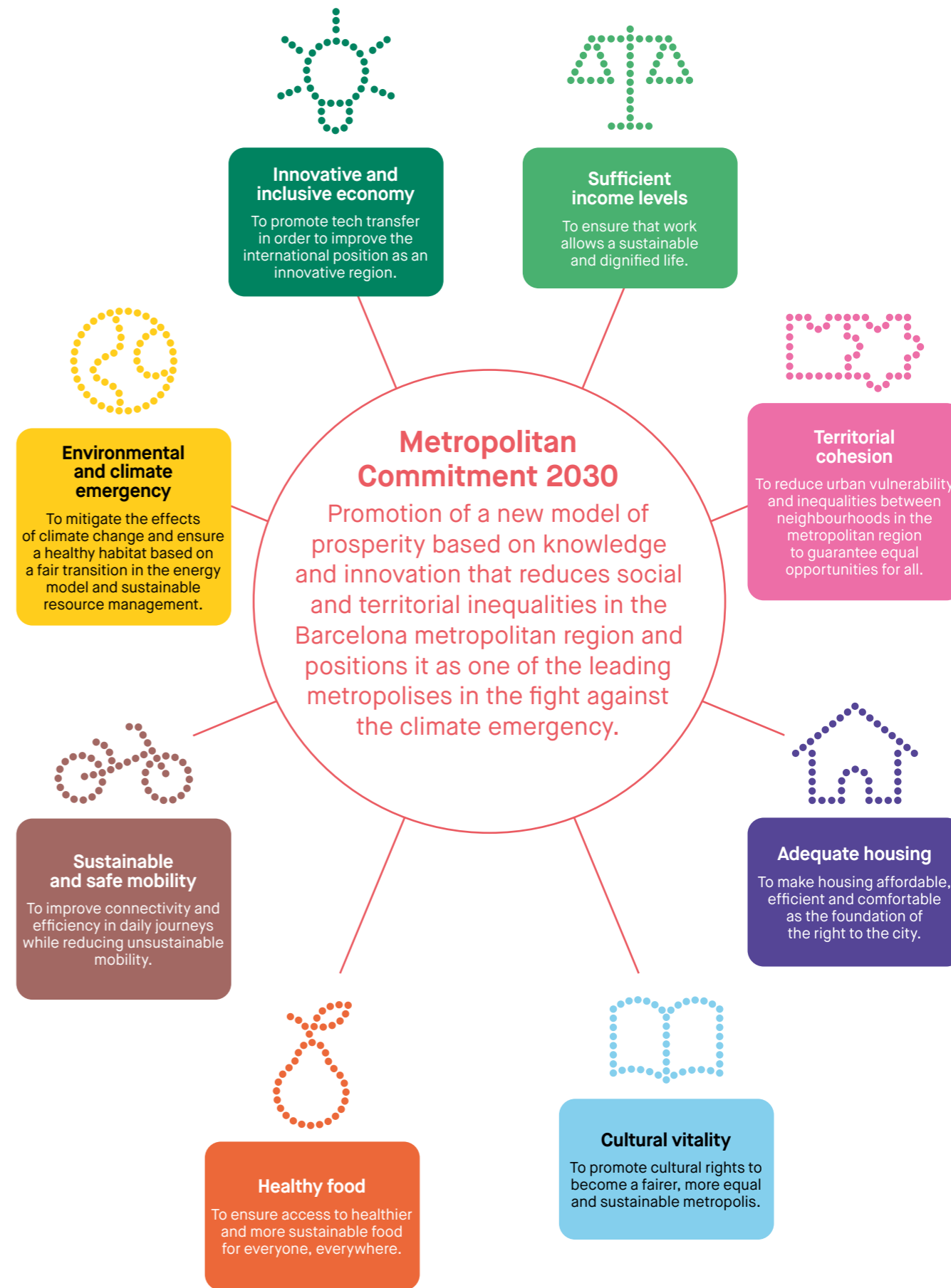
Thus, the eight missions define strategic objectives, which are largely interrelated and require the capacity to act on the scale of the metropolitan region for their achievement. Until instruments equivalent to those at other levels of government are available, this capacity for action may be built from the bottom up, mainly in accordance with the shared agenda that constitutes the Metropolitan Commitment 2030 and by forging new alliances between actors, creating new instruments and defining new work processes. For this reason, all the missions include a proposal for specific governance instruments.



The missions

- They are oriented to results, multi-stakeholder cooperation and cross-sectoral action.
- They prioritise experimentation, generating changes in the way organisations function and restructuring their relationships with one another.
- They provide greater flexibility in adapting to changes in the environment.

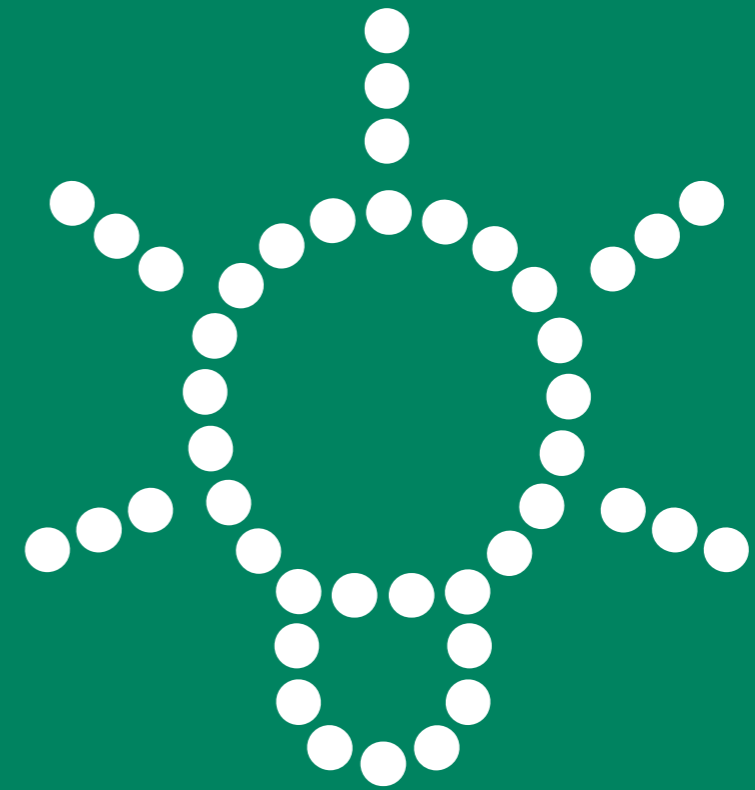
The eight missions of the Metropolitan Commitment 2030





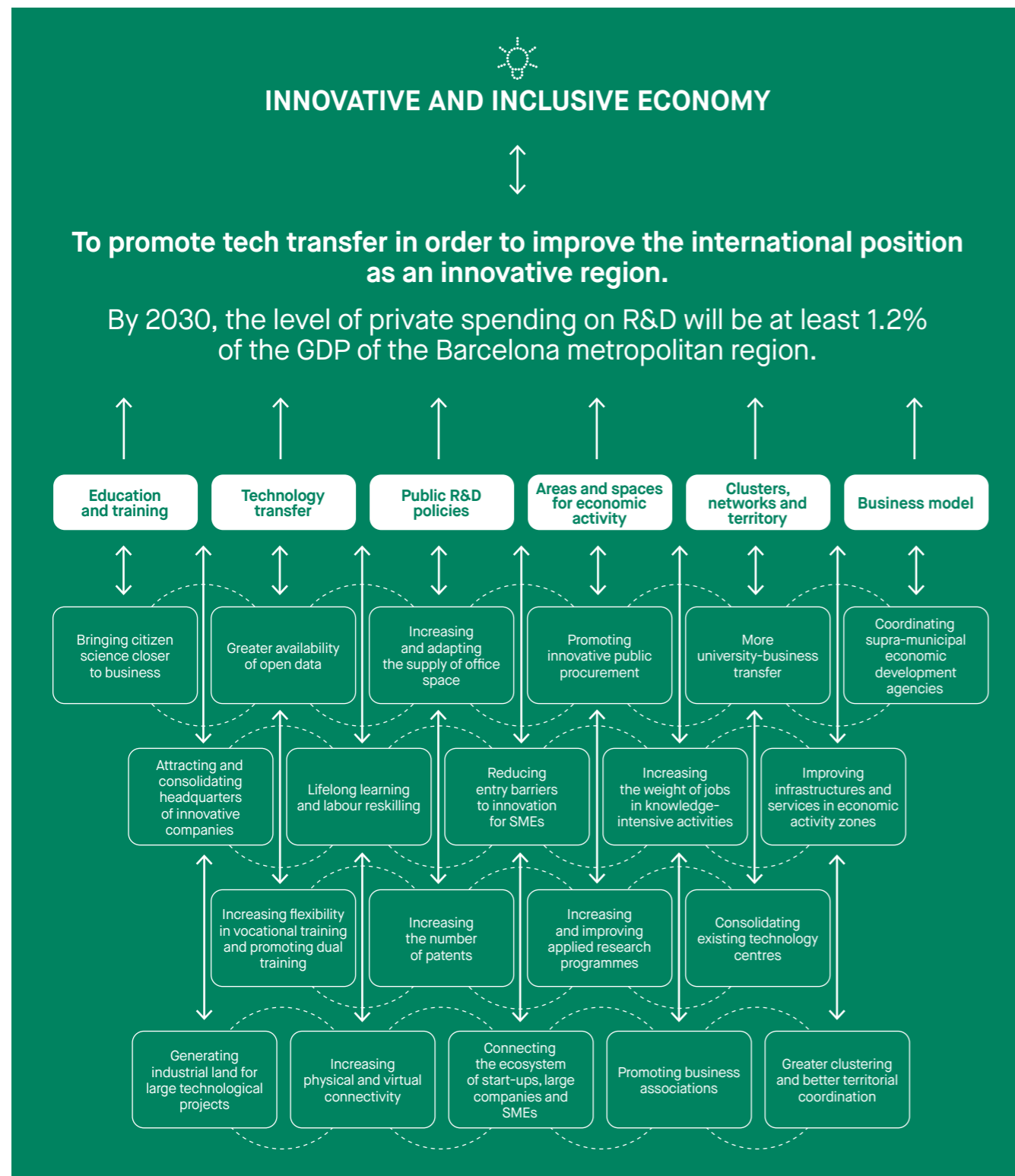
Mission

Innovative and inclusive economy



Mission Innovative and inclusive economy

An economy that provides prosperity for all must have a diversified structure with increasing weight for innovation in all activities. The Barcelona metropolitan region is excellently positioned in terms of research, but its transfer to the productive sphere needs improvement. Improving private spending on R&D is essential for a qualitative leap to reposition ourselves among the most innovative regions in Europe.



Mission Innovative and inclusive economy

Challenge	Innovative and inclusive economy
Mission	To promote tech transfer in order to improve the international position as an innovative region.
Commitment	By 2030, the level of private spending on R&D will be at least 1.2% of the GDP of the Barcelona metropolitan region.

Context and focus of the mission

Up to the end of the 20th century, Barcelona had principally been an industrial metropolis. However, the globalisation process, embodied by the inclusion of Spain in the European Economic Community (EEC) in 1986, led to a sharp drop in the importance of industry to the benefit of other emerging regions.

Thirty years later, the trend has changed and today globalisation is showing signs of stagnation, for a variety of reasons. Technological development has drastically reduced the minimum efficient scale of many industries, eliminating the need to concentrate production in mega-factories. Moreover, a substantially different and turbulent geopolitical framework makes a degree of sovereignty over production advisable, especially in the most strategically sensitive areas.

All this has led to a renewed interest in industry, which in Catalonia has taken the form of the National Agreement for Industry, which among other objectives, establishes that 25% of GDP should be generated by industrial activity by 2030 (currently it is at 20%). It should not be forgotten that unlike most services, total factor productivity in industry can be continuously improved, thereby helping to create well-paid jobs.

In this sense, as the AMB Economic Regeneration and Reindustrialisation Committee also recognises and sets out in its proposals that industry must be the vector for economic recovery, because Catalonia still has a higher weight of industrial gross value added (GVA) in the economy than Spain (20.3% compared to 17%) and is very similar to that of the EU-27 (20.2%). Around 40% of this GVA is generated in El Vallès and El Baix Llobregat, Barcelona's true industrial belt.

High value-added industry and services require an appropriate ecosystem in which training, research and infrastructure are key elements. Innovation, in all its forms, must be in the DNA of productive activity. However, Catalonia currently occupies the middle ground in the European context, far removed from historically comparable regions. **Low levels of investment in R&D, especially private investment, and difficulties in transferring knowledge and generating patents, are limiting factors for the competitiveness of our industry.**

Indeed, according to the European Union 2021 Regional Innovation Scoreboard (RIS), Catalonia is ranked as a Moderate Innovator + on the European Innovation Scoreboard (EIS). A better position in this ranking would mark a leap forward for the Catalan innovation system, leading to a positive impact on competitiveness and the quality of employment.

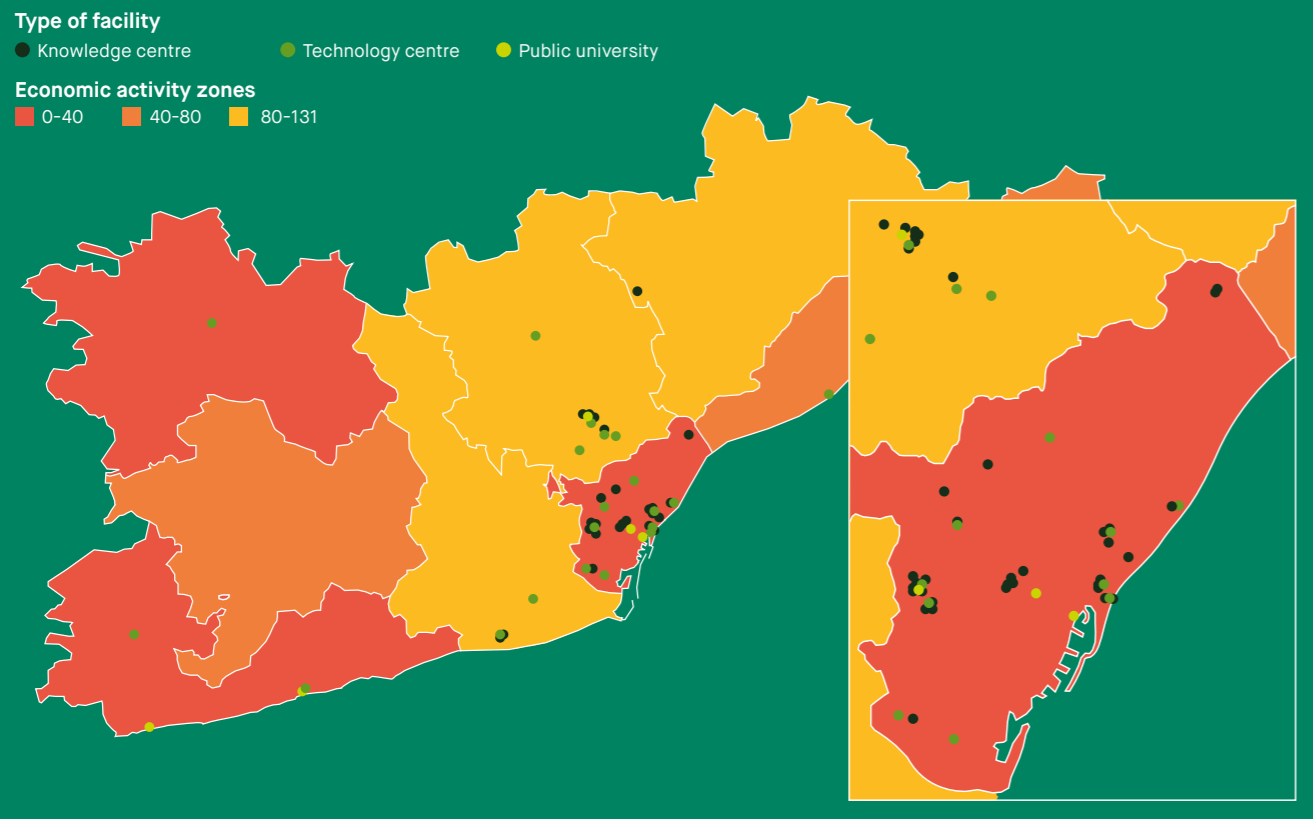
For this reason, **the strategic commitment required for this mission is to improve private spending in R&D**, to place us among the most innovative regions in Europe. One such region is the Basque Country, where private spending in 2019 was 2.08%, well above that of Catalonia (0.86%). Bearing in mind that European spending is 1.53%, setting a benchmark of 1.2% for private spending in R&D should be achievable and would allow us to continue to move in the direction of the leading European regions.

Mission

Innovative and inclusive economy

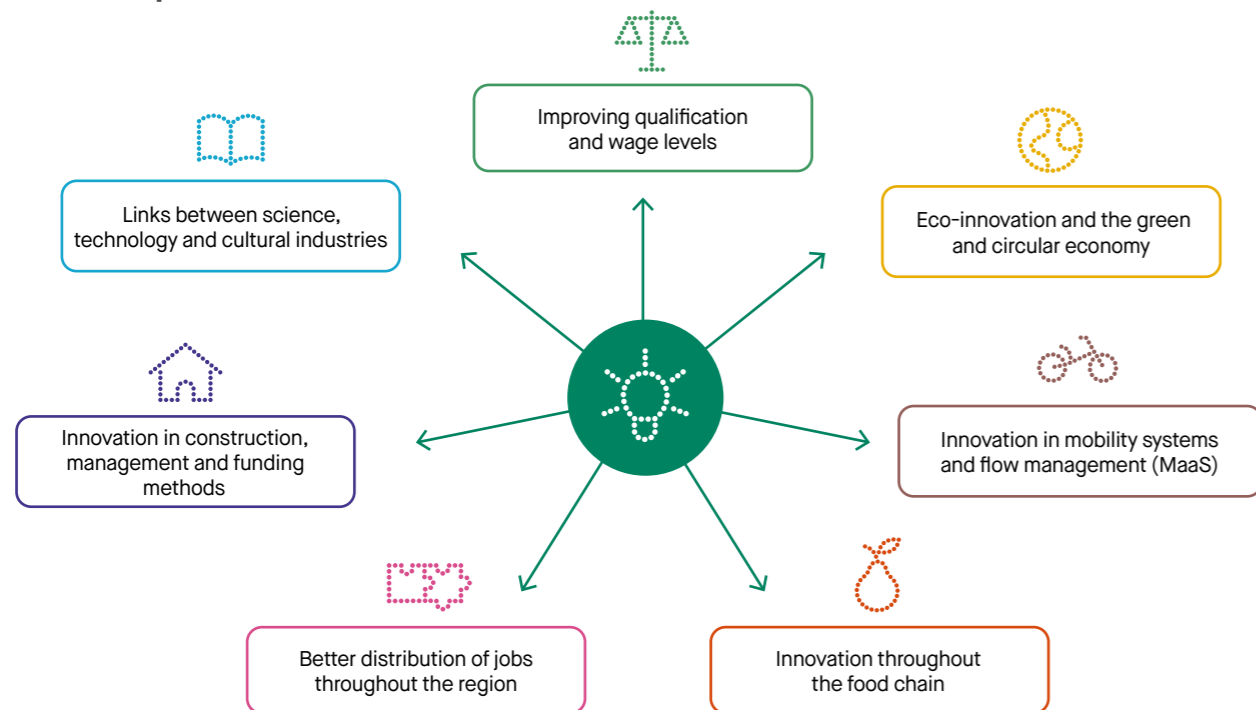
Knowledge and industry in the metropolitan territory

A stronger connection between the knowledge and research system and the economic fabric requires strengthening existing knowledge hubs and bringing them closer to the business world throughout the region.



Source: Prepared by the authors from the Directory of RDI in Catalonia (Generalitat de Catalunya, 2022), PAE Information System (Ministry of Business and Labour, Generalitat de Catalunya, 2022) and facility maps of the Smart Metropolis (Barcelona Demà process).

Relationship with the other missions

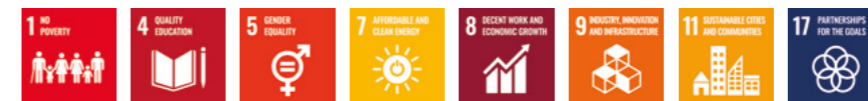


Mission

Innovative and inclusive economy

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

- Education and training**
Training needs to be brought up to date so that it also focusses on the labour market. Vocational and in-service training needs to be expanded to promote a greater demand for STEM (science, technology, engineering and mathematics) subjects, especially among women.
- Technology transfer**
Improving the transfer of knowledge generated by the university and research system to companies must be pursued by strengthening both the system of technology centres and knowledge exchange between all the actors in the innovation ecosystem.
- Public R&D policies**
The public sector can stimulate private spending on R&D, either by using public spending as leverage or by providing a fiscal and regulatory framework favourable to business investment, with an emphasis on reducing barriers to innovation.
- Areas and spaces for economic activity**
It is essential to have spaces that are suitable for different economic activities and facilitate reconversion in a context of decarbonisation and digitisation, as well as promoting new spaces on top of existing ones, to ensure a better territorial distribution and balance with other uses.
- Clusters, networks and territory**
Formal and informal collaboration instruments must be fostered to allow all types of companies to overcome entry barriers that hinder innovation and internationalisation or provide adequate training for the people who work in them.
- Business model**
Boosting innovation requires making certain changes in business and enterprise models so that they also help provide greater resilience in the environment and in economic activity and contribute to a more prosperous and inclusive society.

Main measures

- Reinforcing consolidated knowledge clusters in the metropolitan region and providing the necessary urban planning and management tools.
- Broadening company access to industrial doctorate programmes.
- Promoting venture building between universities, research and technology centres and companies.
- Developing a metropolitan strategy for attracting high value-added business investment for sectors that drive economic activity, supported by a centre of international private investors.
- Coordinating public operators of land for economic activity.
- Promoting an active policy of attracting the R&D, design and marketing centres of international companies to Southern Europe.
- Leading EIT Urban Mobility and strengthening the participation of metropolitan institutions in the other EU knowledge and innovation communities.
- Creating a mechanism for the international promotion of health-related sectors, inspired by Health Capital Helsinki.
- Consolidating long-haul flights from Josep Tarradellas Barcelona-El Prat Airport to connect with strategic international destinations for the metropolitan research ecosystem.
- Increasing and coordinating innovative public procurement processes in local governments in the region.
- Integrating economic promotion services in supramunicipal/ regional agencies.
- Defining a metropolitan network of fab labs.
- Creating the Metropolitan Commerce Committee (Taula del Comerç Metropolità) to address digital transformation in the sector.
- Positioning Barcelona as one of the centres for the New European Bauhaus.



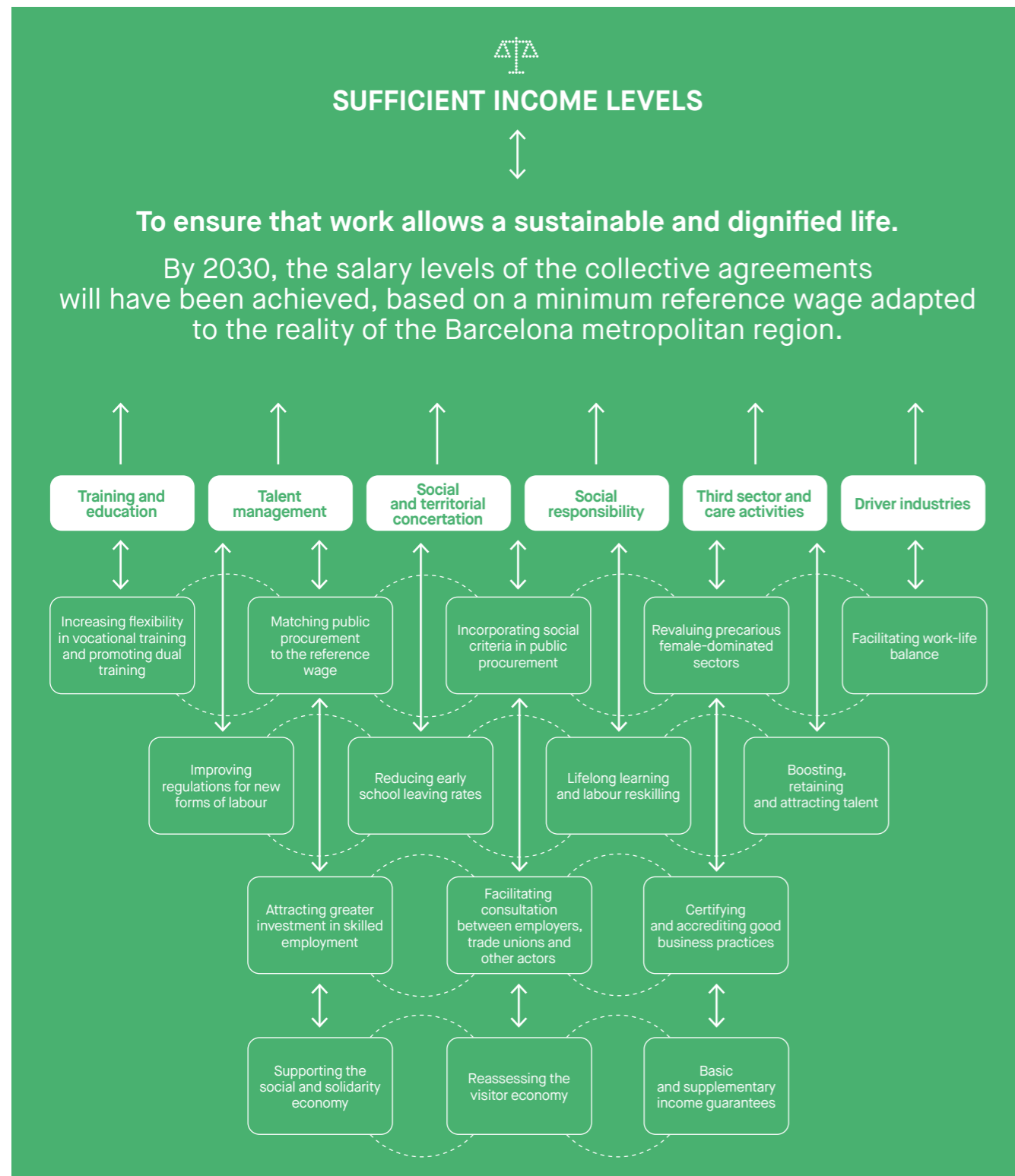
Mission

Sufficient income levels



Mission Sufficient income levels

Income from employment, the main source of income for most households and the cornerstone of the current social protection system, must be maintained at levels that guarantee a dignified life. Similarly, the productive structure must drive job creation with sufficiently attractive wages and conditions to retain talent and stimulate the participation of young people in the labour market.



Mission Sufficient income levels

Challenge Sufficient income levels

Mission To ensure that work allows a sustainable and dignified life.

Commitment By 2030, the salary levels of the collective agreements will have been achieved, based on a minimum reference wage adapted to the reality of the Barcelona metropolitan region.

Context and focus of the mission

It is hard to speak of prosperity in a society if income is insufficient or totally non-existent for a large part of the population.

Labour is still the main source of income for most households. Therefore, guaranteeing a minimum income means, first and foremost, ensuring employment for people of working age and avoiding situations of involuntary unemployment, historically the main cause of poverty and economic inequality in our country.

However, all jobs should provide sufficient income to be able to live in dignity. Otherwise, there is a risk of creating large numbers of working poor, which, in the absence of supplementary income mechanisms, could condemn a part of the population to a life of insecurity. However, it should be stressed that this problem does not stem exclusively from income, but often, especially in recent years, from expenditure, in particular on housing and associated utilities. Strengthening the training and skill levels of the entire population is also a key factor in wage levels.

However, the wages that can be offered depend not only on the type of employment, but also on companies' room for manoeuvre which, in the case of low-productivity activities or those affected by international competition, such as some tourism or care-related work, might be limited. Here, social consultation and collective bargaining could play a significant role in maintaining a balance that is positive for companies and staff. As far as salaries are concerned, beyond the establishment of minimum wages, **the reality of living in the Barcelona metropolitan region and its impact on household spending must also be taken into account.**

Thus, when we refer to guaranteeing adequate income levels, we use the metropolitan reference wage, which is **1,345.48 euros** for the whole of the metropolitan area of Barcelona. Indeed, according to data from the *Annual Wage Structure Survey*, in Catalonia in 2019 the average gross annual income per salaried worker was 25,968.20 euros. As for **the average gross salary of Barcelona residents**, in 2019 it was 31,076 euros a year, 6.4% higher than that of residents in the metropolitan area of Barcelona and also higher than in Catalonia as a whole (15%) and Spain (23.4%). Women's average salary (27,869 euros) was 18.7% lower than that of men (34,261 euros).

For this reason, **the strategic commitment required for this mission consists of supporting collective bargaining and establishing a reference salary (or salary scheme), adapted to the different realities of the Barcelona metropolitan region, which, although not obligatory, may serve as a guide and incentive for compliance with the salary levels set out in the collective bargaining agreements applicable in different sectors of activity.**

Mission

Sufficient income levels

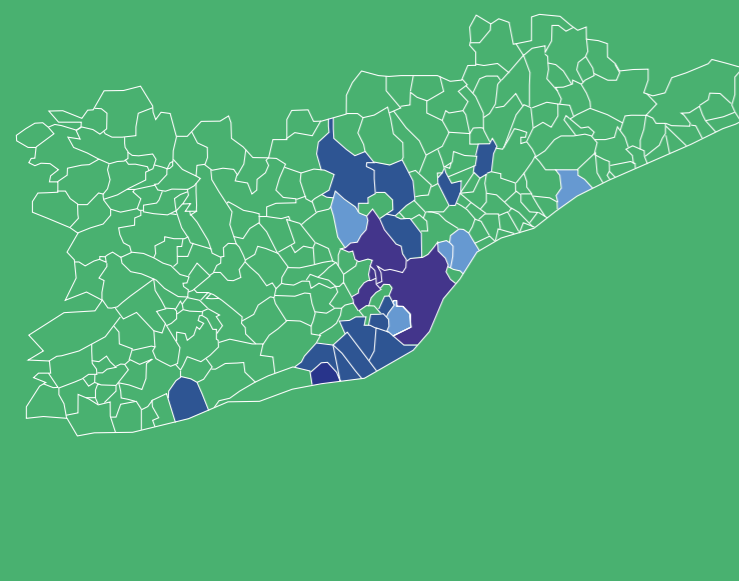
Income levels in the metropolitan territory

The cost of housing is the main factor affecting of people's income requirements. Avoiding local segregation and expulsion requires adequate wage levels.

Average gross annual salary 2019

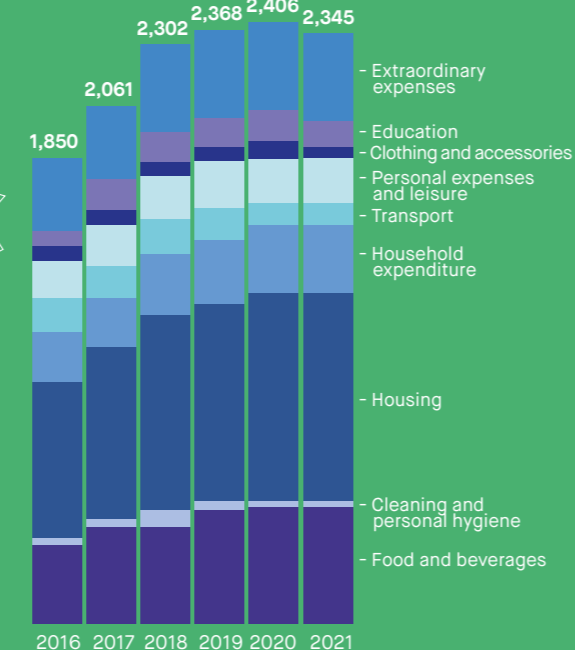
**Due to data availability, only municipalities with more than 40,000 inhabitants are included

- Less than <25,000 euros
- 25,000 to 29,999 euros
- Over 30,000 euros
- No data



Changes in budget for basic needs

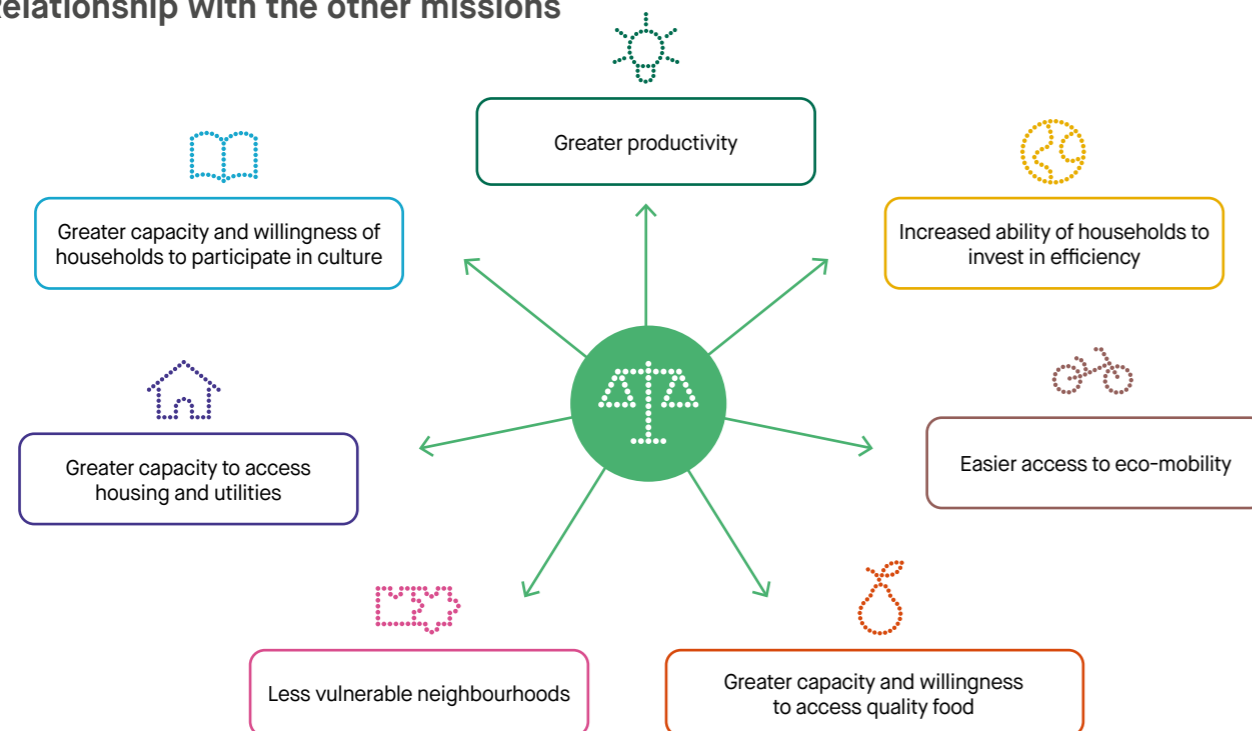
Per household and euros per month



Source: Municipal Database, Barcelona City Council and Continuous Sample of Working Lives, 2019

Source: Metropolitan benchmark wage study, AMB 2022

Relationship with the other missions



Mission

Sufficient income levels

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

Training and education

Education and skill levels should help in overcoming barriers to access or progressing in the labour market. In this respect, particular emphasis needs to be placed on reducing early school leaving rates and increasing lifelong learning.

Talent management

The central role of talent in promoting an innovative productive fabric with medium to high wage levels requires greater emphasis on empowerment and retention. Attracting talent is the element that should help fill needs that go unmet by local talent.

Social and territorial concertation

Improving working conditions, including wages, requires social consultation and collective bargaining. Therefore, the impact of the structure of the labour market, new labour realities and the determining factors for wages in each territory must be addressed here.

Social responsibility

The business community's acceptance of the importance of good working conditions and good relations with their environment to achieve greater productivity leads to the adoption of socially responsible practices, which should be duly recognised and encouraged.

Third sector and care activities

The care sector is increasingly central to our society. Its wage and gender biases must be reduced while, at the same time, strengthening the commitment to the third sector as an essential actor in its provision and as a cohesive factor and generator of social capital.

Driver industries

The most labour-intensive sectors, and therefore those with a high capacity for creating jobs, require specific attention to ensure adequate working conditions to facilitate improvements in productivity. At the same time, new job-creating sectors need to be identified.

Main measures

1. Establishing a metropolitan space for economic and social consultation in order to define a metropolitan reference wage scheme, among other objectives.
2. Strengthening the network of local employment services in the metropolitan area and collaboration between economic promotion and employment mechanisms.
3. Metropolitan network of vocational/professional training centres.
4. Consolidating and developing existing vocational/professional training programmes between vocational training centres and universities and business.
5. Expanding measures in the recognised area of care rights and reconciling daily life through a metropolitan agreement for care and strengthening public services that facilitate co-responsibility.
6. Metropolitan Agreement for Tourism (Pacte Metropolità per al Turisme) for the quality and redefinition of Barcelona's image as an urban tourist destination with inclusion as a metropolitan dimension.
7. Expanding and strengthening the Network of Cooperative Associations.
8. Coordinating talent attraction services.



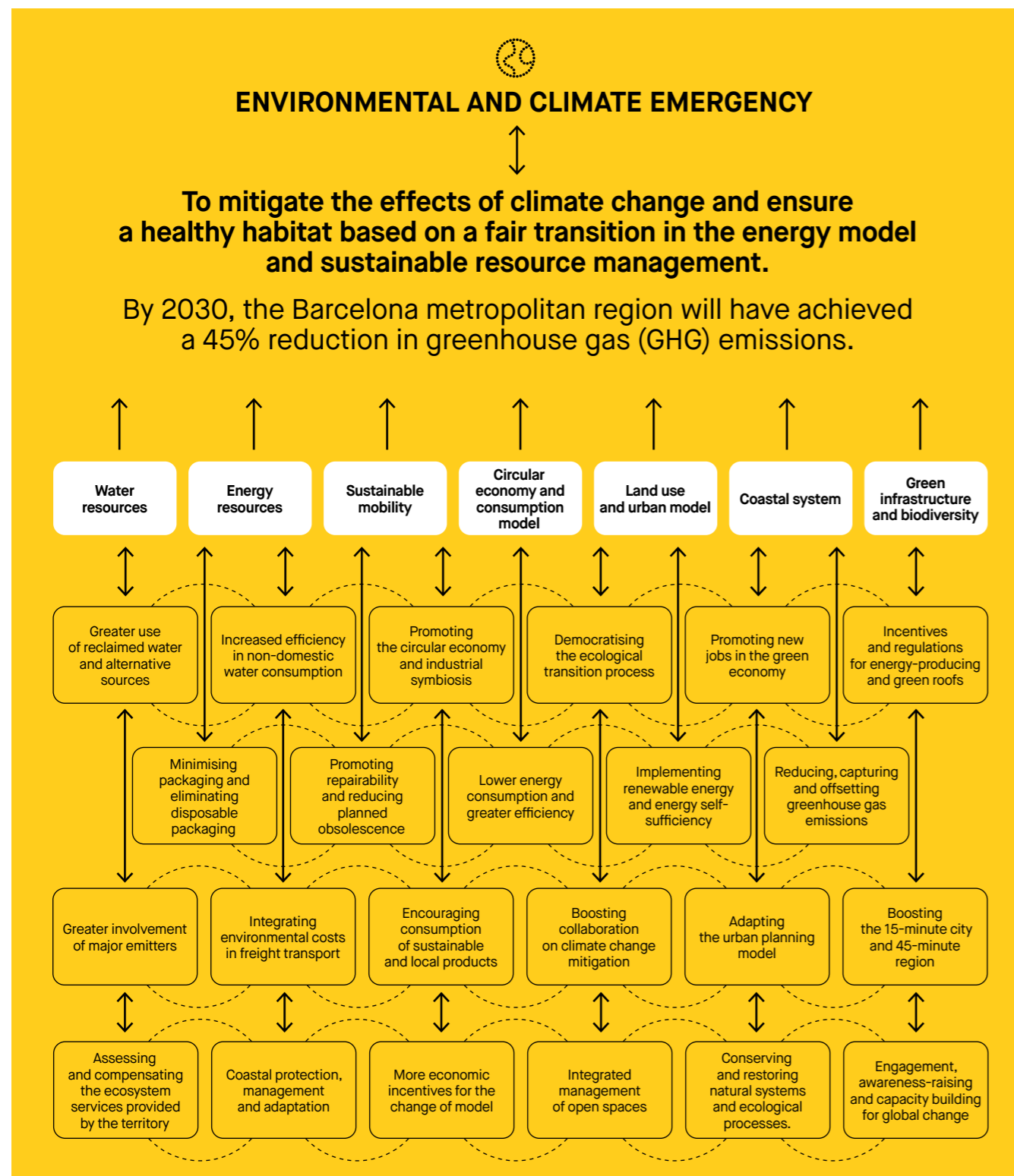
Mission Environmental and climate emergency



Mission

Environmental and climate emergency

Cities generate 70% of greenhouse gas (GHG) emissions. Urgent action is therefore needed to reduce their impact. The environmental and climate emergency affects the health and well-being of people, territory and biodiversity. It is essential to address climate change mitigation and adaptation on a metropolitan scale, making a transition in the energy model and rethinking resource management.



Mission

Environmental and climate emergency

Challenge Environmental and climate emergency

Mission To mitigate the effects of climate change and ensure a healthy habitat based on a fair transition in the energy model and sustainable resource management.

Commitment By 2030, the Barcelona metropolitan region will have achieved a 45% reduction in greenhouse gas (GHG) emissions.

Context and focus of the mission

For some time now, climate change has been causing an ever clearer negative impact on the planet and thus on society and its activities. So when in 2018 the Intergovernmental Panel on Climate Change (IPCC) published the *Special Report on Global Warming of 1.5°C*, which warned that, if emissions continued at current rates, global warming would exceed 1.5°C between 2030 and 2052, it replaced the term *change* with *emergency* when referring to the global situation. Its consequences are well known: greater frequency and severity of heat waves, forest fires and episodes of drought and torrential rains, rising sea levels, loss of biodiversity and crops, climatic migrations, deterioration of quality of life and impact on health.

Since the *Paris Agreement*, signed in 2015, several targets have been set at all territorial levels, but so far none have been met. Thus, work continues on adaptation scenarios and on planning and adopting the resilience measures that will be needed to cope with the consequences of the estimated temperature increase in coming years if global warming is not reversed quickly enough.

GHGs are one of the main contributors to this warming and, given the prevailing economic model and lifestyle, society as a whole is responsible for their emission. Therefore, tackling the situation requires cooperation and collaboration among agents and territories in the metropolis, because it is a global mission, and also multiple levers, as it poses numerous challenges that must be tackled jointly to obtain fairer, more effective solutions. Moreover, in the territory itself, it is more feasible to propose a democratic and just transition that does not generate further inequalities, while focusing on existing vulnerabilities and those that may arise from this situation.

The *Catalan Office for Climate Change* stipulates that Catalonia needs to reduce its diffuse emissions by 44% compared to 2005, while the target for reducing global GHG emissions for 2030 is 51% compared to 2005.

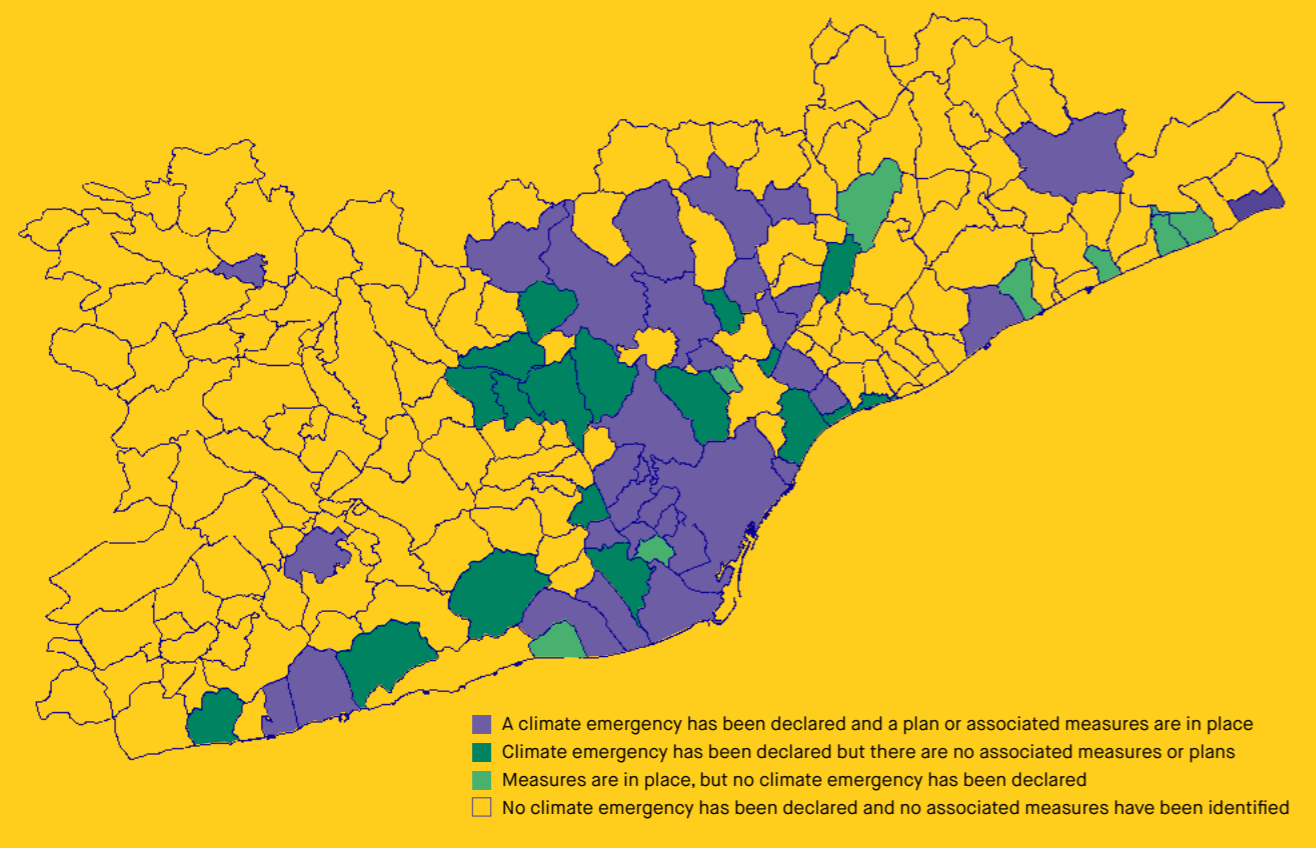
For this reason, **the strategic commitment required for this mission is to set a target of a 45% reduction in GHG emissions** compared to the base year of 2005. This value is reinforced by the following commitments:

- Barcelona City Council aims to achieve a 45% reduction in GHG emissions compared to 2005 (*Climate Plan 2018-2030*).
- The Barcelona Metropolitan Area plans to reduce GHG emissions by 43% compared to 2005 (*Climate and Energy Plan 2030*).
- *Law 16/2017*, of 1 August, on climate change, aims to reduce emissions by 40% by 2030 compared to the 1990 level for Catalonia.

Mission Environmental and climate emergency

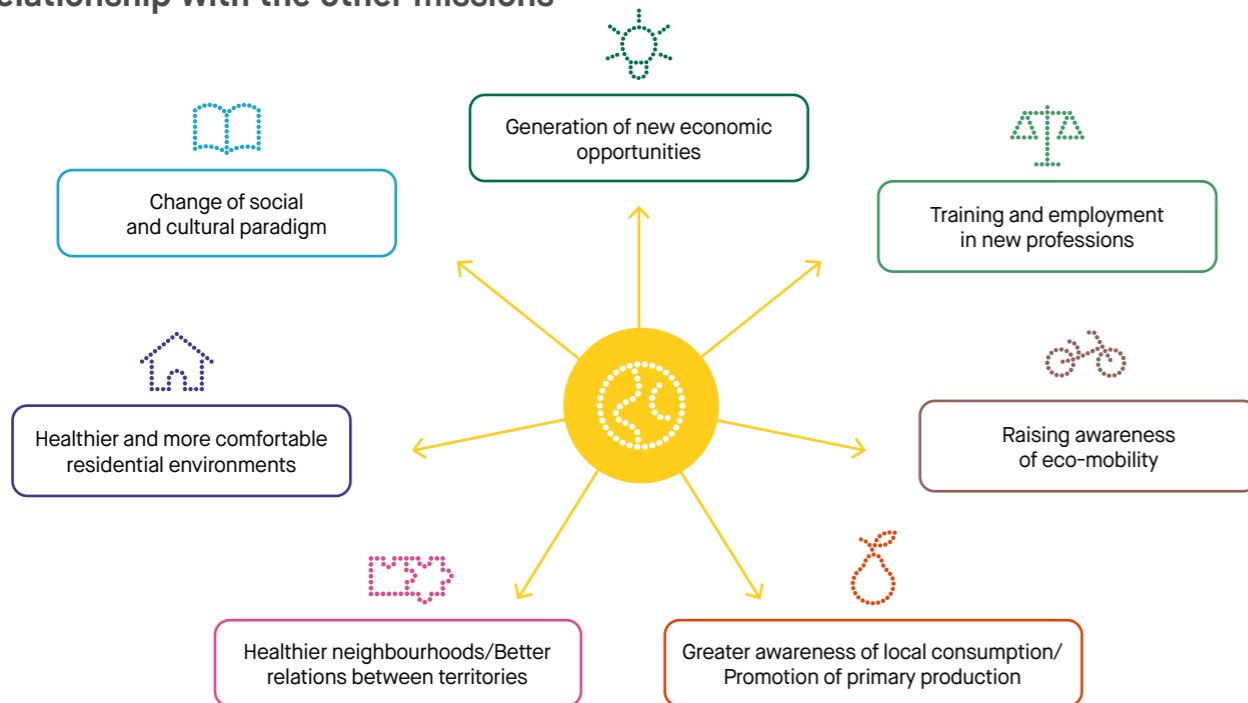
Positioning and action to tackle the climate emergency in the metropolitan territory

Many municipalities have declared a climate emergency, but they have not always designed an effective action plan and coordination mechanisms are often insufficient.



Source: The authors. 2022

Relationship with the other missions



Mission Environmental and climate emergency

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

Water Resources

A change in integrated water management is needed to cope with the lack of local water resources and episodes of drought. In particular, use of reclaimed water and water from alternative sources must be increased and greater efficiency in industrial and agricultural consumption achieved.

Energy resources

The energy transition is a key process that must be implemented progressively and democratically. In this sense, a move towards substituting fossil energy with local and renewable energy is needed, along with reductions in consumption and increased efficiency and self-production.

Sustainable mobility

The transport of people and goods is one of the main sources of emissions of GHGs and other pollutants in cities. It is therefore essential to connect this mission with that of sustainable and healthy mobility and to change the current mobility model.

Circular economy and consumption model

It is essential to promote a new economic development model that respects the territory and fosters quality employment by promoting the circular economy, industrial symbiosis and consumption based on sustainable local products.

Land use and urban model

In a context of the climate emergency, cities must adopt a resilient model that prioritises citizens' well-being and biodiversity. The focus should be on land use, balanced neighbourhoods that facilitate short journeys and green and quality public spaces.

Coastal system

The coastal system is complex and sensitive to climate change. Extreme weather events and rising sea levels generate large economic losses each year. Adaptation measures using nature-based solutions need to be considered and their functions ensured.

Green infrastructure and biodiversity

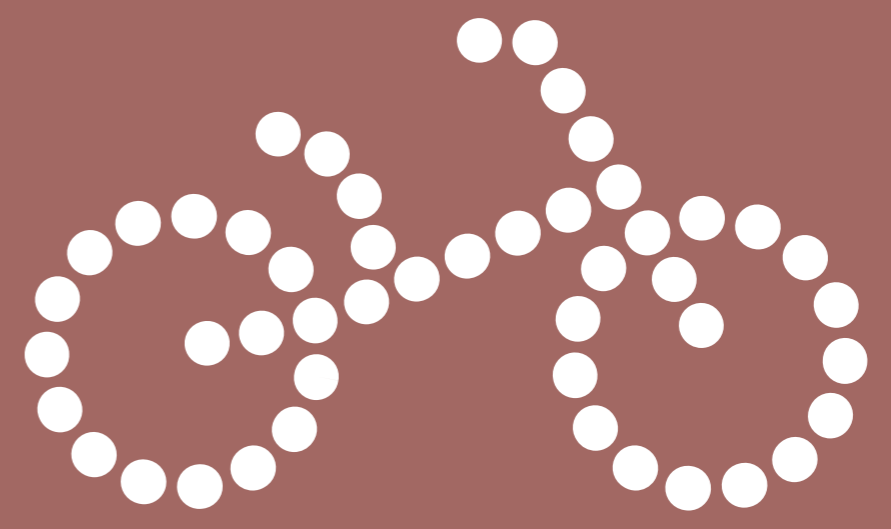
Green infrastructure needs to be improved throughout the metropolitan region. This means increasing its area, while making it multifunctional, diverse and connected, providing the essential ecosystemic services to ensure biodiversity is protected.

Main measures

1. Extending the commitments in the European mission 100 Climate-Neutral and Smart Cities by 2030 to the metropolitan area to become one of the carbon neutral cities by 2030 and coordinating actions among various actors.
2. Consolidating the metropolitan energy operator and extending its radius and capacity for action.
3. Developing the decentralised renewable energy production model through local energy communities.
4. Promoting the Catalan industrial symbiosis programme at the metropolitan level.
5. Incorporating the concept of green infrastructure and renaturing cities and urban areas in the Metropolitan Urban Master Plan (PDU) in the revised Metropolitan Territorial Plan.
6. Adapting large infrastructures to the requirements of the climate emergency.
7. Coordinating the preservation of water management as a common good.
8. Promoting widespread use of reclaimed water, grey water and rainwater with separate networks.
9. Recovering and updating the strategic plan for the coastline of the Barcelona metropolitan region.
10. Creating a network of environmental sensors based on citizen science programmes.
11. Creating metropolitan resource observatories and calculating and monitoring the main environmental indicators for the metropolitan region.



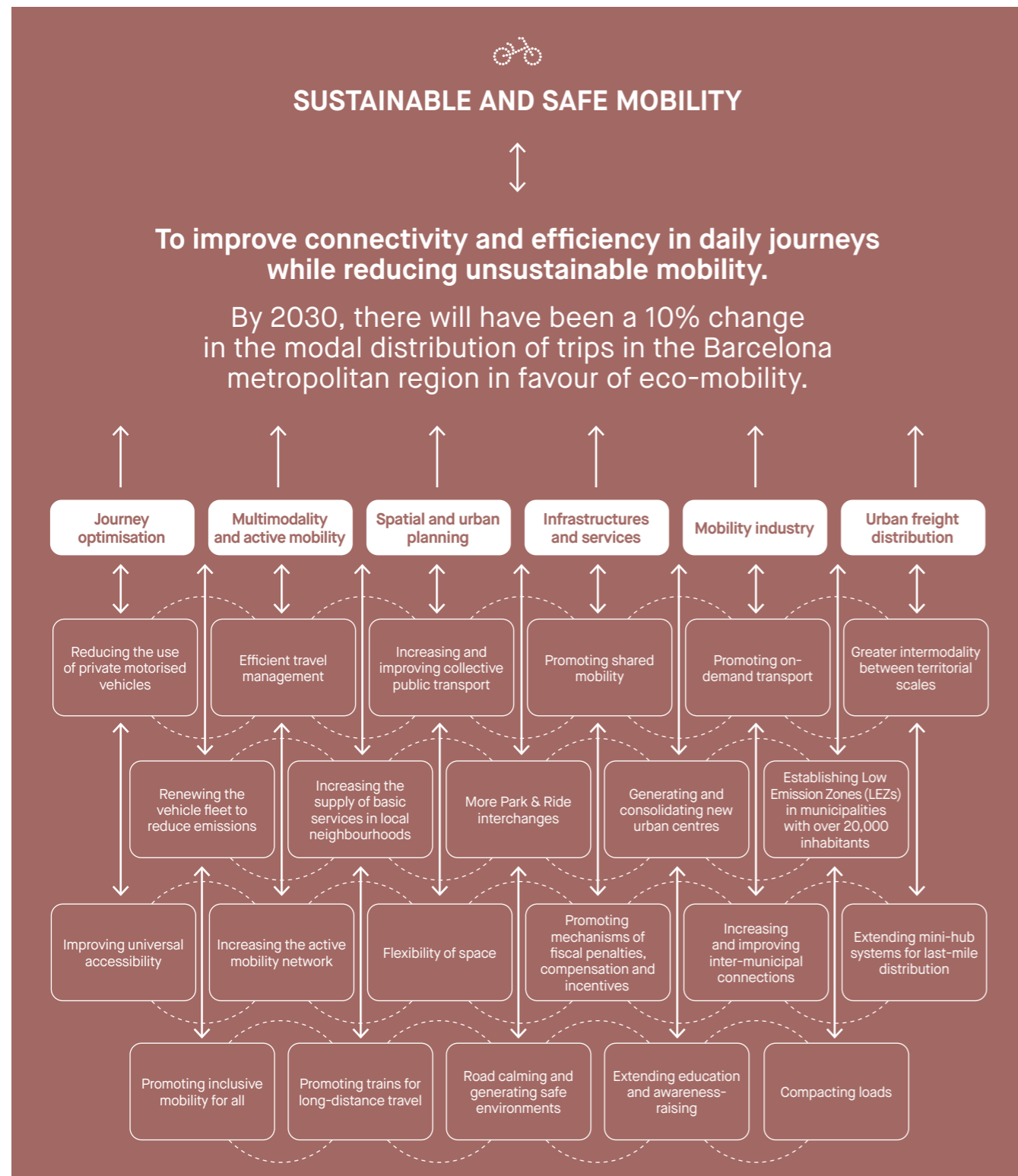
Mission Sustainable and safe mobility



Mission

Sustainable and safe mobility

Urban transport is the main source of environmental pollution and has a direct impact on people's health, especially among the most vulnerable social groups. This makes promoting changes in the modal distribution of daily movement of people and goods towards more sustainable and efficient modes of transport essential in order to improve air quality and the structure of the metropolitan territory.



Mission

Sustainable and safe mobility

Challenge	Sustainable and safe mobility
Mission	To improve connectivity and efficiency in daily journeys while reducing unsustainable mobility.
Commitment	By 2030, there will have been a 10% change in the modal distribution of trips in the Barcelona metropolitan region in favour of eco-mobility.

Context and focus of the mission

Air pollution and climate change mean that the world's metropolises must make a paradigm shift with regard to the mobility model, which is the main source of pollution in urban areas. The Barcelona metropolitan region is no exception. By way of example, in 2020, land transport was responsible for around 30% of GHG emissions in Catalonia and for the emission of 80% of nitrogen dioxide and 70% of suspended particulate matter in the Barcelona metropolitan area.

After a century in which the car dominated the cities, increasingly widespread measures are being taken to restrict the car and shift towards more sustainable mobility, which is also active, fair and healthy. However, there is still a long way to go, as the metropolitan territory is still heavily dependent on private vehicles.

According to the *Working Day Mobility Survey (EMEF)* by the Barcelona Institute of Regional and Metropolitan Studies (IERMB), in 2019 in the Barcelona metropolitan region, 34% of daily journeys were made by private motorised vehicles (car, motorbike and others). In addition, it found that mobility of this form of transport increased as the residential spread out from Barcelona, to the detriment of active mobility (walking, cycling, wheelchair and personal mobility vehicles) and public transport (bus, metro, rail and others). This heavy dependence on the car is aggravated in inter-regional journeys outside Barcelona and its immediate surroundings, showing that **the infrastructure system of the metropolis was not designed for multimodality or structuring the metropolitan territory.**

It is therefore essential to improve the efficiency of everyday travel by reducing unsustainable mobility, with two main objectives: improving air quality and promoting a better structuring of the metropolitan territory.

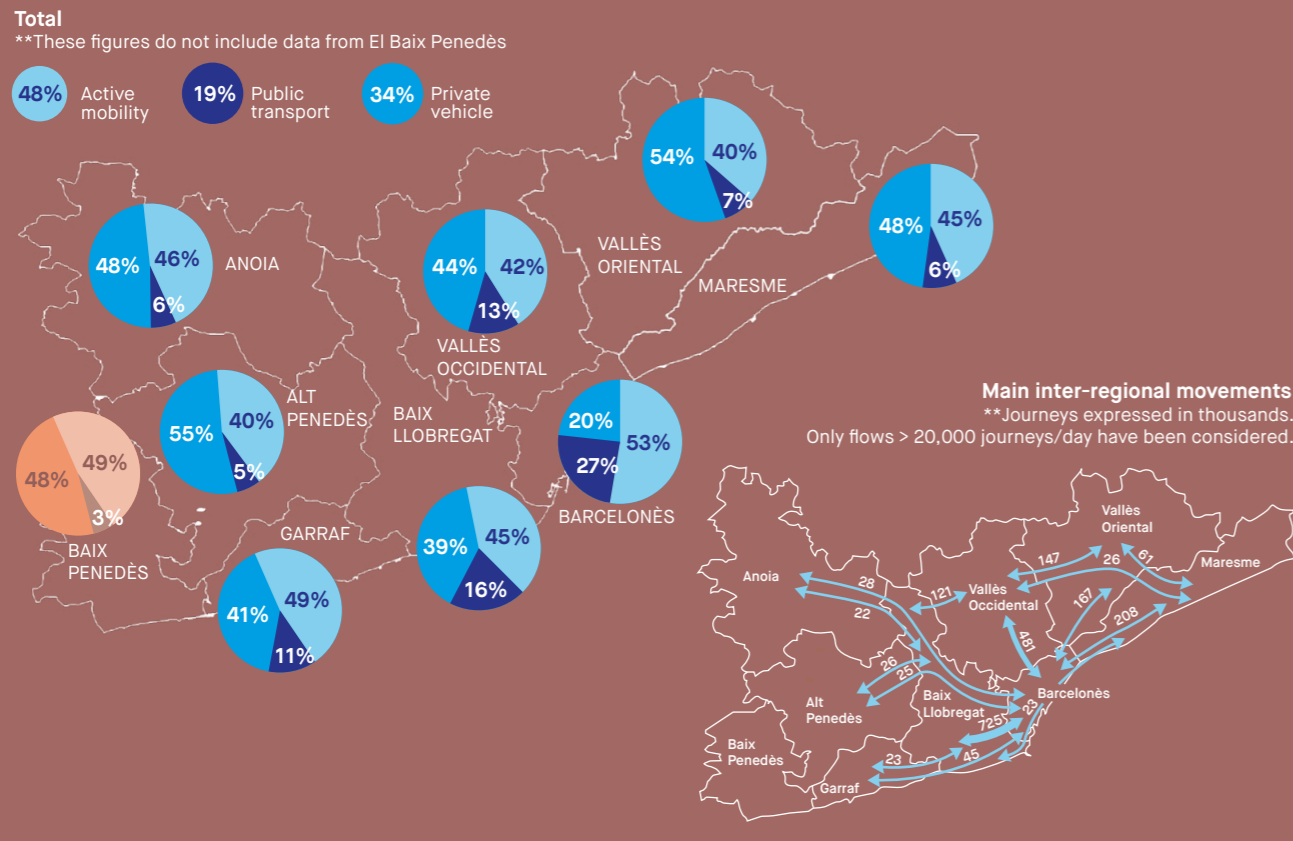
For this reason, **the strategic commitment required for this mission consists of promoting a change in the mobility model through a 10% variation, in relation to 2019, in the modal distribution of daily journeys of people and goods, in favour of eco-mobility;** i.e. with more sustainable and efficient modes of transport and a reduction of the private motorised vehicle. **According to the Metropolitan Transport Authority (ATM) 2020-2025 Mobility Master Plan**, this percentage will be only 3% by 2025 (compared to figures from 2017). Therefore, 10% by 2030 is an ambitious target.

The aim is to reduce the most polluting forms of mobility, improve travel efficiency, improve connectivity between territories, minimise the negative effects of mobility on health, reduce environmental impacts and improve the efficiency of the transport system. In short, a metropolitan mobility model that is sustainable and fair guarantees the right to mobility and promotes social cohesion throughout the territory.

Mission Sustainable and safe mobility

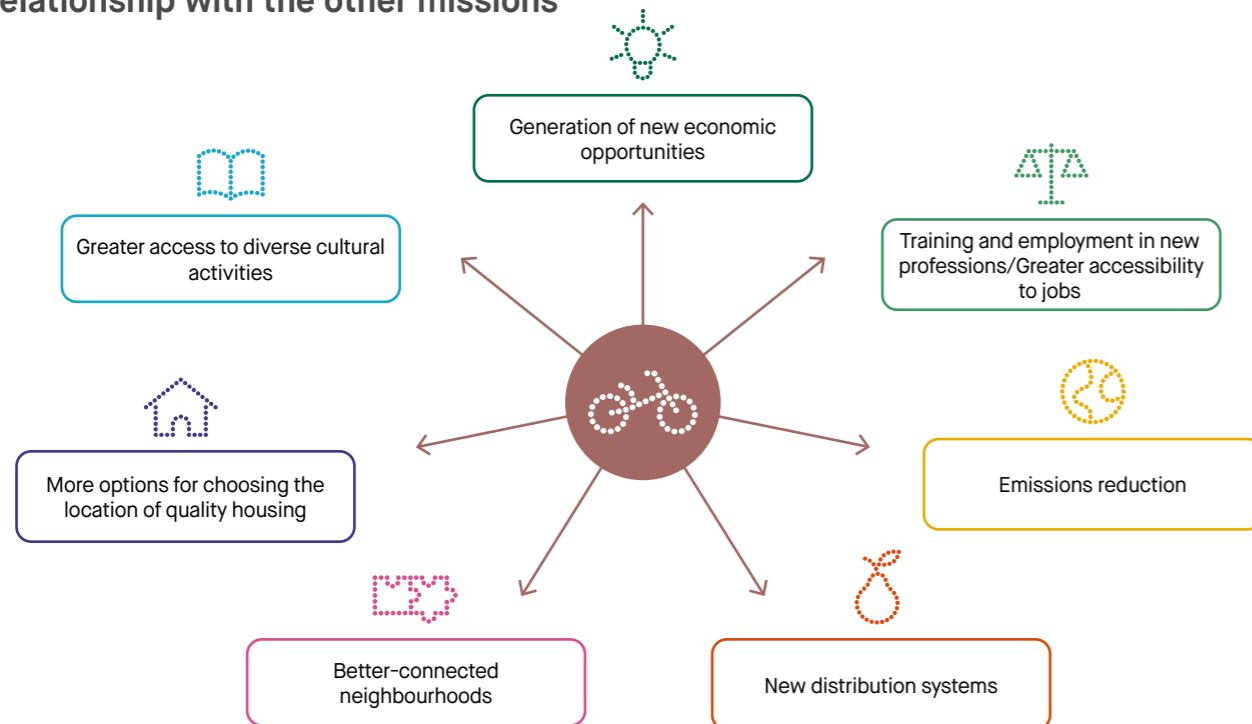
Modal distribution of mobility on working days in the metropolitan region

The modal distribution in the regions within the larger Barcelona metropolitan region and El Penedès, as well as the main inter-regional flows, shows the high proportion of private vehicles and the shortcomings in public transport.



Source: Working day mobility survey. EMEF 2019 (IERMB), pre-pandemic data. For the El Baix Penedès region, Camp de Tarragona Daily Mobility Survey 2020 (June 2021, ATM Camp de Tarragona), data during the pandemic.

Relationship with the other missions



Mission Sustainable and safe mobility

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

Journey optimisation

A sustainable mobility model should reduce journeys that are not beneficial and have an environmental, economic or social cost. In addition, it should help improve traffic flow and personal efficiency and comfort in everyday travel.

Multimodality and active mobility

Healthier, more efficient mobility requires a metropolis structured through networks of active mobility (pedestrians and bicycles), interchanges and new urban centres, together with a wide, coordinated offer of sustainable modes of transport.

Spatial and urban planning

Planning is the ideal instrument for obtaining a city model that is consistent with the way people live. Planning must integrate citizens' needs, rethink infrastructures and promote sustainable mobility and sustainable lifestyles.

Infrastructures and services

The most complex infrastructures are concentrated in the Barcelona metropolitan region. For this reason, a network of infrastructures needs to be structured to coordinate the territory, accompanied by efficient services that respond to the environmental, social and economic needs of the metropolis.

Mobility industry

The world is moving towards a more digital and sustainable reality and mobility must move in the same direction. The mobility industry needs to embrace changes in consumption patterns and to convert itself to ensure smarter, more sustainable and more efficient travel.

Urban freight distribution

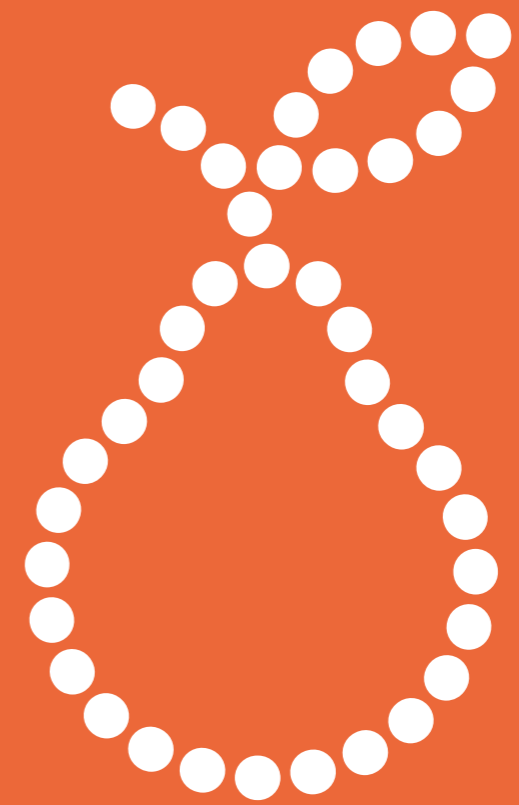
The sharp rise in e-commerce has highlighted the need to coordinate urban freight distribution by optimising journeys, compacting loads, organising logistics and promoting the use of less polluting transport.

Main measures

1. Financing and implementing the 2021-2030 Mobility Infrastructure Master Plan.
2. Fulfilling the Suburban Rail Plan, with the interventions required to expand capacity and improve service.
3. Non-radial interconnection of the main metropolitan cities with sustainable mobility services, seeking a minimum of exchanges within a maximum of 30 minutes.
4. Providing the metropolitan region's territorial mobility authority with executive powers in transport and mobility management.
5. New mobility governance model adapted to mobility as a service (MaaS).
6. Creating a public fund to finance public transport and sustainable mobility.
7. Strengthening the industrial and technological ecosystem around sustainable mobility.
8. Full implementation of the T-mobilitat system.
9. Coordinating Low Emission Zones (LEZs) in the metropolitan region as a whole and their extension throughout the territory.
10. Extending the network of bus-high occupation vehicle lanes on the main accesses to Barcelona.
11. Developing the Fourth Railway Belt by setting up interchanges at different points in El Vallès and El Baix Llobregat.
12. Metropolitan strategic plan on urban freight distribution and the creation of a metropolitan public-private observatory on urban freight distribution.

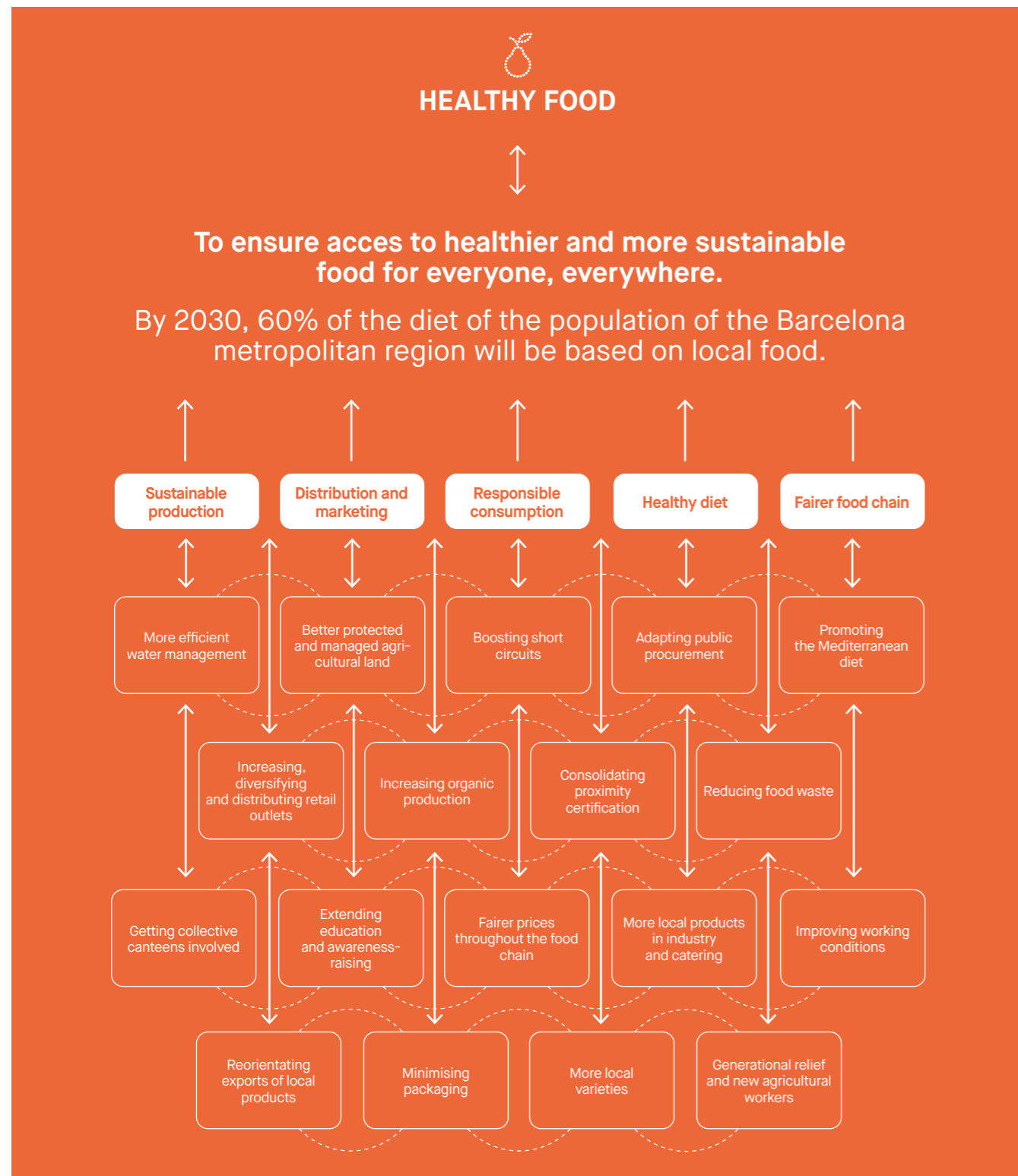


Mission Healthy food



Mission Healthy food

Food is gaining greater importance on the strategic agenda of cities. Based on the Food Charter of the Barcelona Metropolitan Region, proximity has been identified as a key element in strengthening all other transformations in the food system to make it more sustainable, healthier and fairer, while at the same time increasing its relevance as an economic activity and factor for territorial cohesion.



Mission Healthy food

Challenge	Healthy food
Mission	To ensure acces to healthier and more sustainable food for everyone, everywhere.
Commitment	By 2030, 60% of the diet of the population of the Barcelona metropolitan region will be based on local food.

Context and focus of the mission

The cities of Granollers and Barcelona were among the first to sign the Milan Urban Food Policy Pact in 2015, a benchmark document in local food policies for cities around the world. The planning of various food-related issues, together with the implementation of related policy, has been a constant in the history of cities. However, it is only in recent years that a more holistic approach has been adopted and all aspects of production, distribution, consumption and treatment of waste have been integrated under a common strategy.

The Generalitat de Catalunya has approved the 2021-2026 Strategic Food Plan for Catalonia; the Provincial Council and the AMB have drawn up action plans and specific programmes, and the PEMB has promoted the Food Charter of the Barcelona Metropolitan Region (CARM). Barcelona's designation as World Capital of Sustainable Food in 2021 also represented an important boost in this direction, hence today several cities in the Barcelona metropolitan region already have a food strategy in place.

Whatever the case, the fundamental objective is to move towards healthier, fairer and more sustainable food. This means a good diet for people, which is also good for territories, good for the planet and good for the food chain as a whole, so that the different actors, especially in the primary sector, can earn a living.

In focusing on the commitment associated with this mission, **proximity was seen as the key dimension, since this has a more direct impact on the dimension of sustainability**, not only because of what it means in terms of reducing transport requirements, but also because it facilitates better cooperation with the agents involved in achieving more sustainable production, distribution and consumption, while also providing a stimulus for local economies and a resilience factor in a world where conflicts, such as in Ukraine, could threaten global food distribution.

With regard to the commitment indicator, it should be noted that we do not yet have indicators sufficiently fine-tuned to measure consumption or local distribution. For this reason, accepting the limitations this entails, we have opted for an indicator based on a survey carried out by PRODECA in 2022 among over 500 people aged 25 to 65 (70% in the province of Barcelona) responsible for buying food for their households. This survey shows that, on average, 45.8% of the shopping basket (food and beverages) is made up of local products (from all over Catalonia).

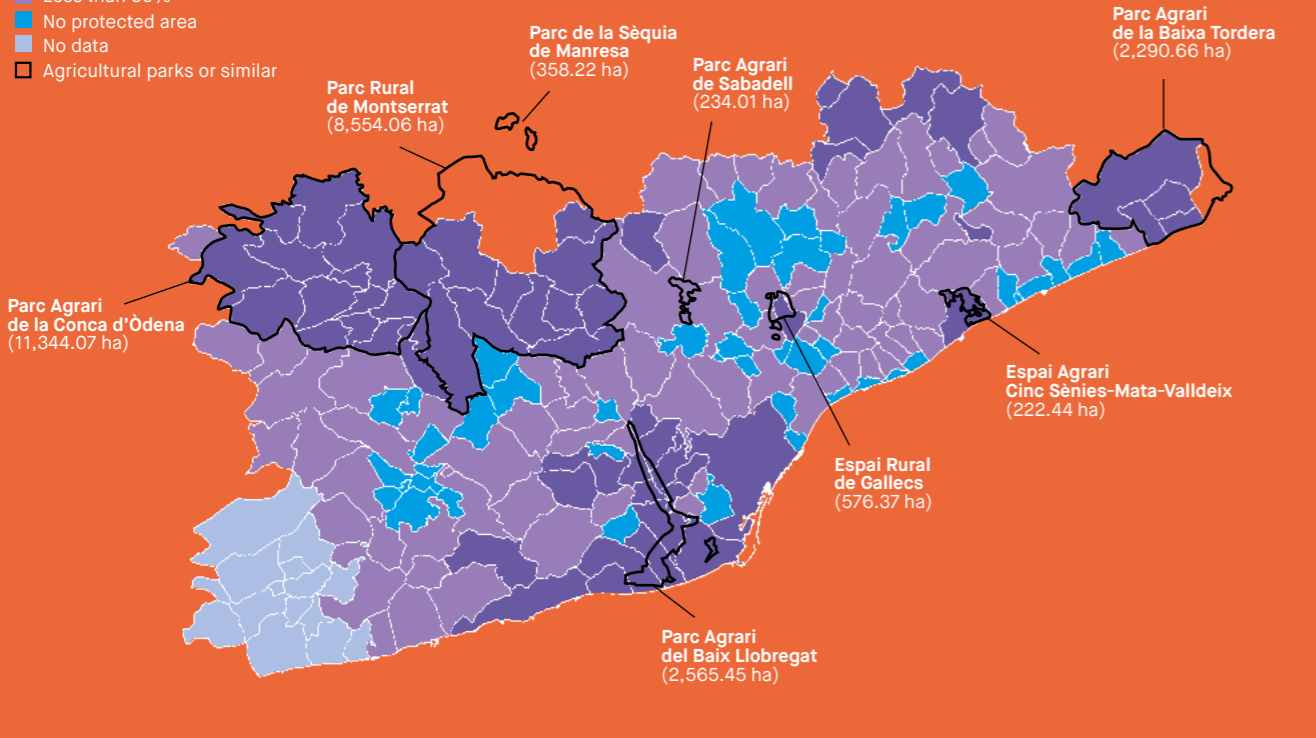
Mission Healthy food

Protected agricultural land in the metropolitan region

Achieving greater and better local production requires preserving and managing existing agricultural land and, as far as possible, increasing it, using concepts such as agricultural parks.

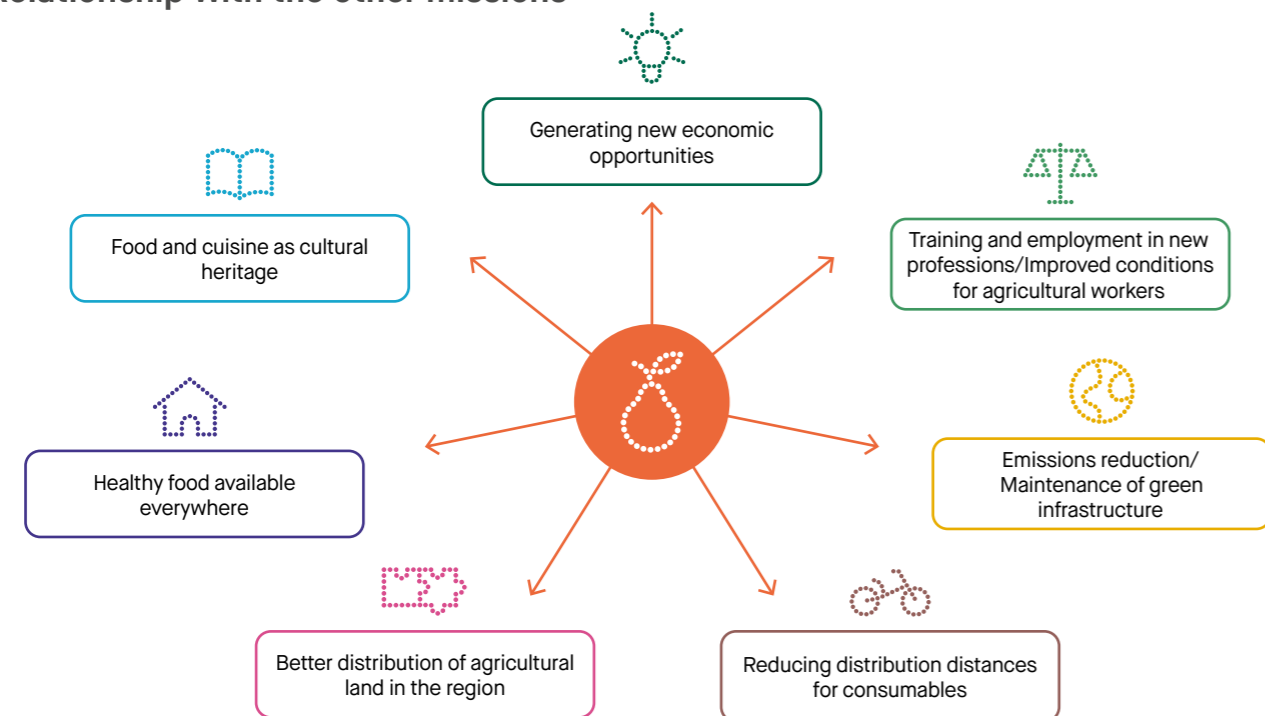
Protected agricultural area according to each municipality:

- Over 50%
- Less than 50%
- No protected area
- No data
- Agricultural parks or similar



Source: : BCN Smart Rural, data samples. Barcelona Provincial Council (2021).

Relationship with the other missions



Mission Healthy food

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

Sustainable production

Food production must move towards ever stricter compliance with sustainability criteria. Measures to reduce the environmental impact of transport, improve water and soil management, apply more sustainable production techniques and protect and recover local varieties are needed.

Distribution and marketing

Local products often find it difficult to reach the market outside their immediate environment. There must be adequate commercial channels and points of sale that recognise and promote local production and bring producers and consumers closer together.

Responsible consumption

Consumers' individual and collective attitudes are essential to the sustainability of the food system, in itself a basic requirement for making it healthier. We need to approach our food with awareness and responsibility, from purchasing to waste management.

Healthy diet

The traditional, so-called Mediterranean diet, based on local products, is a guarantee of sustainability and provides the necessary nutrients, while also being a means of combating obesity and other conditions resulting from changes in eating habits.

Fairer food chain

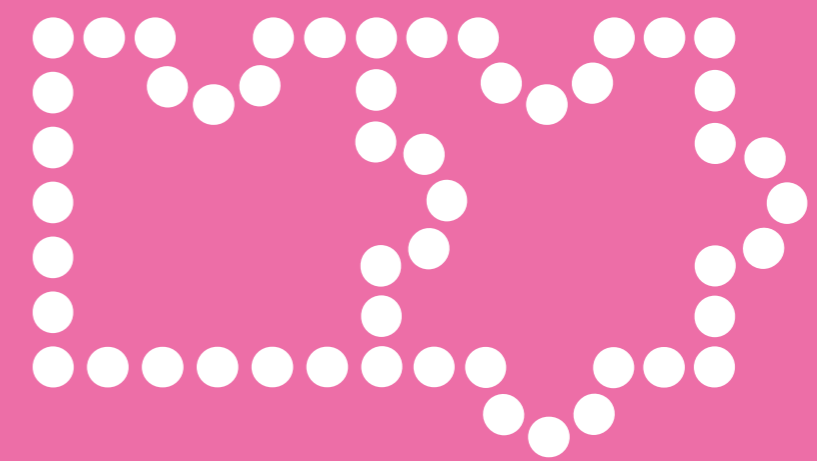
Ensuring the right to food means that those who produce, distribute and market food can turn these activities into a way of life, in a way that is more equal and, above all, guarantees the essential generational continuation in farming and fair prices for all.

Main measures

1. Strengthening farm management areas (agricultural parks and similar).
2. Implementing local food exchange centres.
3. Boosting projects to increase the presence of local and organic products in Mercabarna.
4. Use of public procurement and incentives in collective canteens for the progressive introduction of local and organic products.
5. Promoting legislative changes that favour consumption of local and organic products, such as exemptions/deductions on municipal or metropolitan taxes on production and marketing.
6. Detecting and promoting strategies to raise the worth of local and organic production, making full use of synergies with other economic activities in the metropolis.
7. Unifying and consolidating a label for local foodstuffs and the shops that distribute them.
8. Setting up soil banks and links with elements such as farming contracts and test spaces.
9. Incorporating food into municipal organisation and creating, where necessary, local food councils and a metropolitan food council.
10. Promoting research into data on supply and demand for local and organic products through the Metropolitan Food System Observatory.
11. Promoting public education and a cultural change towards healthier, more sustainable diets through formal education, promotional campaigns and regulating advertising.
12. Promoting initiatives that ensure the right to healthier, more sustainable food for all, based on income guarantees and empowering people through a community-based approach.
13. Support for food loss and food waste prevention strategies in all stages of the food chain.

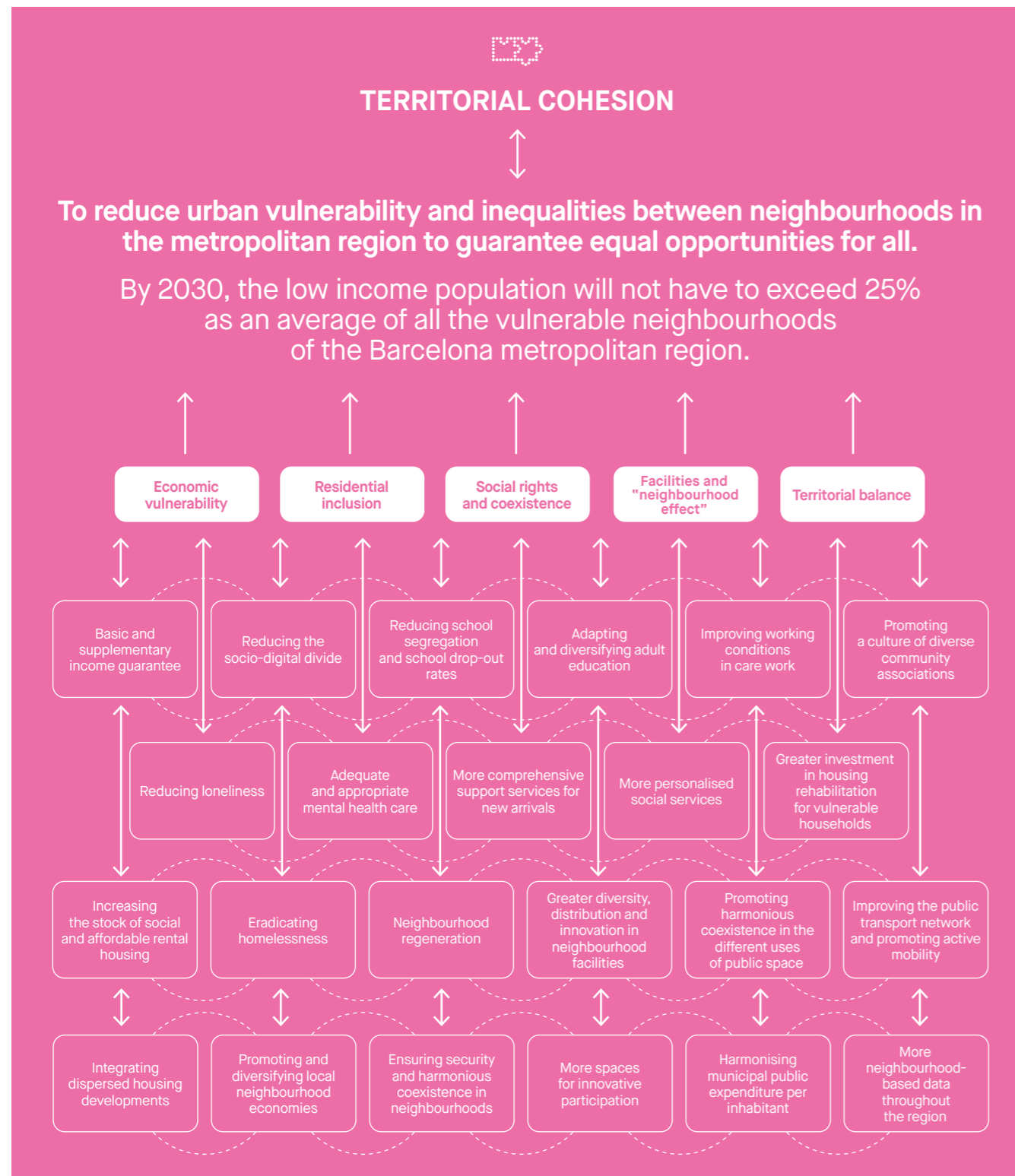
Mission

Territorial cohesion



Mission Territorial cohesion

Neighbourhoods with greater urban deficiencies that are less attractive to live in end up housing lower income populations, thereby generating residential segregation. These are neighbourhoods with a high population density, poor quality housing and public spaces, shortcomings in facilities and services and fewer transport options. Action is therefore needed to improve both urban planning and social integration in the most vulnerable neighbourhoods and the living conditions of their population.



Mission Territorial cohesion

Challenge	Territorial cohesion
Mission	To reduce urban vulnerability and inequalities between neighbourhoods in the metropolitan region to guarantee equal opportunities for all.
Commitment	By 2030, the low income population will not have to exceed 25% as an average of all the vulnerable neighbourhoods of the Barcelona metropolitan region.

Context and focus of the mission

Reducing social and economic inequalities among the population is the main focus of the Metropolitan Commitment 2030 and is present in all its missions. These inequalities also have a very clear territorial expression: differences in income levels, unemployment, education, etc. between neighbourhoods are obvious and tend to generate neighbourhoods with more vulnerable or more affluent populations. This is termed *residential urban segregation*: the tendency of internally homogeneous social groups to cluster within the territory for the purpose of residence. Thus, according to data from the Urban Vulnerability Index of the IERMB, in 2017, neighbourhoods identified as most vulnerable had a low-income population of 30%, while the average for the metropolitan area as a whole was 12.5%.

In the case of the low-income population, clustering tends to occur in urban areas that offer fewer advantages and are less attractive to live in: high population density, poorer quality housing, fewer public and private facilities and services, greater distance and poorer mobility to urban centres, fewer quality public spaces and green infrastructure and so on. These urban areas are less attractive and therefore the average house price is lower and more accessible to the low-income population, creating the main mechanism that facilitates segregation.

Likewise, residential urban segregation covers a greater area when it comes to cities in a metropolitan system, such as the Barcelona metropolitan region, and ends up creating poles or specialised areas on a supra-municipal scale. Therefore, any policy or action to reverse this residential segregation or territorial inequalities must be scaled up to the metropolitan level. Thus, reversing residential segregation and urban vulnerability mainly in the Barcelona metropolitan region **requires improving the urban conditions of the most disadvantaged neighbourhoods and the socio-economic conditions of the most vulnerable population living in them in order to improve equal opportunities for the entire population.**

For this reason, **the strategic commitment required for this mission consists in reducing the average weight of the population with the lowest incomes from 30% to 25% in all neighbourhoods of the metropolitan region considered vulnerable.** An indicator of the percentage of low-income population has been chosen as one of the most accurate and significant indicators of economic vulnerability and most closely related to residential segregation.

This is a population with an income per consumption unit below 60% of the Spanish average. According to the IERMB analysis, this average significantly matches the average income of the metropolitan area of Barcelona and the 60% poverty threshold.

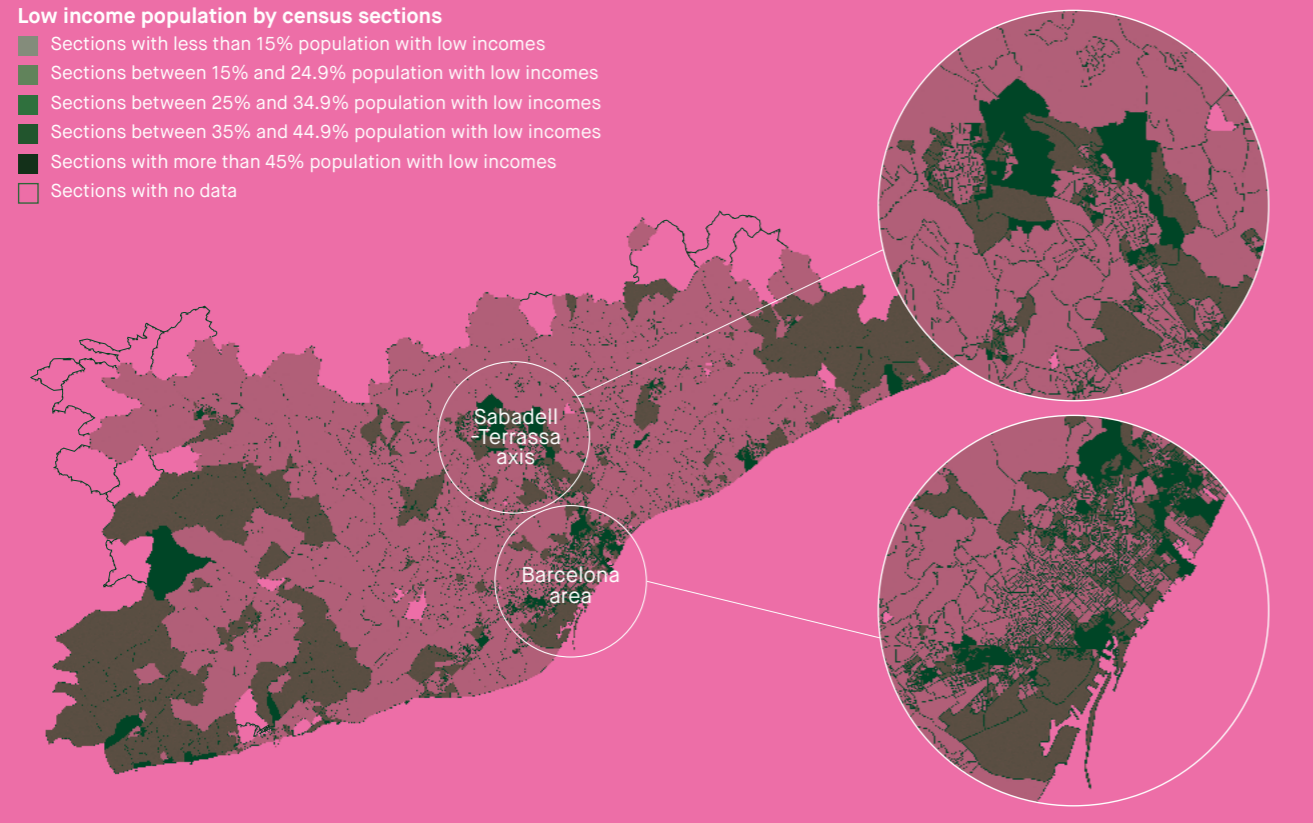
Mission Territorial cohesion

Low income population

The identification of sections of the census with up to 15%, 25%, 35%, 45% or more low-income population gives a clear picture of their concentration in the region.

Low income population by census sections

- Sections with less than 15% population with low incomes
- Sections between 15% and 24.9% population with low incomes
- Sections between 25% and 34.9% population with low incomes
- Sections between 35% and 44.9% population with low incomes
- Sections with more than 45% population with low incomes
- Sections with no data



Source: Atlas of household income distribution. National Institute of Statistics (INE), 2019

Relationship with the other missions



Mission Territorial cohesion

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

Economic vulnerability

Poverty is the main factor for vulnerability; thus, there needs to be a direct impact to help people who find themselves in, or are at risk of falling into, this situation using instruments that enable them to obtain higher incomes and overcome dependency factors.

Residential inclusion

Access to and permanence in adequate housing for people in vulnerable situations is fundamental to their lives. It is the key to accessing other rights, such as the right to work and to starting out on a path away from social exclusion.

Social rights and coexistence

In addition to the more material aspects, the impact on personal progress of all the factors that can contribute to greater autonomy, such as social development, satisfactory community integration and coexistence in neighbourhoods should also be taken into account.

Facilities and “neighbourhood effect”

The place where people are born and live clearly determines their opportunities for development. Improving the environment, in both physical and social terms, is an essential part of providing everyone with opportunities for progress and achieving a better territorial balance.

Territorial balance

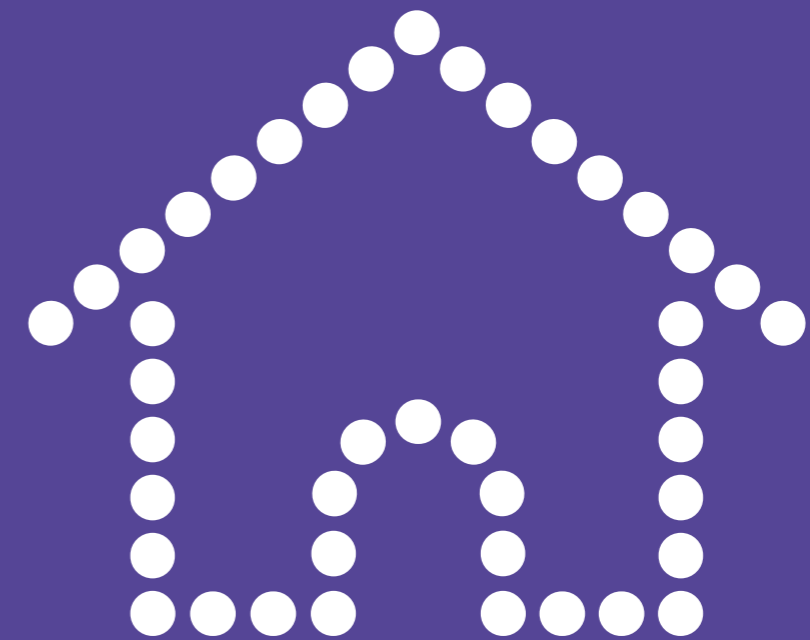
On a supra-municipal scale, varied and essential tools for territorial planning and the provision of infrastructures, facilities and services are necessary to reduce territorial inequalities and segregation in the Barcelona metropolitan region as a whole.

Main measures

1. Reaching a metropolitan agreement to promote the establishment of a universal basic income system.
2. Drawing up a comprehensive neighbourhood rehabilitation plan to channel intervention to the most vulnerable neighbourhoods and incorporate isolated housing developments with urban development shortcomings.
3. Developing a regulatory protocol to facilitate access of the vulnerable population to all types of benefits in terms of knowledge, procedures and perception.
4. Adopting fiscal equality mechanisms between municipalities in each urban area.
5. Activating the register of residents with no fixed address in the municipalities of the Barcelona metropolitan region.
6. Creating a coordinated, multi-level and multi-service complementary income guarantee system among all the actors involved in the metropolitan region.
7. Defining comprehensive strategies for the most segregated metropolitan zones (such as El Besòs, Carretera de Collblanc and the River Ripoll, among others).
8. Preparing a map of neighbourhoods in the municipalities of the Barcelona metropolitan region.
9. Drawing up economic development plans for individual neighbourhoods or groups of neighbourhoods.
10. Collaborative planning and management of community facilities, making it possible to serve citizens from other municipalities by introducing the metropolitan card for shared public services.
11. Planning metropolitan facilities in terms of generating new urban centres.
12. Promoting the Metropolitan Social Forum as a space for public-private and community coordination of interventions in social rights.

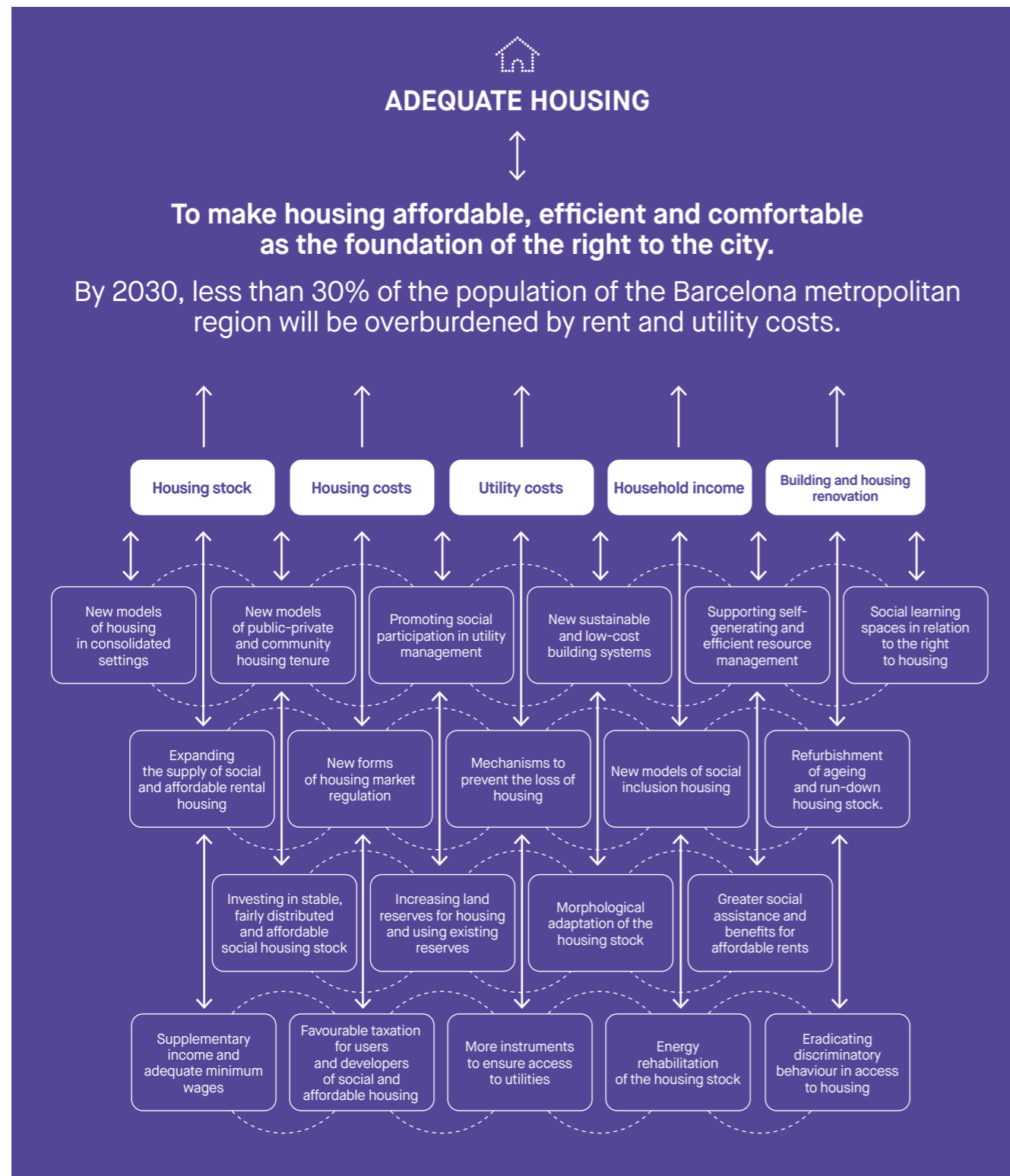
Mission

Adequate housing



Mission Adequate housing

Situations of housing cost overburden (spending more than 40% of income on rent and utilities) occur throughout the metropolitan territory and exclude an increasing number of households from the market. According to the United Nations, housing is affordable when it costs a household less than 30% of its income. Otherwise, there is a risk of falling into poverty and jeopardising other basic rights.



Mission Adequate housing

Challenge	Adequate housing
Mission	To make housing affordable, efficient and comfortable as the foundation of the right to the city.
Commitment	By 2030, less than 30% of the population of the Barcelona metropolitan region will be overburdened by rent and utility costs.

Context and focus of the mission

Problems of access to housing is one of the factors generating residential vulnerability, the risk of poverty and the creation of social and territorial inequalities in the metropolis. Although Article 47 of the Spanish Constitution and several state and Catalan laws recognise the right to decent and adequate housing, its condition as a commodity, lack of stable affordable housing stock and the growing gap between household income and average house prices has progressively affected the conditions of access to and permanence in housing for the population in metropolitan Barcelona.

The Territorial Sectoral Housing Plan identifies 90% of the areas of strong and confirmed demand in municipalities of the metropolitan region. It should also be borne in mind that, according to the Centre for Demographic Studies, around 400,000 new households will be created in the region by 2050. The problem is even more chronic in the rental market, as the stock of social rental housing has failed to grow in proportion to demand: it makes up 1.8% of total metropolitan stock, while the European average is over 9%. In the region, **a household earning the equivalent of the average gross disposable household income can only access the rental market using less than 35% of its income in 9 of the 160 municipalities, and in none of the Barcelona districts.**

The cost of essential utilities associated with housing also represent a major burden for households. Thus, guaranteeing the right to adequate housing not only involves a physical space to live in but also entails universal access to the basic services of water, energy, gas and the Internet in order to be able to live a dignified life.

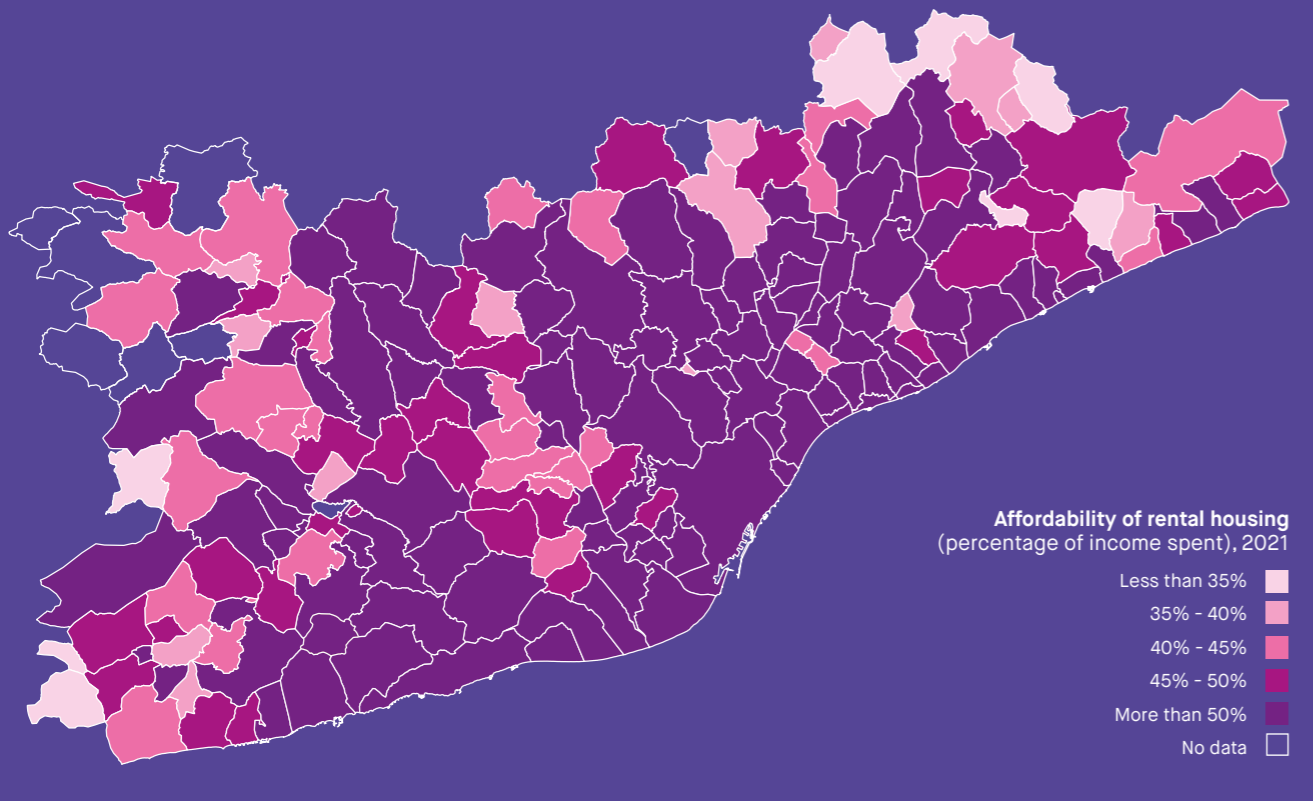
For this reason, **the strategic commitment required for this mission is to ensure that by 2030, the population of the Barcelona metropolitan region suffering from housing and essential utility cost overburden will be less than 30%.** The aim is to deal with the most serious situations of overburden and risk of residential exclusion, but also seek containment to prevent more families from finding themselves in this situation.

The indicator used to measure the achievement of this commitment will be the housing and utilities cost overburden rate, which indicates the percentage of the population in the metropolitan area living in households that have to spend more than 40% of their income on paying for rental housing and associated utilities: water, electricity and gas. According to Metropolitan statistics on living conditions by IERMB and the Statistical Institute of Catalonia (IDESCAT) for the period 2019-2020, this is 34.27% in the metropolitan area, in the regions of El Barcelonès, El Baix Llobregat, El Maresme, El Vallès Occidental and El Vallès Oriental.

Mission Adequate housing

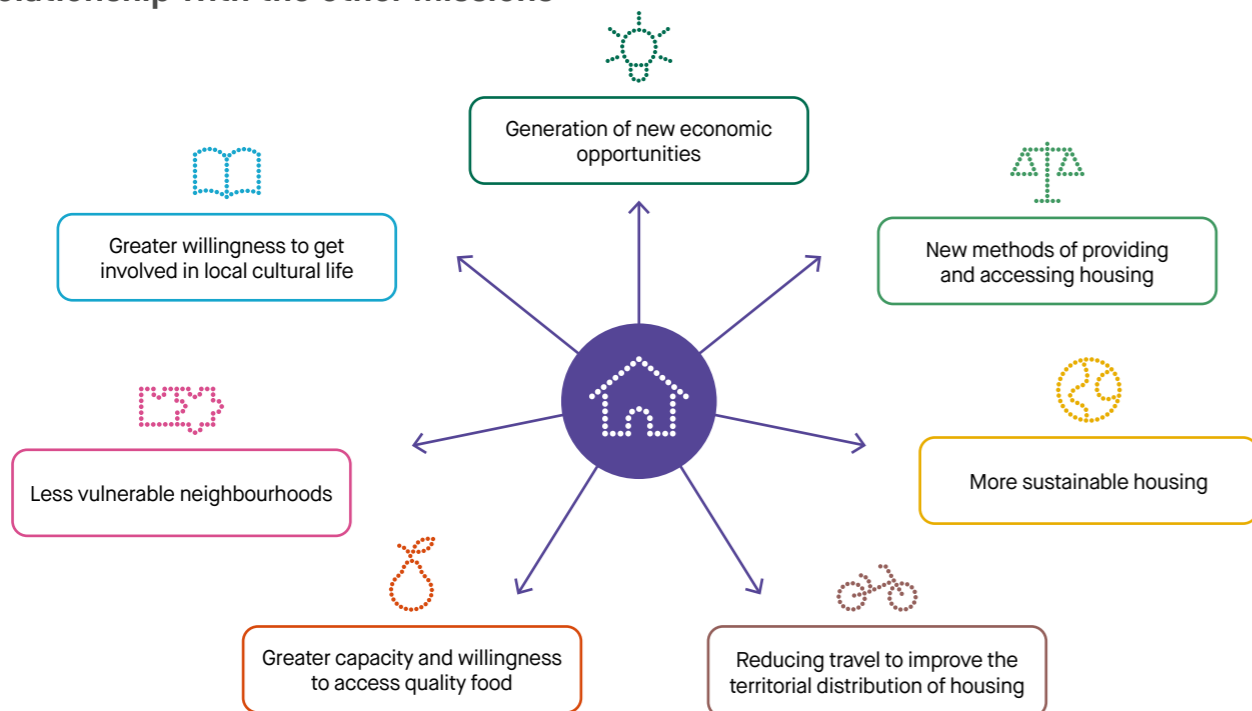
Affordability of rental housing in the metropolis

Currently, the average cost for a household with an annual income of 25,000 euros to access rental housing is 41.50%.



Source: prepared by the authors, based on Gross Household Disposable Income per inhabitant. Barcelona Provincial Council Municipal Economic Information Service (SIEM) 2021 and IDESCAT, and the average price of rental housing based on deposits made with INCASÒL. Generalitat de Catalunya Secretariat for Housing and Social Inclusion 2021.

Relationship with the other missions



Mission Adequate housing

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

Housing stock

Numerous types of instruments are needed to increase the supply of social and affordable housing, especially rentals, permanently classified as such and evenly distributed throughout the territory in order to avoid residential segregation.

Housing costs

Actions to reduce the cost of rental housing through funding, regulation and price stabilisation instruments, particularly in areas of strong and proven demand, are measures that can transform the housing market and increase its public value.

Utility costs

Household spending on water, energy, gas and the Internet is an increasingly significant component of overburden, and the current context is one of great uncertainty. All mechanisms for the provision and management of utilities need to be activated to ensure no-one is excluded.

Household income

It is essential to improve the financial capacity of households through an active employment policy and by improving wages and supplementary incomes, while also increasing subsidies and income support in order to close the gap between supply and demand.

Building and housing renovation

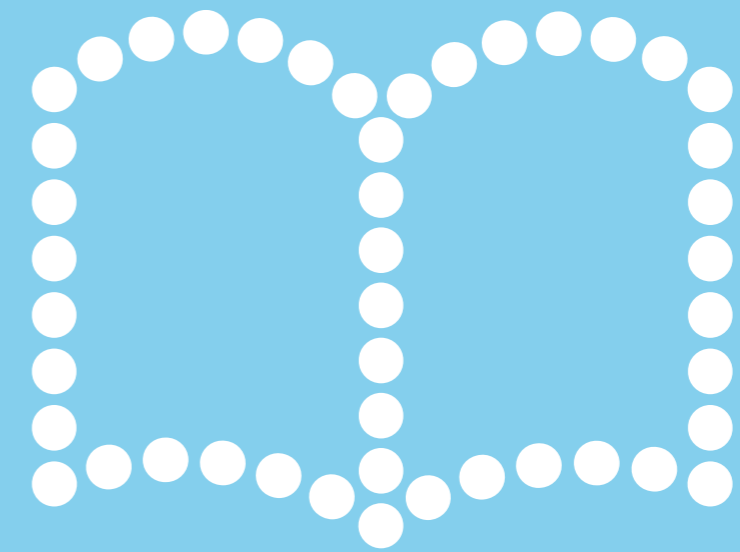
Maximising use and increasing the affordability of existing housing stock in the consolidated city also requires energy rehabilitation, climate adaptation and morphological adaptation of homes and buildings to improve efficiency and reduce household costs.

Main measures

1. Creating a metropolitan rental exchange and a single register of applicants for social housing.
2. Extending the action of the metropolitan public-private housing operator and the Observatory in the region.
3. Analysing and implementing measures that contribute to regulating rental prices in municipalities with a tight market.
4. Drawing up a census of compulsory reserves of land for subsidised housing and publication of public land and housing assets.
5. Review of municipal urban planning in the region and programming and implementing strategic residential areas.
6. Metropolitan coordination for regulating subsidised housing reserves on consolidated urban land and controls on tourist accommodation.
7. Metropolitan housing plan based on the Territorial Sectoral Housing Plan.
8. Creating an innovation cluster for the construction and management of affordable housing.
9. Coordinating the application of NextGenerationEU funds for energy rehabilitation in housing through a comprehensive metropolitan region plan.
10. Metropolitan Water and Energy Observatory and diversification of management methods.



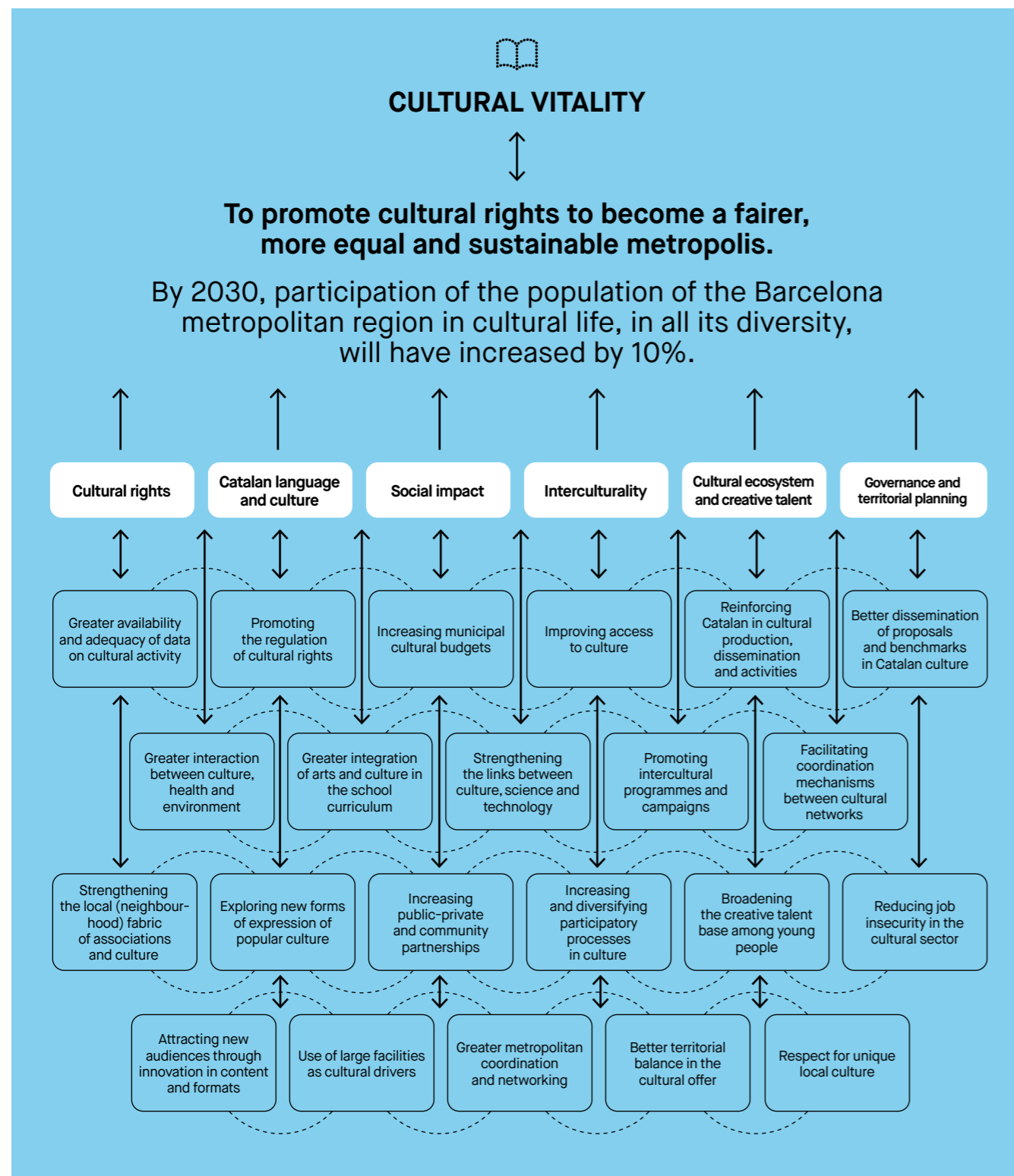
Mission Cultural vitality



Mission

Cultural vitality

The influence of culture on society and the well-being of citizens is highlighted by its presence on global agendas, its identification as the fourth pillar of sustainable development and the social role it played during the pandemic. In a metropolis that seeks to be innovative and inclusive, access to culture, based on the principle of equality, must be guaranteed in order to reinforce its economic and social impact.



Mission

Cultural vitality

Challenge

Cultural vitality

Mission

To promote cultural rights to become a fairer, more equal and sustainable metropolis.

Commitment

By 2030, participation of the population of the Barcelona metropolitan region in cultural life, in all its diversity, will have increased by 10%.

Context and focus of the mission

The concept of *culture* is so broad and multifaceted that it is not easy to narrow down. However, if one looks at the Latin etymological origin of this term (*cultura/colere* = cultivation), one may understand culture as an element that acts on society in different ways (on individuals and the community) to make it grow.

The COVID-19 health crisis has helped reposition the role of culture in society in order to restore this more holistic dimension, above and beyond cultural consumption in its strictest sense. Culture is increasingly present in urban agendas and is very much connected, though not always explicitly, with the 2030 Agenda Sustainable Development Goals (SDGs), as was already evident in the document *Culture, fourth pillar of sustainable development*, approved at the Third World Congress of United Cities and Local Governments, held in Mexico in 2010.

In addition to highlighting the high social value of culture and its role in cohesion, the pandemic revealed its close links with other areas, such as education, health, sustainability, the climate emergency and food models.

Thus, reinforcing the social role of culture by fostering cultural rights and policies that promote greater cultural participation, in its broadest sense, would seem to be a necessary step. As many people as possible need to be involved to harness the full transformative and catalytic potential of culture. Unfortunately, the low levels shown by available figures are a warning that around a third of the population does not participate in cultural life. Thus, it is essential to strengthen the local fabric of associations and culture in order to raise participation, as we understand that small-scale action is what is required (in neighbourhoods and municipalities).

One of the factors hindering the achievement of the cultural vitality mission is the lack of aggregate cultural data for the Barcelona metropolitan region and the fact that existing data are not specific enough and do not reflect the diversity of cultural activity. Thus, one of the priority objectives of this mission must be to create a mechanism to obtain specific, significant cultural data in relation to territories.

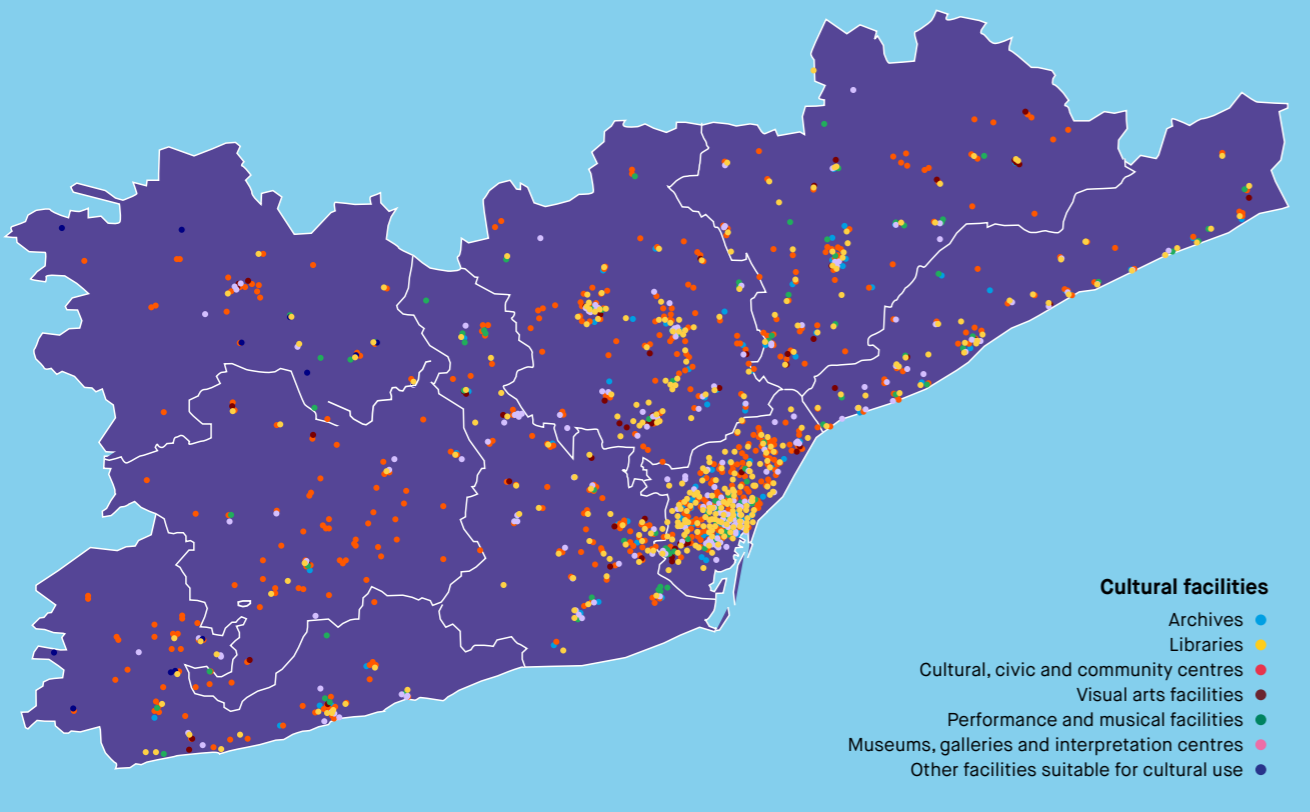
However, an estimate based on available data from the Barcelona Institute of Culture (ICUB) (Barcelona City Council) and the Generalitat de Catalunya shows that the percentage of the population that participates at least once a year in formal cultural activity ranges from 60% to 65%.

For this reason, the strategic commitment required for this mission consists of raising the participation in cultural activities of the population of the Barcelona metropolitan region by 10%. It should be borne in mind that the impact of COVID-19 on culture led to a drop in participation and the current the pace of recovery is not fast enough. Therefore, a specific mission within the Metropolitan Commitment 2030 to help bring the figures up to the highest possible levels is needed.

Mission Cultural vitality

Cultural facilities in the metropolis

Diverse, multi-functional facilities, appropriately distributed throughout the region, are essential to achieving greater public participation in cultural activities of all kinds.



Source: Cultural Facilities Database of Catalonia, Ministry of Culture, Generalitat de Catalunya 2021.

Relationship with the other missions



Mission Cultural vitality

Relationship with global agendas

The actions linked to this mission are aligned to the targets of the following 2030 Agenda Sustainable Development Goals:



Levers: in which areas does action need to be taken?

Cultural rights

The population's cultural rights cannot be guaranteed without the necessary human and financial resources to draw up, implement and assess the impact of cultural policies, starting with the availability of specific, meaningful and territory-based data.

Catalan language and culture

The decline in knowledge and use of Catalan shown by the data demonstrates the need to preserve our language and culture, while recovering Catalan cultural references and promoting new ones that integrate other cultural traditions.

Social impact

The interaction between culture and other fields, such as education, health, sustainability, the food model, science and technology, can help drive change and bring about a fairer, more equitable and sustainable model of society.

Interculturality

Knowledge, exchange and working together among the diversity of cultures in the Barcelona metropolitan region favour better social cohesion and bring about a more inclusive and equal society, while enriching our cultural heritage.

Cultural ecosystem and creative talent

The promotion of creative talent, innovation in content and formats, the reduction of job insecurity and the pulling effect that large facilities have on culture as a whole are some of the measures that can reverse the crisis in the cultural sector.

Governance and territorial planning

Supramunicipal cultural projects, itinerant systems and networking contribute to better territorial coordination of the metropolis, counteract the central role of Barcelona and guarantee a more equal territorial distribution of the cultural offer.

Main measures

1. Strengthening neighbourhood cultural networks around libraries, in conjunction with civic centres, neighbourhood and cultural associations, shops and schools, to generate new formats of cultural activities.
2. Establishing a programme similar to "Gaudir Més" (Enjoy more) on a metropolitan scale.
3. Creating a personalised prescription service for cultural activities in the metropolitan region based on information regarding loans and other cultural activities in library user files and using AI tools.
4. Metropolitan coordination of local cultural programmes and dissemination throughout the territory.
5. Coordinating cultural projects at the scale of the metropolitan region, taking as a reference the Metropolitan Dance Festival and the biennial Manifesta festival.
6. Involving local media as a window on cultural activity in the metropolis as a whole.
7. Establishing and coordinating a metropolitan network of creation labs, increasing the chances of extending cultural programmes, such as UNESCO Cities of Literature, among others, around the metropolis.
8. Creating a metropolitan observatory of cultures.
9. Promoting a new mechanism for connecting technology clusters and the cultural sector, inspired by agencies such as NESTA (United Kingdom).
10. Generating an agreement between metropolitan actors so that the Catalan Ministry of Education includes a 6th hour of classes on creating a "humanist cultural base" and the pre-school stage includes content on cultural and community life.

Associations between missions



**Relations highlighted in bold symbolise more direct relations between missions.



It is influenced by...

Consolidating the metropolitan reality, a necessity

One of the aims of the Metropolitan Commitment 2030 is to contribute to laying the foundations for a new governance model for the metropolitan territory.

The Barcelona Metropolitan Area is an effective instrument for improving the service capacity of the 36 municipalities within it, and one that still has much to offer. But it is a well known, demonstrable fact that many metropolitan challenges go beyond its territorial and jurisdictional limits and must be dealt with, at the very least, at the level of the metropolitan region: the scale of the "true city" of five million inhabitants.

In this sense, both our own experience and that of other metropolises show that debates on metropolitan governance must be based on substantive rather than jurisdictional aspects if they are to be successful. Problems and opportunities need to be identified, along with the actions needed in response and the collaborative and governance instruments needed to ensure their feasibility. This is the work that the Barcelona Demà process carried out, leading to the definition of the eight missions in the Metropolitan Commitment 2030.

However, if we take 2030 as our horizon, **we need to imagine a path to consolidate the metropolitan reality in line with an updated model of territorial organisation for Catalonia as a whole.** Firstly, because logically it makes no sense defining a territorial scale for the metropolitan region and not for the rest of the country, especially when there are realities, such as that of the El Penedès region, that require appropriate instruments for their development. Secondly, because there are other metropolitan realities in the country, mainly in Camp de Tarragona, Girona and, on a smaller scale, Lleida, which do not have instruments (in line with their size) equivalent to those of the Barcelona metropolis. And thirdly, because the coordination of the metropolis and its urban fabric is the other side of the coin of coordinating rural territories, the two being mutually dependent.

The shortcomings in the status quo are clearly visible in terms of overlaps, duplications and conflicting competences, and an imbalance in the distribution of resources and tools for developing essential policies for the welfare of citizens. The coexistence of multiple administrative levels, including a hundred or so supra-municipal bodies with different functions and capacities, still needs to be reviewed to achieve a better balance between equality, effectiveness and efficiency in metropolitan action.

For this reason, despite the highly sensitive nature of this debate and the economic and structural difficulties this issue has always faced, **the Metropolitan Commitment 2030 necessarily calls on the Government of Catalonia to determine the times and places for resuming territorial planning and progressively set out measures that will contribute to progress in this direction.**

The Metropolitan Commitment 2030 supports **the regionalisation of Catalonia, based on a review and update of the model set out in the Statute of Catalonia,** as an administrative response to this territorial reality, yet bearing in mind that the Barcelona metropolitan region must be structured as a macro-region with various internal demarcations or metropolitan districts, given the weight and density of its population and economic activity.

Whatever the case, the institutional transformation in governance and the implementation of the sector-based mechanisms most closely linked to the missions (which already respond to the initial premise of focusing on substantive aspects and are listed below in the description of each mission) must be governed by a series of general criteria for action:



Metropolitan vision

As a general principle, the aim is to address the challenges identified in the Barcelona Demà process as worth tackling at the level of the Barcelona metropolitan region through policies and instruments of this scope, within the framework of improved multilevel governance.



Gradualism

An issue as complex as this requires a sequential, progressive implementation of the different governance measures and instruments that can be agreed upon.



Efficiency and coherent structure.

Any institutional solution, even those already included in regulatory texts, will inevitably involve administrative restructuring and therefore require the involvement of the State and the Generalitat, actors with whom negotiations will have to be opened in this area.



Diversification

The diversity of the territory makes it advisable to avoid a uniform solution for different situations. Not all regional divisions will require the same competences, tools and processes.



Compensation

The potential new governance instruments should incorporate mechanisms to compensate for the shortcomings generated over time, mainly in investment and infrastructure, but also in services and financing.



Coordination

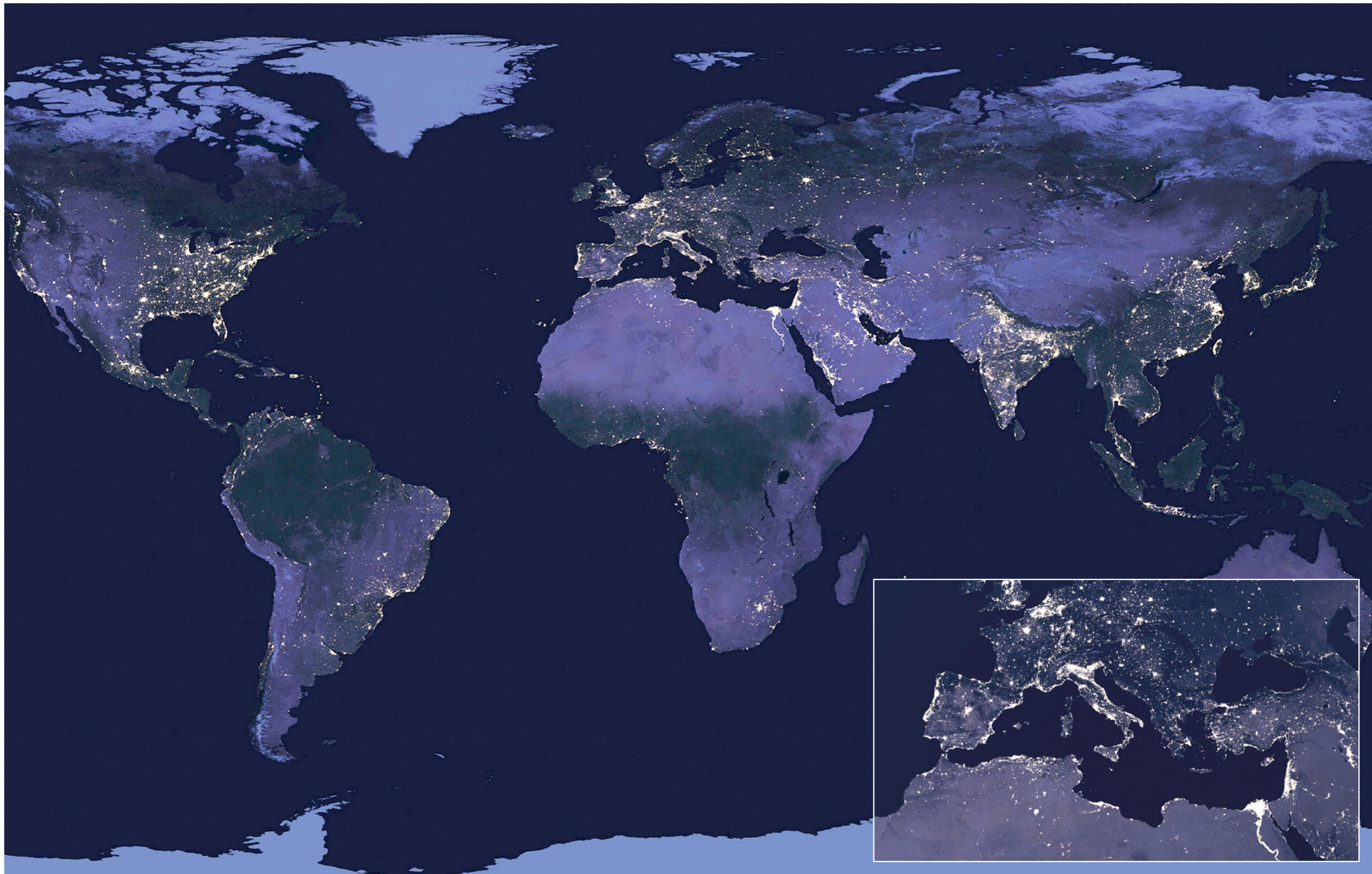
Given the multilevel nature of the relationships and the required decisions, whatever path is taken, it will require alignment, influence, persuasion and agreements between government bodies.

All these principles, which will permeate the Metropolitan Commitment 2030 strategy and resulting actions, are compatible with municipal autonomy. A suitable approach to metropolitan governance should contribute to broader municipal sovereignty, as currently the lack of instruments to achieve this broader scale, which still has an impact on municipalities, means they devote huge amounts of resources on issues that are not locally rooted and often fall outside the scope of their regulatory competences.

Main measures

1. Reactivating the Metropolitan Territorial Planning Commission to take stock of the application and review of the Barcelona Metropolitan Territorial Plan.
2. Approving the AMB Urban Master Plan and developing planning instruments for the rest of the region's urban areas.
3. Achieving agreement between government bodies on managing NextGenerationEU funds from a metropolitan perspective and with greater regional coordination.
4. Reaching the Urban-Rural Agreement (Pacte Urbà-Rural) linked to the Rural Agenda for Catalonia, the Agenda for the Towns and Cities of Catalonia 2050 and the Metropolitan Commitment 2030 to establish a fair and balanced basis of costs and benefits in issues such as energy transition, water management, food sovereignty and the distribution of economic activity and talent.
5. Developing citizen participation tools, with the regional federation of Decidim platforms and their connection with the network of citizen labs.
6. Increasing data availability at the scale of the metropolitan region, creating and strengthening sector-based observatories at the same scale.
7. Assuming leadership, on a Catalan, Spanish and European scale, in consolidating the metropolitan reality in all strategic contexts and in innovating in the design, implementation and assessment of metropolitan policies.

A metropolis open to the world



A metropolis open to the world

The city of five million is favoured by Barcelona's positioning and reputation as one of the new global cities, as well as the assets that connect it to the world. To strengthen and move the Metropolitan Commitment 2030 strategy forward, the opening of the metropolis in all its dimensions is one of the key factors for achieving the eight missions.

Barcelona's international standing, its good global connectivity and excellent reputation have made the city an attractive place to live, invest in, work and visit. However, this image of the city as a benchmark for innovation, a platform for entrepreneurship and a standard-bearer for global challenges requires an effort that must involve the entire metropolitan territory in order to **align the values and agendas of the actors toward international outreach** and ensure the entire metropolis can take greater advantage of these strategies.

The benefits of Barcelona's connections with the world call for constant adaptation and **improvement of physical infrastructures, telecommunications and resources (water, energy and connectivity)**, so that flows of people, goods and information can move efficiently and competitively, and thus spread the benefits of internationalisation as far as possible.

In the context of complex metropolitan systems, the creation of synergies and new capacities between territories is now a key factor that prioritises cooperation over competition. Restructuring an economic and cultural macro-region around the **Mediterranean Corridor**, consolidating the surrounding territories, and not just from point to point, is a key element in strategically connecting the metropolis.

The need to recognise intergenerational **demographic diversity** as a hallmark of the metropolis and a key factor in the demographic, economic and social growth of the region, as well as the value of links with Catalans (by birth or by choice) conducting research abroad, form part of the consensus on **attracting and retaining the talent** the metropolis needs in order to scale up its role as a global city.

Likewise, the good results of the city's strategies for positioning itself as a subject in the main international city agendas and networks highlight the need for coherent, coordinated, professional and long-term diplomatic action.

Each mission considers the global dimension and includes proposals to make the region a metropolis open to the world, but the Metropolitan Commitment 2030 also includes more general proposals in this area.



Connectivity

Improving the connectivity of the Barcelona metropolitan region requires a strategic perspective on the qualitative and quantitative development of port, airport and rail networks, digital infrastructures, telecommunications and networks of essential resources.



Leadership in the global city system

The Barcelona metropolitan region must reinforce its leading role in the global city system, particularly in the Mediterranean region, by promoting the transformation of the economic model based on innovation, science, culture, training and entrepreneurship, and must position itself as a leader in the fight against the climate emergency and in social policy innovation.



Attracting and managing global talent

Attracting talent and highly qualified professionals to the metropolis requires support in the process of getting people, projects and investment settled through coordination among a number of institutions. Recognising and managing the potential of talent in the region's existing demographic diversity is also a key element in attracting and securing talent in the territory.

Main measures: Connectivity

1. Commitment to the Mediterranean Corridor and becoming a hub for the new Silk Road, with the Port of Barcelona as its central node.
2. Strategic selection of priority connections for Josep Tarradellas Barcelona-El Prat Airport and the Catalan airport system as a whole.
3. Adaptation of major infrastructures to the requirements of the climate emergency.
4. Increased capacity of the fibre and 5G network to reach the entire territory.
5. Modernisation of the network of resource infrastructures (energy, water, etc.) to make it more efficient, resilient and integrated into the environment and landscape.

Main measures: Leadership in the global city system

1. Actively defending the European project and the role of cities and their networks, in particular in implementing the European Green Deal and the mission 100 Climate-Neutral and Smart Cities by 2030, promoted by the European Commission.
2. Reactivating the Union for the Mediterranean and exercising leadership in defending democratic values and solidarity, as well as protecting coastal areas, the marine environment and the sustainability and prosperity of Mediterranean cities.
3. Metropolitan roundtable on international economic outreach to align the values and agendas of public and private actors for international outreach, coordinating messages and exchanging information on planned missions through trips and activities abroad.
4. Making more of leadership in Barcelona-based city networks.
5. Establishing partnerships with leading international research centres.
6. Strategic positioning of La Fira trade fair and major metropolitan events, such as the territorial presence of the Mobile World Congress and the UIA-UNESCO World Architecture Capital for 2026.
7. Greater coordination in the diplomacy of the organisations active in the metropolitan region, territorial and sector-based (culture, sport) extension of urban diplomacy models such as SciTech DiploHub and development of specific international training.

Main measures: Attracting and managing global talent

1. Consolidating the metropolitan region as a global centre for talent, establishing alliances between recognised knowledge hubs and with other international alliances.
2. Establishing partnerships to strengthen adult education centres, with a focus on new arrivals to diversify talent development in the region.
3. Highlighting links with Catalan men and women (by birth or by choice) doing research abroad and from among the diverse talent in the metropolis. Expanding Barcelona Alumni.
4. Coordinating and progressively integrating international economic promotion services at the metropolitan region level.
5. Expanding successful projects, such as the Barcelona International Welcome Desk, throughout the region.

40 Strategic actions by 2030

CONSOLIDATION OF THE METROPOLITAN REALITY

1

Regionalising the Catalan territory and new planning instruments.

2

Revising the Barcelona Metropolitan Territorial Plan and approving the AMB Metropolitan Urban Master Plan (PDU).

3

Urban-Rural Agreement.

4

Federation of Decidim platforms.

5

Network of citizen labs.

11

Full fibre and 5G connectivity network coverage.

12

Strengthening knowledge hubs and transfer.

13

Metropolitan strategy for attracting and retaining investment.

14

Boosting the international health research and innovation ecosystem.

15

Coordinating public operators of land for economic activity.

21

Consolidating the metropolitan energy operator.

22

Coordinating the preservation of water management as a common good.

23

Recovering and updating the Barcelona metropolitan region Coastal Strategic Plan.

24

Fulfilling the infrastructure Master Plan and the Suburban Railway Plan.

25

Fully implementing the T-mobility system.

31

Public purchase and incentives for collective dining facilities

32

Coordinated, multi-level, multi-service income guarantee system.

33

Comprehensive neighbourhood rehabilitation plan.

34

Mechanisms for fiscal equality between metropolitan municipalities.

35

Metropolitan rental exchange and single register of applicants for subsidised housing.

6

Metropolitan system for the generation and management of open data.

7

Commitment to the Mediterranean corridor with the Port of Barcelona as the central hub.

8

Reactivation of the Union for the Mediterranean.

9

Coordination in international action and urban diplomacy.

10

Strategic positioning and interconnection of major infrastructures.

16

Metropolitan network of fab labs.

17

A metropolitan space for economic and social consultation.

18

Metropolitan minimum reference wage.

19

Metropolitan network of vocational/professional training centres.

20

Metropolitan adoption of the European 100 Climate-Neutral and Smart Cities by 2030 mission.

26

New mobility governance model adapted to mobility as a service (MaaS).

27

Industrial and technological ecosystem for sustainable mobility.

28

Coordination of Low Emission Zones.

29

Protected and managed agricultural areas (agricultural parks and similar).

30

Local food exchange centres.

36

Enlarging the metropolitan public-private housing operator.

37

Comprehensive housing energy rehabilitation plan.

38

Strengthening neighbourhood cultural networks around libraries.

39

Coordinating cultural projects throughout the metropolitan region.

40

Metropolitan network of creation labs.

METROPOLIS OPEN TO THE WORLD

SUFFICIENT INCOME LEVELS

HEALTHY FOOD

CULTURAL VITALITY

Implementing the missions

The PEMB and its governing bodies are responsible for implementing, monitoring and assessing the Metropolitan Commitment 2030. However, implementing the corresponding missions requires the existence of spaces to bring together the actors most involved in each and that serve as a reference point for coordinating and driving specific actions.

These **reference points** are institutions, organisations and networks already operating in the Barcelona metropolitan region. Although often they do not specifically work in this territorial area, they can take on this role and thus avoid the need to create new spaces.

Their basic role is to oversee the development of the missions and **serve as a platform for establishing new partnerships, developing new instruments and coordinating new, region-wide cooperative processes to promote joint projects** through specifically created **driving groups** for each project.

Raising the visibility of CM2030 and the actors involved

- Integrating projects in a common framework.
- Information on the status and development of projects.

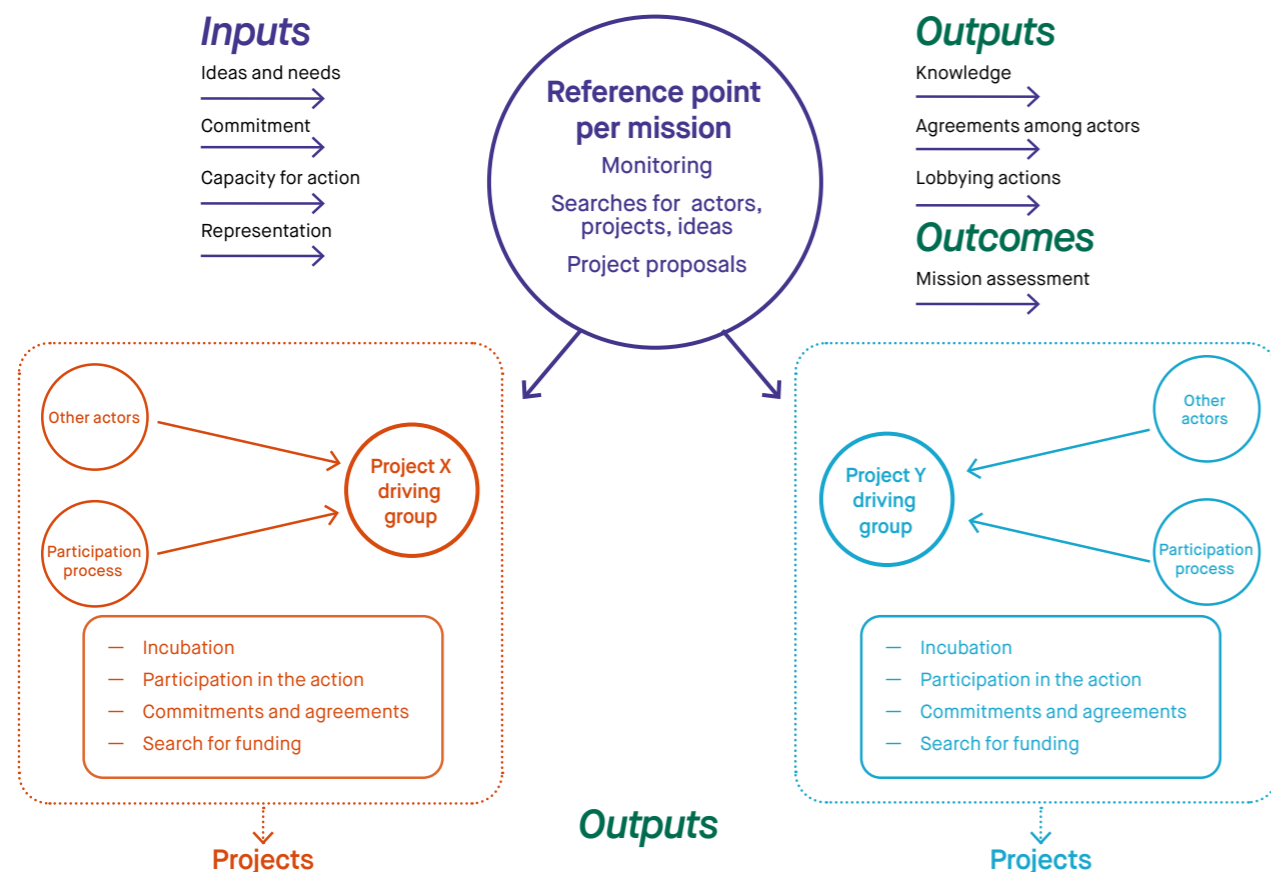
Acting as a metropolitan lobby

- Promoting projects for the whole metropolitan region.
- Driving legislative and regulatory changes to enable metropolitan action.

Generating synergies and innovation

- Experience and knowledge exchange.
- Incubating new ideas and projects.
- Facilitating agreements.
- Creating synergies among members and among groups.
- Detecting vectors not covered by projects and detecting new needs.
- Benchmarking.

PEMB → Providing an annual base budget and staffing of the coordination office



How to join the Metropolitan Commitment 2030



There are several levels of involvement:

Membership

This involves giving public support to the initiative, either as a full member of the PEMB General Council, or as an external actor. The member institutions, companies or organisations will receive all the information on the progress of the process and will be invited to participate in future events and activities.

Contributing projects

This involves adding an initiative to the Metropolitan Commitment 2030 project bank, led by the institution, company or organisation concerned and aligned with one of the eight missions. Proposals can then be made on these projects for their development - increasing the territory of impact, including new actors, replicability, etc., - in the work of implementing each mission.

Promoting new projects.

This involves joining the driving groups that will design or incubate new projects that contribute to implementing the Metropolitan Commitment 2030 missions.



Project requirements for incorporation in the Metropolitan Commitment 2030

Projects that can be included in the Metropolitan Commitment 2030 database must provide a call to action and be aligned with the levers defined for each of the eight missions. To a greater or lesser extent, they must also have the following characteristics:

- An impact on reducing or taking social inequalities into account. In all cases, the project must generate a positive social impact.
- As wide a territorial scope as possible, preferably at the scale of the metropolitan region. In all cases, even if the project is local, it must have an impact on the region or metropolis, or be replicable throughout the territory.
- Cooperation from a number of the actors in the quintuple helix: government bodies, the business sector, civil society and citizen organisations, academia and research and the media.
- It must be operational, now or in the near future, or the start of a project that meets a key need in the territory.



Membership form

Membership is always in the name of an institution, company or organisation, and must therefore have the corresponding authorisation. The PEMB is not responsible for membership that does not comply with this requirement, although it will carry out appropriate checks.





The Metropolitan Commitment 2030 was made possible thanks to the involvement of the institutional members of the PEMB, the collaboration of organisations from the Barcelona metropolitan region and beyond who participated in the Barcelona Demà process and the work of the PEMB Commission and Coordination Office Team.

Local identity
Global vision
Metropolitan Commitment

Go to the website



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With the collaboration of:





Metropolitan Commitment 2030

A strategy for
the city of 5 million

The city of 5 million

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