Barcelona Vision 2020, a strategic proposal

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Prologues
Jordi Hereu: ‘This is a high-flying and ambitious plan: it could not be otherwise. There is a lot at stake. But very few metropoli in the world have the tools we have to tackle globalisation and its challenges.’

Some of us think of cities as peaceful places, where we can live and enjoy parks, walks and conversations, with quality public crèches and schools to shape the men and women of the future in our values. While others see them as the great engines of economic development, with major companies, intensive air traffic, technology at every turn, innovation, new trends and so on.

I want to build a city that unites both these visions and makes them compatible. A city where people can live with quality, but can also work and do businesses with an eye to the future.

This is no easy goal to aim for. And in fact, all cities in the world are vying with each other to be best in both these aspects. All cities in the world have the same problems when trying to achieve this goal: traffic congestion, pollution, conflicting use of public space, violence, inequality, etc.

What is it that makes some cities turn out better than others? Professor R. Burdett of the London School of Economics sums this up very well. The successful cities have two things: planning and management systems which bring their citizens together to agree on goals, and the capacity to adapt to change and to innovate.

Today, these are the magic words: innovate, change and management.

Innovate, to make the most of the aspects and values that characterise us and make us special. To take new paths that will lead to better well-being for our citizens. That will make their dreams come true.

Change, to stand up to the new challenges affecting society: technological, economic, environmental and social challenges. People have changed over the last twenty years. We relate in different ways - we now come from all over the world but also go all over the world, habits of behaviour and consumption have changed, we live longer, the geographical limits of our lands can vary, and the globalised economy and energy restrictions condition our lives.

Management of innovation and change is no easy task. It requires close cooperation between public and private spheres, with a methodology and systems to make it work. And obviously with a common leadership which grants each person their due responsibility.

This is the task that metropolitan mayors, private institutions and people in general have entrusted to the Strategic Metropolitan Plan of Barcelona (PEMB).

The result can be seen in this publication: a group of strategic objectives and proposals to make the Barcelona Metropolitan Area (AMB) a vital economic and social hub within the new geopolitical framework. A framework where the centres of power have been displaced, where it will be increasingly difficult to compete because more and more cities are entering and leaving the rankings. So taking advantage of what makes us different may be the key.
This is a high-flying and ambitious plan. It could not be otherwise. There is a lot at stake. If we want to be seen as a benchmark, we must organise what we have and activate the levers which our plan puts before us: universities and education, public administration, governance, values, languages and connectivity.

We can do it. Very few metropoli in the world have the tools that we have to tackle globalisation and its challenges: airport, high-speed trains, scientific, technological and creativity parks, innovative companies and people, pioneering projects. We must learn to make the most of them with greater coordination and efficiency. Stimulating, not holding back. Now is the time to take advantage of the platforms and infrastructures which we have already and to think more about the people who must use them and make them worth while. This means more education and more culture, the two great tools of transversality, and setting a new course and new ways of doing things.

We have great opportunities: a new metropolitan institution which was called for in earlier strategic plans; a solid base of citizens who believe in the great metropolitan area of Barcelona and want to help make it work, and a series of objectives and measures which, like a route map, will be our guide in the new framework we aspire to.

But be warned: the plan is not this book. The plan is the translation of this book into specific actions. We know that this is always the most difficult step. But it is what will give what we say and what is asked of us credibility. We must make sure it happens.

To all the citizens who have contributed to our sketch of this metropolitan Barcelona with a 2020 horizon and have helped us to make it possible, our most sincere thanks.

Now is the time to take advantage of the platforms and infrastructures which we have already, to think more about the people who must use them and to make them worth while.

Jordi Hereu
Mayor of Barcelona and Chair of the Plan’s General Council
A new model of public-private cooperation based on co-responsibility

Jordi William Carnes: ‘Urban planning has evolved into a more transversal and global activity, involving more actors and requiring constant strategic choices. More than six-hundred and fifty people from many fields have worked for a year to contribute new ideas and new perspectives.

Greg Clark, well-known expert on cities and metropolitan areas, and friend and collaborator in the preparation of this plan, says: ‘Barcelona is the European city that has has seen most improvement over the last twenty years, just as London has over the last sixty years’. The citizens of the Barcelona Metropolitan Area can feel proud. But beware: the work has not finished, and we cannot yet rest on our laurels. History shows that many cities which have make great progress can just as quickly start to decline.

These improvements have not happened by chance; they have happened because of continuous, proactive and well-directed efforts, which those who lead our cities have proposed to capitalise on opportunities and to reduce threats. Barcelona has been practising this rule for exactly twenty years. First, from the city itself. Later (from 2000 on) from a clearly metropolitan perspective. In fact, the urban planning model that Barcelona proposed at the time immediately became a benchmark for many other world cities.

Certainly, in a world which will soon be 75% urban, cities have already consolidated into veritable driving forces for growth, the places where most knowledge and innovation have always been found: the hub territories of a globalised world economy.

In these circumstances, urban planning has evolved into a more transversal and global activity, involving more actors and requiring constant strategic choices. Strategic planning and appropriate metropolitan governance have already proved their effectiveness all round the world. They have contributed to the economic development of the territory, increased its social cohesion, encouraged private investment, improved quality of life and produced more information for investors and those responsible for territorial development.

Now looking forward over the next ten years coloured by a financial, economic and social crisis, the territory of the AMB is inaugurating a new plan. A plan that has had original beginnings and has concentrated on the four elements of strategic planning on which the crisis has had the greatest impact: a) new economic strategies (new focus on talent, training, education, etc.); b) new innovation strategies (ways of approaching new partnerships with the private sectors); c) new partnerships with central and autonomous governments, and d) a new focus on efficiency and sustainability.

It is therefore a plan which offers a response to the present crisis, from a renewed metropolitan perspective, with a new governability which, among other its other responsibilities, must project and set in motion the objectives this plan towards 2020.
As the Prospection Committee, chaired by Mrs Maria Reig has proposed, this plan is a sound commitment to opening new perspectives for the citizens of the AMB. In this respect, it proposes leading an economic and social project that will position us as a global quality city. A city which demands quality education and which strongly supports a renewed and refurbished industrial fabric (bearing in mind that the true knowledge economy is based on a sound industrial economy).

To achieve these objectives, we need everyone’s involvement. In the words of Mrs Reig: We need conviction and shared leadership. The public sector must advance with a new model of public-private cooperation founded on co-responsibility. A shared vision, co-planning, co-decision, co-management and co-investment are the keys of this new model, which must include both organised society at large and professionals and individual companies.

This new model has already been tried out during the process of drawing up the plan. More than six-hundred and fifty people from many fields have worked for a year contributing new ideas and new perspectives. Other institutions and companies – the Institut Cerdà, Horwath Accelera Management, Node and Greg Clark himself - have joined in the process by exploring specific aspects of the plan: different scenarios, competitiveness factors, the experiences of other metropoli in the world, lessons from the past for the future, etc.

We are pleased with the collective work done which comes together in the text of the plan proposed. A text which contains very different and varied views, it is true, but with a clear common target: to reach a shared vision of the future and to align the efforts of all agents, public and private, to achieve it.

AMB has set the scene for its citizens to look to the future with renewed confidence.

Now for the real challenge: to make it happen.

It is a plan which offers a response to the present crisis from a renewed metropolitan perspective.

Jordi William Carnes
First Deputy Mayor of Barcelona and Chair of the Plan’s Executive Committee
New impetus for 2020

Francesc Santacana: "Emerging cities and capitality of the Mediterranean. We can and must use this influence."

‘By 2020, the Metropolitan Area of Barcelona (AMB), as a global metropolis and capital of Catalonia, will have reinforced its relationships with the emerging cities of the world and hold capitality of the Mediterranean. It will exercise economic and social leadership in line with its values and competitiveness factors: sustainability is one of these values.’

This is the vision which the plan provides as a route map up to 2020. It includes five key elements which combine to configure what we want be: a global metropolis; the capital of Catalonia; emerging cities and capitality of the Mediterranean; leadership, and sustainability.

Global metropolis. This means that we must compete based on our connectivity and our capacity to relate to international networks and flows of people, property and services. This obviously means having high standards of social quality and life, things without which we may aspire to be a great city, but not a global metropolis. It also means that we must compete. In other words, that we have to work on our competitiveness factors and differentiation. That we must learn where the main hubs of the global scene are and take up position there. It also means having an airport with a wide range of connections.

Capital of Catalonia. The objectives presented by the AMB must be seen as its contribution to the growth and well-being of all the citizens of Catalonia. And with it, a contribution to the progress of Spain as a whole. It is time to come together and establish alliances and new formulae for governance. Here is the suggestion made by Javier Solana, President of ESADE’s Center for Global Economy and Geopolitics, in a recent article: ‘The economic and financial crisis is showing us something of the utmost importance: the need to put our faith in instruments of (world) governance and cooperation. How we manage these global challenges will have consequences for everyone.’ We must, then, be conscious of the need to weave new alliances between the AMB, Catalonia and Spain, to align the competencies and proposals of each party, and to prevent contradictory and overlapping actions.

Emerging cities and capitality of the Mediterranean. The AMB holds, de iure, the capitality of the Mediterranean. We must take advantage of and reinforce this situation: after all, it is where 785 million people live! We can and must use this influence. ‘But more as a way of reaching our target than as a final objective in itself. Capitality of the Mediterranean, which we must exercise with generosity and efficiency, must be an important element, one of our hubs, connecting us with other world hubs. Globalisation is creating a new geopolitical framework, with new centres of growth: the so-called emerging countries, which are already leading the world’s growth. We must reinforce our presence in India, China, Brazil and the other countries that will appear, if we are really set on becoming a global metropolis.

The exercise of leadership means contributing our ideas on ‘how things should be’. In other words, we must be a benchmark in something. In something that
we know about, that is different but in line with our values (also adding those we lack) and our competitiveness factors. Associating the Barcelona brand with these values and using them to consolidate the presence and external visibility of the metropolis and its territory as a whole. As the Prospection Committee has said, it is a priority to extend the visibility of the brand, associating it with all sectors which are benchmarks and which enjoy international projection.

Sustainability. Must be a benchmark. The plan proposes linking the name of the AMB with the philosophy of sustainability. Going beyond defining the AMB as a benchmark for sustainability in the warm regions, which obviously have very different requirements from other parts of the planet. This economic activity is still emerging and it offers great opportunities for business and growth. But we should not restrict ourselves to this perspective, but also view it as a management criterion for avoiding all kinds of waste, for properly planning public investments, reorientating policies on subsidies and assistance. In short, encouraging coexistence and social cohesion. Our high levels of academic achievement and research can act as levers for change in this type of action.

Achieving this final objective presupposes that we have come out of the crisis stronger than before, with new growth-driving sectors. That we have strengthened our traditional industrial capital (we cannot let it fail!) and that through the AMB, we have reinforced local economies of agglomeration.

In 2020 we will be one of the most attractive and influential metropoli for global and innovative talent, with a model of social integration and cohesion which will be one of the main strengths of the Barcelona brand.

This shared project looks to work with people and companies to learn how to give a quicker and more effective response to change. The plan therefore ends by calling for the activation of five levers of change: university and education; an efficient administration that stimulates and does not hold back; an innovative governance; with values for the future, and a wide knowledge of languages, which like our powerful airport, will connect us to the world.

An ambitious plan, with goals that are equally ambitious. But also feasible and stimulating, like the work done over the last two years during its preparation.

In 2020 we will be one of the most attractive and influential metropoli for global and innovative talent.

Francesc Santacana
General Coordinator of the Plan
VISION 2020

- A new context: creation of the AMB
- A collective proposal to consolidate a great metropolis that wants to keep its place in the new global spaces which are taking shape

The approval by the Parliament of Catalonia of Law 31/2010 of 3 August on the creation of the Barcelona Metropolitan Area has coincided with the end of the discussion process of this Strategic Plan, which is finally to appear within a new framework of governance.

For the first time since the strategic plan went metropolitan, it is to have a framework of governance made to measure, within which a series of new instruments must be created to give new impetus to the economic promotion of the Area, added to existing instruments for use in urbanistic, transport and environmental issues.

This strategic plan indicates that for the development of the AMB, greater public-private participation is needed, with new schemes of shared work. In other words, co-responsibility between governments, society at large, institutions and companies. The deployment of any new economic promotion instruments would obviously have to allow for this need and the availability of society at large to participate in the plan’s deployment and monitoring.

Firstly Barcelona, and then the whole of the AMB, have been a world benchmark as regards the application of strategic planning for cities and territories. Its experience began back in 1987, when work started on what would be the 1st Strategic Plan of Barcelona, published in March 1990. That plan was prepared within an institutional framework very different from the present. There was no metropolitan institution (in fact, this plan already demanded one at the time – see measure 2.14. - ‘to achieve the institutional recognition of the socio-economic and urbanistic reality of the metropolitan area’).

With this Law 31/2010 of 3 August, the Parliament of Catalonia granted the AMB the competency, among other powers, for ‘promoting a strategic metropolitan plan which, with the participation of the economic, social and institutional agents, will foster modernisation, research and innovation’.

A metropolitan law which facilitates the governability of the Strategic Plan and that, as we have seen, will have to be developed with new metropolitan instruments for economic promotion and within a framework of public-private collaboration.

The Plan - Vision 2020 - is in fact a response to this desirable and long-awaited legal requirement.

However, this first plan for the nineteen-nineties did help put Barcelona on the world map of cities and to become a new benchmark for urban development. Since then, many Spanish and world cities and metropoli have followed Barcelona’s example.

Now, in a world that has little in common with the nineteen-eighties, we can see that our strategies have become powerless in the face of the speed with which
environments are changing. However, in this changing world, the successful cities are those whose planning and management systems adapt best to the changes in the environment.

The AMB views the present situation of crisis as an opportunity for deploying a new vision based on the re-founding of its productive model (education, training, innovation, talent, creativity and transversality) and adapting its vocation as a global metropolis to the new nuclei of growth which are being consolidated.

With this new 2020 vision, the AMB is stating its intention to maintain its presence on the new global map, where metropoli are increasingly competing and collaborating to guarantee the progress and well-being of their citizens.

Contemporary metropoli are certainly nerve centres of social, political, cultural and economic movements, including investments and people, where not just problems and tensions but now also all opportunities are concentrated.

As Saskia Sassen has said, 21st century cities are global cities, where economic events are becoming the protagonists. Following Henry Mintzberg (‘Administrators are craftsmen and strategy is the clay’), we see strategic learning as the constant synchronisation between idea and action, without prejudice to the vital feedback between the two. Therefore although it is true that strategy is first defined and later implemented, it is also true that when this happens as part of a learning process, the action itself causes the initial strategy to be redefined.

In this respect, and bearing in mind that changes in our environment are becoming quicker and wider-ranging, the metropolis requires a strategic vision and a responsive and flexible system of planning and management which facilitates its adaptation to these changes in line with the strategic framework established. Even more so at a time of crisis like the present.

While the previous Plan was drawn up in a context of economic growth, this time the Plan - Vision 2020 is being drawn up in the throes of an economic and financial crisis of a depth unknown since the nineteen-thirties. In spite of this, if the Barcelona Metropolitan Area came out of the earlier crises of 1973 and 1993 strengthened and in better competitive shape, there is no reason to think that this time, in spite of the crisis, its recovery will be any different.

Everyone who has been part of this debate is convinced that the greater the crisis, the greater the opportunities it offers. This is the essence of planning: to use all resources with imagination and rationality at all times to keep the city going as the driving force of global development. We have to face the facts: that changes are permanent and crises, when they come, must be faced with imagination.

Barcelona and the AMB see this historical time as an opportunity which must not be missed. They must therefore continue planning and developing their future, creating their own destiny. This vision forms part of the personality of their citizens and leaders.

Over the last twenty years, the metropolitan area of Barcelona has become an international benchmark in many fields; also some very acceptable infrastructures and amenities have been built, with the improvements and additions required already pencilled in and set for eventual action.
Looking towards the coming years, the Metropolitan Area of Barcelona is in a very different position in this crisis than on previous occasions. Now is the time for training, innovation, talent, creativity and transversality; for social cohesion and bringing new technologies within the reach of citizens to combat social exclusion; for changing the course of things and doing them differently.

These conditions focus on the two major fields of action: the internal, advancing in structural reforms which improve economic, social and urban equilibrium, competitiveness and key aspects like education; and the external, reinforcing our position of leadership in the Mediterranean and seeking ways of cooperation with the main cities of emerging countries.

With the new metropolitan institution and the active participation of all economic and social sectors of Barcelona, a new horizon is in sight in which the many proposals of this Plan - Vision 2020 play their part.

Technical information on the PEMB – Vision 2020

Association of the Strategic Metropolitan Plan of Barcelona (PEMB)

Not-for-profit private association, promoted by Barcelona City Council, which includes the thirty-six municipalities that make up the Metropolitan Area of Barcelona (AMB), to identify and promote support strategies for economic and social development of the AMB. Other administrations also participate (Government of Catalonia, Barcelona Provincial Council and county councils), the most important economic and social agents (Chamber of Trade, Cercle d’Economia, Foment del Treball, University of Barcelona, Fira de Barcelona, Barcelona Port and El Prat Airport) and other institutions linked to the territory (Association of Municipalities, Metropolitan Transport Agency and Metropolitan Environment Agency).

The association was created in 1987 to act within the strict field of the municipality of Barcelona. In 2000, this field was extended to the whole of the territory of the thirty-six municipalities of the metropolitan area.

PEMB - Vision 2020

Law 31/2010, of 3 August, created the Metropolitan Area of Barcelona (AMB) with the competence, among others, of the economic and social development of the AMB and in particular, of ‘promoting a metropolitan strategic plan which, with the participation of the economic, social and institutional agents, will favour modernisation, research and innovation’.

In 2008, after seven years’ validity of the first Plan, it was considered advisable to start a new planning process which would bring a vision of the future with the perspective of the next ten years. Many measures of the previous plan had already been introduced or were on the agendas of the competent organs. On the other hand, it was obvious that the financial and economic crisis, with its social repercussions, had affected the environments that influence the AMB, with some profound changes that demanded new approaches to continue advancing within the new framework that was being set up.
**Objectives**

To take an x-ray of the situation in the most innovative economic sectors of the city of Barcelona and its metropolitan area, identify the most obvious deficiencies in each of these sectors and propose a plan with objectives and actions to be taken to counterbalance and strengthen them, within a framework that would permit the accentuation of the global ambitions of the AMB and transform this area into an urban space with influence around the world, in an environment of social cohesion.

**Background of the PEMB Vision 2020**

This Plan has drawn up taking into account the work of the Plan’s Prospection Committee, chaired by Mrs Maria Reig, as well as a series of documents, reports and working sessions held during the reflection process and which have served to structure the Plan’s content.

**Prospection Committee of the new Plan – Chair Mrs. Maria Reig:**

Seventeen sub-committees referring to the main economic sectors:

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<th>Sporting Events</th>
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<td>Design and Industry</td>
<td>Private Medicine and Innovation</td>
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<td>Distinctive Values of Barcelona</td>
<td>Public Administration</td>
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<td>Audiovisual Industries</td>
<td>Food</td>
<td>Translational Medicine and Research</td>
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<td>Barcelona, Benchmark for Sustainability</td>
<td>International Citizens</td>
<td>Universities: Development, Research and Innovation</td>
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<td>Culture and the Performing Arts</td>
<td>National and Foreign Entrepreneurs</td>
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More than 220 entrepreneurs and experts took part (managers, academics, scientists, consultants, journalists and social agents) in each of the sectors analysed and 50 meetings were organised.

**Reports:**

- OECD Report: ‘Reviews of Higher Education in Regional and City Development’.

**Seminars:**

- NODE Seminar: ‘Back to the future’

**Documents:**

- Documents of the Strategic Plan for Tourism
- Strategic Plan of the Committee on Air Routes

**Specific working sessions:**

- Relationship with emerging countries
- Traditional industrial sectors (textile, graphic arts and metallurgy)
- Economic Promotion Area, Barcelona City Council
- Metropolitan Area of Barcelona
- Heads of municipal political groups, Barcelona City Council

**Number of people who have taken part in the working groups:** over 650
1.1. The present: the Barcelona of 2010

Few cities in the world have the assets and potential of the Barcelona metropolitan area.

The Metropolitan Area of Barcelona, with 36 municipalities, 3.2 million inhabitants, 633 square kilometres and a density of 4,994 h/km², is the capital of the sixth-largest metropolitan region in the European Union, after London, Paris, Essen, Madrid and Milan. Volume of exports of the area as a whole, on average during 2006-2008, represented 63% of Catalan exports.

The AMB currently has a series of infrastructures, technological and scientific platforms, businesses schools and universities, and a group of business people, entrepreneurs and innovative individuals active all around the world, a situation difficult to find in any other metropolis.

In recent years, the historical deficiencies in infrastructures have been overcome with the new recently inaugurated airport terminal, with capacity for over 60 million passengers; the definitive and long-awaited connection with Europe through the high-speed train (AVE) and the connection with Madrid; the new port terminals, equipped with fine services and perfectly integrated with the metropolis, which have allowed the Port of Barcelona to claim its place as one of the top ports in the Mediterranean with connections to Europe by European-width track; the extension of the trade fair site with the new facilities at Gran Via 2 and the new Barcelona International Conference Centre (CCIB), which can host large conferences of up to 15,000 people.

This favourable position as regards infrastructures is particularly clear with the Livability Index 2010 indicator of The Economist Intelligence Unit, which rated the infrastructures of Barcelona at 96.4 out of 100. The same result was obtained by the hubs of Vancouver, Zurich and Copenhagen.

For the eleventh consecutive year, Barcelona was the metropolis with the highest quality of life in Europe. This indicator is, undoubtedly, one of the main assets for its residents, but also for attracting companies and professionals from elsewhere.

Barcelona is the sixth most important tourist city in the world, with more than 12 million overnights and over 2 million cruise travellers stopping off in the city to visit and go shopping (2009 data). In this respect, the new terminal is undoubtedly a good lever for consolidating and improving this privileged position.
Barcelona is the fifth favourite city in Europe for setting up a business and among other assets, has a wide range of centres of technology, research and innovation: the Alba Synchrotron, the Scientific Park of Barcelona (PCB), the Biomedical Park, the UAB Research Park, the research parks of the UPC, ESADE Creapolis, IESE, the Communication Campus at Poble Nou (UPF), the El Vallès Technological Park, research centres in food, elite research institutes (photonic, materials, energy), Iter, KIC Innoenergy (EIT), Barcelona Graduate School of Economy, the Institute of Global Health, MareIncognito, etc.

All these encourage the existence and growth of companies and entrepreneurs: Mango, HP, Biokit, Mier, Grifols, Advancell, GMB, Mediapro, Almirall Prodesfarma, Esteve, Freixenet, Codorniu, Rock, Abertis, Gas Natural, Fluidra, EyeOS, Securitas, Sit Mobile, Orzyon, among many others, also the development of universal innovators in many fields: José Baselga, Joan Massagué, Anna Veiga, Jordi Galí, Xavier Vives, Jordi Savall, Nani Marquina, Josep Guardiola, Ferran Adrià, Manuel Castells, Andreu Mas-Colell, Lluís Torner, Pedro Alonso, Toni Miró, Custo, J. M. Serrat, Josep Carreras, Antoni Tàpies, Miquel Barceló, among others.

Another element which must be evaluated and which helps to position the territory is its training and research. Catalan universities and business schools are a focus of attraction for talent. In fact, Barcelona is one of the places in greatest demand in Erasmus university exchange programmes, and leads total Spanish scientific production. On research, the AMB has world famous institutions in photonics, nanotechnology, genomics and food.

There are also the sporting institutions which configure the city and strengthen the Barcelona brand around the world, with facilities like the Stadium of Montjuïc, Palau Sant Jordi and others, Football Club Barcelona, RCD Espanyol, the Godó Tennis Trophy, the High Performance Centre (CAR) in Sant Cugat, the Grand Prix Formula 1 and Motorcycling on the Catalunya Circuit, among others. We also have many famous sportmen who are or have been winners in their disciplines and who strengthen the Barcelona brand internationally, like Josep Guardiola, Xavi Hernández, Cesc Fàbregas, Andrés Iniesta, Johann Cruyff, Arantxa Sánchez-Vicario, Gemma Mengual, Pau Gasol, Dani Pedrosa, Jordi Tarrés, David Barrufet, Enric Masip, Manel Estiarte, Beatriz Ferrer-Salat, Pedro Martínez de la Rosa and Jaume Alguesuari, among others. The AMB is the territory with the largest number of sporting licences in Europe, a fact that indicates that we have differential civic values which make sport an important benchmark. Barcelona is the first city in Europe as regards the practice of sport, and the third in the world in relative terms (in relation to the number of inhabitants).

The great vitality of the metropolitan city, recognised around the world, is closely linked to the strategy for consolidating a model of neighbourhood commerce which, among other benefits, avoids urban segregation, long-distance movements, makes time spent in the city more efficient and improves public roads and spaces and basically contributes an important distinctive element to quality of life in Barcelona.

Finally, but no less important, is culture and language. A culture grounded in mestizaje, and the interculturality of a country open to the peoples with whom it has related down through history, from the Ibers and Phoenicians, including
the Greeks and the Romans, the Arabs and the Jews, and which grew with the Renaissance and the *Modernisme* of the school of Gaudí. Movements like the GATPAC and the contribution of architects like Oriol Bohigas, Carles Ferrater, Ricard Bofill, Oscar Tusquets, Vicente Guallart, Alfons Milà and Josep Antoni Coderch, and a new generation with professionals like Borja Ferrater, Jordi Vidal, Anna Puigjaner, Clara Solá-Morales and Esther Rovira, among others. This way of being has left its mark in an entrepreneurial and Mediterranean lifestyle, so attractive for millions of visitors. A language, among the oldest Romance languages, which is a differential factor that honours and enriches its possessor.

In this field, it should be noted that the AMB has a very important stock of cultural infrastructures, including the Palau de la Musica, the Liceu, the Auditori, Macba, the Centre de Cultura Contemporània de Barcelona (CCCB), the MNAC, the Miró Foundation, the Tàpies Foundation, the Picasso Museum, the Nucli d’Arts Escèniques, the Lliure Theatre, the Institut del Teatre, the metropolitan network of theatres and libraries, the auditoriums at Viladecans, Cornellà and Sant Cugat, etc. This potent mix ensures a cultural diet of the highest quality throughout the metropolitan territory.

It must be recalled that Barcelona has recently become the official headquarters of the *Permanent Secretariat of the Union for the Mediterranean*. This institution arose under the auspices of the Euro-Mediterranean Association, founded in Barcelona in 1995 to establish a framework for multilateral relationships and monitor projects and initiatives for cooperation. The creation of the permanent offices of the Union for the Mediterranean in Barcelona reinforces the vision of converting the Metropolitan Area of Barcelona into the gateway to the area and all the countries of southern Europe.

In 2010, then, the AMB is in a very healthy position for facing the future with determination and confidence.

### 1.2. Lessons of the past

The past is a good source of information for facing the future. From its lessons very useful guidelines for behaviour can be extracted to avoid committing the same errors, or to explore lines that have already given positive results. Also to remind ourselves how far we have come, the objectives achieved and others which have fallen by the wayside.

A first remarkable lesson is that **Barcelona has been the city that has prospered most over the last twenty years**. Many of the dreams of the nineteen-eighties have been accomplished and this is very important for its citizens to remember, given that we often forget the progress achieved and recognised around the world. Now, this lesson cannot serve to guarantee that in the future this direction will continue.

Certainly, since the Olympic Games were held here in 1992, Barcelona and its metropolitan area have undergone an enormous transformation that has allowed
it to progress and prosper more than other cities in its immediate environment. This has been possible thanks to the efforts made to create infrastructures for accessibility and interconnectivity and other various basic facilities, the result of a new concept of planning that went beyond traditional urban planning.

During these last twenty years, people have become aware of how important it is to have a vision of the future that transcends the short term, a model of the city, some clear, shared objectives and public-private cooperation, which has been highly useful and which has produced the formula of shared leadership, the basis of which is known as the Barcelona model.

The strengthening and consolidation of the Barcelona brand has undoubtedly had a decisive influence as regards this first lesson.

But we have also learnt a second lesson, equally remarkable. In these earlier years opportunities have been lost due to the lack of shared visions, to an excess of confidence in the brand, the lack of a suitable education system, deficits in foreign languages, etc. Also not having been sufficiently aware of the importance of a public administration with the high levels of qualification and professional competencies to plan and manage in a professional and optimum manner, in line with our limited resources.

The economic development and growth of recent years should have been socially, economically and environmentally more sustainable. In spite of this, on the positive side, it must be said that in a brief period of time, the AMB has shown a great capacity to absorb a high percentage of immigration, which has substantially changed the demographic structure of the territory.

The third lesson to be learned was that at this point in time, many other cities and metropoli are competing to be ‘the most attractive’ in the world, to attract talent, investment, tourism, etc. The AMB has, therefore to be aware that the future must be gained, and must be gained within a very dynamic framework in which new competitors keep appearing in the different rankings.

The past also offers an important fourth lesson: The AMB can overcome the crisis and come out strengthened and with renewed energy.

During the crisis in the traditional industries in 1973, with the generalisation of robotics, automation and electronics, the El Vallès Technological Park (PTV) was created, the old Hispano Olivetti factory converted into an incubator for new entrepreneurs (Barcelona Activa), and areas of new centrality sprang up, starting off today’s Catalana d’Iniciatives, among other actions.

The crisis of 1993 represented the great leap forward of biotechnology and science in general, the introduction of new information and communication technologies
Barcelona Vision 2020, a strategic proposal

... (ICT), the appearance of new materials, etc. Science and knowledge became the new driving forces. The AMB’s reaction was remarkable, with the creation of many scientific and technological platforms, as indicated: the Parc Científic de Barcelona, the Parc de Recerca Biomèdica, the Institut d’Investigacions Biomèdiques August Pi y Sunyer (IDIBAPS), research institutes, technological centres, among others.

At present, the global financial crisis is seriously affecting the productive sectors in general, significantly hitting industries with little critical mass, little flexibility and little competitiveness on the global scene. In other words, in general, the sectors known as ‘traditional’, which used to be the growth-driving sectors of the AMB. The redefinition of the model now involves encouraging new sectors based on innovation, promotion of talent, creativity, research, education and coordination, but also on modernising the traditional growth-driving sectors, adjusting them to the new benchmarks in global competitiveness and knowledge.

But the lesson of the past is clear: the AMB will survive this present crisis. And it will come out strengthened with the new impetus proposed by this Plan - Vision 2020.

The fifth lesson that the recent past has given us refers to the great volatility of the present world. Today, in 2010, things have changed greatly. Society, technology, social relationships and cities themselves are scarcely recognisable compared with the scenario of twenty years ago. Analysis of changing environments must be a priority for those responsible for planning the future of our cities.

Finally, a sixth and last lesson: history shows us that many cities which were a model of success in the past - and showed rapid recent progress - have entered a phase of decline. However, history also shows that cities with a strategic vision and efficient and flexible planning and management systems continue to make progress.

1.3. On the way to 2020

A new society is being formed with new structures that the AMB must take into account.

In a context of constant change like the present, we must bear in mind that, now and for the foreseeable future, a series of events will occur that will determine the future of the city of Barcelona and its metropolitan area. The main elements are given below.

First, the so-called emerging countries like China, India, Brazil and others, along with the USA, now lead world growth (50% of global companies can be found in these countries and growth expected for the coming years is 6-7% on average). In this respect, the economies of these countries are clearly the fastest-growing and, in fact, are among the winners in the present financial and economic crisis (China is already the second world economy and the top world exporter).
Conversely, the growth perspectives for Europe in the coming years are low and so world economic growth and development is moving from the Atlantic to the Pacific. The result is that the political and economic weight of European countries in the world is decreasing and, the need for international cooperation and collaboration is becoming more evident to counteract this. The loss of political and economic weight of the European countries will not be immediate but a gradual process.

These changes in the geo-economy mean that airports and ports are becoming the veritable gateways to the global world and are acquiring an important strategic role.

Other elements are that the age of cheap energy and raw materials, and their associated acquisition and production technologies have come to an end. We are entering a stage of scarcity of raw materials which will require innovation, talent and creativity to change the present productive model and optimise the use of natural resources. The direct consequences will be that sustainability will cease to be an add-on and will become a requirement of any project or action, whether small or large, whether developed by public or private agents. We must not just produce more, but more, better and more intelligently, responsibly and sustainably for future generations. In addition, the reality and raised awareness of climate change among people and society in general, will require the involvement and determination of all public and private agents to combat it and, as a result, the term sustainability will no longer be open to question.

An important change that must be considered in the next few years is that the new generations are very different, that they communicate and relate to each other in different ways. The new technologies are encouraging the development of informal, informed, individual, international, metropolitan and sophisticated profiles, which may cause significant social duality. In this respect, with the support of the new technologies, the information and knowledge era is increasingly present in both our personal and professional lives, and conditions and questions how we act, produce, communicate, commercialise, etc. The new technologies allow us to seize the moment and live in real time. This is currently the norm for actions and activities, and society practises and demands this style.

Finally, there is the migratory phenomenon, which is changing the profile and demographic composition of the city of Barcelona and its metropolitan area. This must all be borne in mind when considering the social and economic future, as well as our well-being and services. This is a unique opportunity to improve on the basis of mestizaje and interculturality, without which cities will struggle.

This means that the AMB must refine its strategic analysis, bearing in mind the influence of these new global scenarios, reflecting on their potential and factors of competitiveness to be able to define a vision which is both coherent and feasible.
1.4. What should we do?

Emphasis must be placed on what differentiates us to develop a new common project. The global world is offering us an opportunity: we cannot afford to waste it.

Given that our society is immersed in a process of economic, political, cultural and social globalisation, and that we are part of an increasingly interdependent society, cities must understand that we cannot face up to these changes, and the challenges they represent, in isolation. We must act as catalysts and driving forces of the new economy and the new social reality, in accordance with Saskia Sassen’s concept of ‘global city’.

This has a series of consequences, running from consolidation of the external position, creation of space in the new geopolitical areas, and internationalisation of the economy to develop a common project that helps companies and institutions to learn and give quick and sound responses to change, anticipating and visualising opportunities, as well as promoting a new model of public-private institutional commitment that permits us to prioritise what really differentiates the Metropolitan Area of Barcelona and facilitates relationships with regional networks and the development of economies of agglomeration.

But to be able to press forward we must do things differently: define a new pattern of growth that is different from the past, in which quality, awareness and sustainability are central; encourage transversality that permits the search for global solutions, beyond the confines of specific disciplines, which builds bridges between different sectors of activity to promote an environment that favours growth of productivity, knowledge, innovation, talent and creativity by improving the quality of the employment market and creating opportunities for occupation in the more dynamic sectors. It means using the size of the AMB to achieve economies of scale, retaining and extending diversification or allowing experimentation with different activities, being realistic and assuming the difficulties with optimism, to leave the crisis behind and adapt to the global changes that are occurring across all fields.

These changing times certainly demand quick reactions, but in the right direction, without allowing too many options. The global world offers great possibilities for well-prepared cities with good strategies and a capacity for taking quick and efficient decisions.

And this necessarily means changing direction: reorienting the future and building an economy based on knowledge and a bidirectional relationship with industry;
associating the AMB brand with its capacity to attract capital and talent, with
the prime requirement of reflecting the real values and aspirations of society,
so strengthening the complicity of all the agents involved. It means trans-
forming current inertias into new policies for progress; promoting an attitude
to climate change that will be a benchmark of best practice; reinforcing AMB’s
international ambitions, developing new policies, coordinating all synergies and
improving planning, and setting up networks of relationships with the metropoli
of emerging countries.

We therefore must:

• Consolidate the external position and internationalisation of our economy,
  creating space in the new geopolitical fields.

• Create a common project which helps companies learn and respond
  quickly to change.

• Emphasise what makes us different: regional social networks and
  economies of agglomeration.

• Reinforce public-private cooperation.
2. Strategic proposal
The strategic proposal forms the basis from which we deploy the objectives and measures that will take us forward towards the new vision which the AMB sets for itself for the next ten years.

It entails citizens and institutions of the AMB agreeing to follow what they consider to be the best line to maximise the potential and opportunities offered by the new world setting, while reducing the risk of threats.

Cities and metropolitan areas will find it increasingly difficult to compete globally partly because other cities are increasingly coming up with interesting and competitive proposals.

In this context, the AMB must assume appropriate and realistic standards and face the challenges brought by the 21st century, like the change management and planning referred to above. How these processes are handled will become a key differential factor.

The AMB must therefore seek planning and management systems which
- link its citizens with its objectives;
- can adapt to change, moving swiftly into innovation;
- allow the exploitation and use of available resources and the translation of approaches into concrete actions, and
- encourage involvement of public and private agents under a new model of co-operation based on co-responsibility, a shared vision, co-planning, co-decision, co-management and co-investment.

The main attributes sought by the AMB for 2020 must be the ‘global metropolis’, interconnection and cooperation, obviously with our most immediate environment but particularly with more distant areas (where growth is concentrated); innovation, talent and creativity; leadership, in the sense of contributing ideas on ‘how things should be’. Competitiveness built on the new growth-driving sectors but also the re-orientation of traditional industries. Within the confines of sustainability and governance into which these attributes must be integrated, matched and complemented as closely as possible to ensure social cohesion.

The Barcelona brand will provide presence and visibility abroad to the metropolis and its territory as a whole, reinforcing these qualities.

The AMB’s vision for 2020 therefore starts with a global metropolis which is the capital of Catalonia and holds the capitality of the Mediterranean. As such, it will reinforce its relationships and its presence in regions which are leading world growth and will exercise leadership appropriate to its values and factors of competitiveness, one of which is sustainability.

By taking this line, it will emerge from the crisis strengthened to become one of the most attractive and influential European regions for innovative global talent, a model of quality integration and social cohesion providing high social standards and quality of life.
To do so, it must promote:

- the stimulus of clusters and new transversal growth-driving sectors on a world scale;
- the creation of new companies and better trained and educated staff, and
- the revitalisation and updating of traditional industrial capital and local economies of agglomeration.

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

In 2020, the AMB will be competing globally on the basis of accessibility, interconnectivity, its contributions to international networks and financial flows, and flows of goods and services, and will be the gateway to the south of Europe and therefore the main logistics hub of the Euro-Mediterranean zone.

The AMB will consolidate its own model, differentiated and recognised around the world, also be a benchmark in some fields for other major metropolises in both developed and emerging countries. It will be positioned in the global avant-garde because it must conform with a new model of public-private relationships, strengthen the transversality of the different sectors and take advantage of the crisis to orientate towards excellence, open to the world and to new trends.

The strategic proposal or Vision 2020 entails consolidating the AMB as a world-class metropolis: one of the most attractive and influential European regions for global innovative talent, with a model of integration and social cohesion of quality.

To successfully bring about this Vision 2020, the strategic proposal has been built around six challenges and five levers of change.

The six challenges constitute the main lines of action which will enable the transformation required in particular areas on which priorities and efforts must be focused. This is why each challenge includes a set of objectives and in some cases, more specific measures.

However, Vision 2020 also requires some transversal changes without which it will be difficult to make progress in the direction indicated by the challenges. For change, five specific levers must be activated.
Competing in the global world will be more difficult. More cities are appearing in the top positions in the rankings. The task will be to reach suitable and attainable standards. How they face the challenges of the 21st century and manage and plan change will feature among the elements differentiating cities.

**By 2020, as a global metropolis and capital of Catalonia, the AMB will have reinforced relationships with the emerging cities of the world and the capitality of the Mediterranean. It will exercise economic and social leadership in line with its values and competitiveness factors; sustainability is one of these values.**

Global metropolis: A metropolis which competes in the world on the basis of its connectivity and its contribution to international networks and financial, goods and services flows. Quality of life is prioritised.

Leadership: Contributing ideas on 'how things should be'.

- It will have emerged from the crisis reinforced, with new growth-driving sectors that are world benchmarks, new companies and better trained people
- It will have updated and reinforced its traditional industrial capital
- It will have reinforced local economies of agglomeration

**VISION 2020**

We will be one of the most attractive and influential European regions for global innovative talent, with a model of social integration and cohesion of quality.

Six challenges

Five levers of change
3. Challenges and measures
Six challenges for facing change and achieving AMB’s vision 2020

Barcelona is at a decisive phase. As we have seen, in the next ten years the city and its metropolitan area face a set of global changes which if not well focussed may call into question the model of a cohesive, creative, industrial, tolerant and progressive city which previous generations have built.

In this respect, to achieve the vision on the 2020 horizon, the AMB must face six challenges directly related to the competitive capacity of its territory and its companies. This will require a commitment to the green economy, the strategy of Euro-Mediterranean capitality, leadership in new economic sectors and new companies, the potential of industry and the traditional sectors, internationalisation of the economy with greater export capacity, acquisition of talent, promotion of innovation and an accent on the social cohesion of the Barcelona Metropolitan Area as a whole.

These challenges can also be considered real opportunities:

1. Sustainability and climate change.
2. Position the AMB as a benchmark in the new global framework: greater presence in countries which lead the world and capitality of the Mediterranean.
4. Getting beyond the ‘bio’ companies. Updating and strengthening traditional industry and sectors.
5. Being among the most attractive European regions for innovative talent.

For each of these challenges, the plan proposes a group of objectives and measures which must be introduced into the organs and institutions, both public and private, which have competencies over each of the aspects dealt with, or which may decisively influence the updating of its operation.

3.1. First challenge

Sustainability and climate change

In 2020, a territory’s competitiveness will be measured by its capacity to develop sustainable models. The AMB can become a benchmark for sustainability for warm-climate cities.

The Metropolitan Area of Barcelona must become an authentic laboratory for the development and implementation of sustainability actions to deal with climate change, bound by the competencies of cities in this field.
Barcelona must be a world benchmark city on matters of urban policies which prioritise efficiency variables of energy resources and reduction of pollutant effects. In this respect the city in all its dimensions (urbanistic, architectural, mobility, public space, market management and management of natural resources, transport, emission of gases, etc.), must be managed with a view to decreasing the negative effects of climate change.

Nowadays, Barcelona does not particularly stand out for its sustainable initiatives and projects, but has a good level in academic and research fields. Some examples of success may create a green market which may become the basis for transforming Barcelona into the sustainability benchmark for ‘warm-climate cities’.

This objective can be divided into four main lines, each linked directly to Barcelona: ‘Barcelona creates’, ‘Barcelona transforms’, ‘Barcelona optimises’ and ‘Barcelona mobilises’.

With respect to ‘Barcelona creates’, actions involve branded solutions (‘Pensat a Barcelona’). A market must be created for developing new products, supported by the regulating power of the public administrations, which aids the setting up of a powerful framework of companies with impact on the GDP. Similarly, AMB’s research potential must be used to the full by developing an Inter-University sustainability campus that re-orient unconnected initiatives to form a ‘green knowledge’ cluster which guarantees knowledge transfer to the productive sector.

The ‘Barcelona transforms’ line is based on the ‘ecobarris’ (eco-district) concept, very much focussed on the new urban developments and their potential to introduce innovative practices as regards sustainability, efficiency and mobility, promoting the electric vehicle and group transport systems. Similarly, Barcelona 2020 must re-conceptualise its traffic network, in particular flows between the peripheral areas of the cities in the Metropolitan Area of Barcelona, reducing forced mobility.

The ‘Barcelona optimises’ line is focused on energy, introducing ‘energy rehabilitation’ of existing buildings, reduction of energy demand in new buildings, and promotes the functional and energy rehabilitation of the city. It also encourages sustainable construction and fosters the creation of a public waste water network.

Finally, the ‘Barcelona mobilises’ line concentrates on the need to channel and reinforce the sustainability awareness of the AMB’s population, encouraging campaigns and actions to enhance the model’s sustainability by means of initiatives like green schools, bio markets, responsible energy consumption, the development of a new culture of sustainability based on attracting events, talent and image, in conformance with the Kyoto protocol or any other measure that replaces it.

The fact that Barcelona is headquarters of the Permanent Secretariat of the Union for the Mediterranean may give its action in this field effectiveness and authority, helping it achieve is objective of becoming a benchmark for sustainability for ‘warm-climate cities’.
# FIRST CHALLENGE: SUSTAINABILITY AND CLIMATE CHANGE

## Barcelona creates

1. Development of solutions with the brand ‘Pensat a BCN’.
2. Create a market for the development of new products aided by the regulating capacity of the public administrations, with the involvement of the private sector.
3. Inter-University sustainability campus and green knowledge cluster (linked to the campus). Re-orient present scattered initiatives and boosts existing research centres in energy and other fields.

## Barcelona transforms

4. Creation of a sustainability district (‘ecobarris’) in the AMB as a benchmark for the new Barcelona.
5. Capture and exploitation *in situ* of rain and waste waters, separation of systems.
7. Mobility (electric vehicle, group transport systems), re-conceptualising of the traffic network, in particular between the peripheral areas of AMB cities to reduce forced mobility. The electric vehicle may be an opportunity for Barcelona to become the metropolis best suited to developing this market.

## Barcelona optimises

8. Reduction of installed energy demand in new buildings (20-25 KWh/m² and year). Mediterranean passive standards in 100% of tertiary public buildings and energy rehabilitation of old buildings: reduce the installed demand by 70% (EEC2020=20) in 33% of housing.

## Barcelona mobilises

10. Certification and recognition of sustainability initiatives: green schools, bio markets, responsible energy consumption, etc.
11. A new culture of sustainability: attraction of events, talent, image, adaptation to the Kyoto protocol or any other that replaces it.
3.2. Second challenge

Positioning the AMB as benchmark in the new global framework: greater presence among the world’s leading countries and capitality of the Mediterranean

The AMB must appear in the eyes of the world as the capital of the Mediterranean, close to Europe but closer still to the growth-leading countries. Many of these enjoy growth rates in excess of 9%, including China, India, South Korea, Thailand, Brazil and South Africa. China, for example, is becoming the world’s top pharmaceutical market; India is playing an important role in financial sectors and the offshoring of services. These countries are currently the driving forces behind world industry (cars, food, pharmacies, telecommunications, etc.) and in time are becoming large consumer markets. Conversely, over the next few years the growth of European countries will remain very modest, with rates of between 0 and 3 %, and the world’s economic and social centres will move out of Europe elsewhere, creating a new global geopolitical map. Barcelona must appear on this map as an attractive centre.

Since 4 November 2008 Barcelona has been the official headquarters of the Permanent Secretariat of the Union for the Mediterranean: 43 countries, 785 million people. The Mediterranean must be viewed as an opportunity, but not as an end in itself. Its role must be as a link between the Barcelona area and the world, a priority issue. The city’s current image must be enhanced, emphasising its own values but with an international viewpoint. This is an opportunity in whose consolidation no effort must be spared.

Barcelona must have its own international relations strategy based on the concept forged in Barcelona, ‘city diplomacy’ (sidestepping the geo-strategic dynamics of nation states, it creates economic and social links between territories, prioritising relationships with the new economic leaders and extending solidarity to cities which most need it).

This commitment to international relations will require the instrumentalising of entity headquarters in Barcelona which may play a decisive role. These include Metrópolis, Cideu, Casa Asia, Casa Amèrica, the future Casa Rússia, CIDOB, ESCAME, etc. The refurbishment of the former Hospital of Sant Pau may further this line of action.

Cooperation with the international activities of the private sector, combined with promotion of the city brand and intensifying connections at Barcelona airport must be considered equally important tools in responding to this challenge.
SECOND CHALLENGE: POSITIONING THE AMB IN THE GLOBAL FRAMEWORK

1. Prioritise international alliances and relations as one of the AMB’s central objectives.

2. Set up an international relations office that reinforces the model of city diplomacy and that prioritises target countries: India, Brazil, China, Turkey, the Philippines, Egypt, Morocco and all countries in Africa (in this case, via medicine). More attention must also be given to Latin America in general.

3. Cooperate in the international initiatives in private fields.

4. Exploit existing institutions and instruments: UCLG - world association of cities and local governments - Metrópolis, UPM, IEM, Cideu, Consulates of the Sea, etc., to intensify the AMB’s international relations.

5. Reinforce the image of Barcelona (magnificent commercial support) with ingredients of greater global interest (e.g., city of projects, R+D platforms, quality HR, people, creativity, entrepreneurs, etc.). Of particular interest is the subject of social cohesion, not much ‘used’ by other cities.

6. Intensify connections at Barcelona airport as the hub for connecting with the outside world, in line with the strategy of the city and its economic sectors.

7. Promote the networks of AMB’s scientific and technological platforms alongside those of technological centres of emerging countries.

8. Use of the Fira de Barcelona trade fair site to facilitate AMB’s image in the world.

9. As regards capitality of the Mediterranean:
   1. Streamline the operation of the Permanent Secretariat of the Union for the Mediterranean to ensure its efficient functioning, which will attract the institutions that relate to this body.
   2. Promote spaces for debate and relationship:
      - Barcelona Euromed Forum.
   3. Reinforce university and research relationships:
      - KIC’s work on water.
      - Erasmus of the Mediterranean.
   4. Promote economic and commercial relationships:
      - Strengthen ESCAME.
      - HIT of the Mediterranean.
      - Support Mediterranean risk capital - EIB, ICO, ICF, CDTI - and seek possible headquarters for international financial organisations.
      - Help business sectors with leadership of strategic projects in the field of the Mediterranean.
   5. Improve the connectivity of the port and airport.
3.3. Third challenge

Global leader in growth-driving sectors of knowledge

The AMB must promote current and emerging sectors where we exercise or may exercise leadership on a global scale. They may act to draw in new players or highlight other more strategic sectors like the creative industries (audiovisuals, culture, advertising and marketing), design, architecture and art, health (medicine and research, private medicine and innovation, food), sport, tourism and energy.

In this respect, it must develop economic activities arising from recognised research centres, like phototonics, nanotechnology, genomics, etc.

To achieve this, public-private, institutional and private collaboration is indispensable, incorporating new values, both in form and in management and content, helping to promote and further projects of great strategic impact.

One of the elements that will give greatest impact in this field is the change in model of the subsidies to the economic sectors. We must evolve from the subsidies model to incentives to encourage private initiatives to assume greater autonomy and creativity.

3.3.1. Creative industries

On the way to global growth, creativity is today’s driving force, giving continuity to knowledge, information, industry and agriculture due to its transversality, essential for developing synergies between the different economic sectors. In fact, in advanced economies, companies linked to the creative industries grow at rates of over 5% per year.

Barcelona has considerable appeal for the creative world. It has always attracted avant-garde aspects of culture, design, advertising, image, theatre and, in their day, the textile, chemical and pharmaceutical industries. The current state of the information and communication technologies (ICT), high definition and 3D makes this the ideal moment for the AMB to invest in these sectors.

In this respect, the cultural identity of the city and its metropolitan area must be enhanced, setting its sights on internationalisation, with greater ambition and better communication of its linguistic diversity. Both the universities and their associated social and economic agents must increase their influence and presence in these sectors.

Globalisation and offshoring have negatively affected the advertising sector, traditionally a sector in which the city of Barcelona was well placed. In fact, the AMB has fallen behind in recent years, although currently a positive trend is being seen, encouraged by the new technologies, towards the appearance of creative companies.
In addition, the audiovisual sector has great potential and is becoming consolidated as one of the main economic sectors of the AMB, while the performing arts have still not achieved the international projection desired due to the lack of key productions and the need for more initiative by private companies.

All this means that these sectors are particularly important for the AMB, and the actions to be taken are the following:

**THIRD CHALLENGE: GLOBAL LEADER IN GROWTH-DRIVING SECTORS**

**Creative industries**

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
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<tbody>
<tr>
<td>1.</td>
<td>Rethink the present system of subsidies, with a change from ‘one model fits all’ to the application of criteria of economic, social and educational return, distinguishing between grants for emerging initiatives and grants for consolidation and growth.</td>
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<tr>
<td>2.</td>
<td>Create and manage the cultural brand of Barcelona and its metropolitan area.</td>
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<tr>
<td>3.</td>
<td>Promote projects which link these sectors to the universities, and studying the feasibility of an international university of the arts. Cultural creativity must be seen as an educational and cohesive element, with the use of creation factories.</td>
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<tr>
<td>4.</td>
<td>Draw up a plan for promotion and dissemination of the productions of the AMB as a whole, with cooperation from other actors involved, including the trade fair, the chamber of trade, tourism agents, etc., using the concept of transversality and the new technologies as tools for publicising and dissemination (websites and online communication).</td>
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<tr>
<td>5.</td>
<td>Convert the Grec Festival and Sonar into key international events, planning a prestigious independent international film festival and an international advertising festival.</td>
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<td>6.</td>
<td>Improve the visibility of the city’s theatrical and cultural spaces to achieve greater impact on façades and signing.</td>
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<tr>
<td>7.</td>
<td>Create a large film set in the AMB linked to the Parc Tecnològic de l’Audiovisual.</td>
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<tr>
<td>8.</td>
<td>Encourage promotion of the city through audiovisual projects, like the filming of <em>Vicky Cristina Barcelona</em>.</td>
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<tr>
<td>9.</td>
<td>Merge the three associations of the audiovisual sector into one, with a single interlocutor.</td>
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<tr>
<td>10.</td>
<td>Concentrate academic abilities in the advertising area.</td>
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<tr>
<td>11.</td>
<td>Encourage and incentivising private participation in projects linked to the creative industries, above all to creative patronage.</td>
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</table>
3.3.2. Design and architecture

Recovering and defining its own innovative model in urbanism and architecture.

Currently, Barcelona’s concept of metropolitan city is not sufficiently consolidated, due to the lack of an overall vision.

Barcelona’s leadership is falling away as a result of advances in technology that favour offshoring of companies and talent to cities with better organised sectors. The AMB must recover its former role as international benchmark in urbanism and architecture, transferring and linking innovation to sector supply companies. It must incorporate new material and the new constructive technologies which are sweeping a new broom through the construction and improvement processes, especially as regards end quality.

In this respect, urbanism and building construction must be dealt with from a more integral perspective and human scale. The AMB as a whole must innovate and define a model of architecture and housing that is more innovative, humanistic, sustainable and responsible. In other words, housing that offers a better quality of life.

To achieve these objectives, design must act as a catalyst of this trend and others, be a stimulant for demand, a positioning and differentiating factor which has a positive impact on competitiveness, exports and generation of wealth for the AMB. The actions identified in this area are detailed below.

**THIRD CHALLENGE: GLOBAL LEADER IN GROWTH-DRIVING SECTORS**

Design and architecture

1. Promote the international projection of Barcelona’s architecture and urbanism as an important reference point.
2. Establish a system for approval of architectural projects with an ‘intelligent appraisal’ which awards positive points depending on the innovative nature of the project: materials, sustainability, ergonomics.
3. Develop and implement an innovative and sustainable housing model that prioritises quality of space and new civic diversity, and adapt the regulations to enable this.
4. Design a model of public space with productive functions which generates social activity.
5. Prevent sprawl of the AMB and improve suture points between its municipalities.
6. Create, promote and manage the ‘Barcelona Design’ brand via public-private participation, involving all relevant agents and business sectors.
7. Give incentives to cross-fertilisation between sectors by creating an artistic and commercial space, and a permanent exhibition of products which is also an incubator of small businesses related to the sector.

8. Promote a Master’s in excellence in design as a first step in obtaining more cooperation between design schools.

9. Creation of a design congress by Fira Barcelona Disseny, to attract the main international companies and experts.

10. Include the design concept in all fairs and conferences in Barcelona.

11. Convert the Barcelona Design Centre into the place of reference and relationship for the different actors linked to creativity and non-technological knowledge.

3.3.3. Health

Coordinate research between the different research centres to produce synergies and prevent duplication in infrastructures and projects and the dispersion of economic resources.

The AMB has sufficient although very scattered critical mass to become one of the most interesting cities in the world in the private medicine sector, although it presents some deficits of coordination with the public system. Cooperation between business, medical and scientific environments is not easy, nor is the transfer of innovation to the productive environment.

Although basic research is at an acceptable level and is one of most dependable driving forces that the AMB possesses, conversely clinical research is not sufficiently developed and basic research is not sufficiently oriented towards applied fields. In addition, lack of coordination between the work of different research centres creates duplication in infrastructures and projects and dispersion of economic resources whose distribution does not always obey objective criteria.

Within this framework of action, we must not lose sight of the fact that Catalonia is the top agro-food area in Europe, that Alimentària is the second most important trade fair in the world, and that Barcelona is the world capital of the Mediterranean diet and, as such, has a potent lever for making the AMB a new benchmark and driving force of a whole chain of productive activity of considerable value.

The actions in this field are noted below.

THIRD CHALLENGE: GLOBAL LEADER
IN GROWTH-DRIVING SECTORS

Health

1. Reinforce the position of Barcelona as a world reference in research and transmission of knowledge on clinical medicine. Reinforce coordination between research centres by guaranteeing a larger critical mass and better results.
2. Promote advanced medical technology and relate it to local productive sectors and technologies and emerging sectors.

3. Create and manage a health brand that develops suitable marketing and communication policies to strengthen the sector, as well as finding synergies with other sectors that strengthen medical tourism etc.

4. Encourage the creation of a public-private management entity specialising in risk capital funds.

5. Reinforce the reference standing in the field of mental health in the AMB.

6. Facilitate the acquisition or renting of land for developing ‘bio companies’.

7. Improve coordination between research centres to optimise resources and establish research strategies between agents and the public and private sectors.

8. Generate instruments for greater effectiveness of transfers of technology to the productive world.

9. Institute a business vision in health and research management.

10. Take advantage of the opportunities that Barcelona can generate as capital of the Mediterranean diet and develop the opportunities associated with a healthy lifestyle.

3.3.4. Sport

Sport: an important instrument for reinforcing the Barcelona brand.

More than 65% of the occasions when Barcelona is mentioned throughout the world, it is in association with sport, and this is directly related to the fact that the associative fabric of sport in the AMB has one of the highest concentrations of clubs and associations in Europe. Sport is therefore an important instrument for reinforcing the Barcelona brand and making Barcelona one of the most interesting and attractive cities in the world, in addition to attracting specific sports tourism.

Barcelona is already a benchmark for sport: clubs, sportsmen, institutions and companies constitute a very important asset in making the metropolis a world city, with its own brand and ability to recruit companies, professionals and all kinds of support services (medicine, materials, research, among others).

The number of citizens affiliated to sporting institutions is a very good example of the attitude of its citizens to sport. Encouragement of the culture and practice of sport is an essential element that fosters social cohesion and integration, and also individual and group values.

The challenges in this area emphasise this fact.
### THIRD CHALLENGE: GLOBAL LEADER IN GROWTH-DRIVING SECTORS

**Sport**

1. Propose Barcelona as the headquarters of national and international organisations related to the world of sport and attract leading companies in sports fashion, urban sport, design, etc. Develop sectors that are associated with major sports events: the high performance centre (CAR), centres of sports medicine and research, nutrition, education, etc.

2. Encourage international forums of debate on sport.

3. Create an AMB office of sporting events and seek to become a benchmark in emerging and future sports, giving support to their organisers.

4. Create the figure of city ambassador for sport as prescriber travelling the world extolling the quality and leadership of Barcelona in sporting matters.

5. Recover and promote public space for the practice of sport (circuits and network of green paths in the AMB, etc.) and encourage amateur sport as a medium of social cohesion, using of the full potential of the amenities available.

6. Capture sporting talent and attract sports-related companies. Give support to the creation of the sports park programmed at the Sant Cugat CAR, and also the associated cluster.

#### 3.4. Fourth challenge

**Beyond ‘bio’ companies. Updating and strengthening of industry and the traditional sectors**

With 18% of occupation and a long tradition, the AMB cannot abandon this type of growth-driving traditional sector on which all the so-called knowledge activities depend. The tourism sector also deserves special attention, given its high level of occupation (more than 10%) and transversal impact on many sectors of economic activity.

‘There’s life beyond Bio and ICT companies.’

The sectors known as ‘traditional’ (mechanics, textile, etc.) represent 18% of occupation in the AMB and 12% in the city of Barcelona, and in the mid term will continue to be an important part of our economy, although for some years they have been affected by offshoring and loss of specific weight in the geo-economy and society as a whole.

These sectors need access to global demand. It is therefore essential to be fully informed on the conditions on which these companies can continue competing in terms of production, technology, design etc., and to give all possible facilities
through the different agents involved to create a framework of competitiveness that will ensure their viability. In this respect, the clearest challenge is their full incorporation of new knowledge, with the idea of renovating everything from product and processes down to the businesses model of the traditional industries.

The sentence quoted by the Mondragón Group which says that ‘what is important is to make things abroad (offshoring), provided this means wealth for us here’, sums up the challenges identified, given below.

As regards tourism, the objective is to integrate it with the rest of the geo-economy, making it sustainable and soaking up the offer in the metropolitan field.

According to Barcelona’s Strategic plan for tourism, the city has become a tourism destination on an international scale in which the meshing of tourism with the city is and must always be synonymous with quality, success and differential value.

This leadership position of the city of Barcelona must be taken advantage of by stimulating the innovation, creativity and appeal of the destination to perpetuate its success. One of the characteristic elements of this sector is its transversal nature and its capacity for generating synergies by interacting with other sectors or industries, so it contributes other additional attributes which the AMB needs to the city’s brand.

It should also be recalled that tourism interacts with the territory and the local population at the destination. It must therefore be planned and regulated with a view to integration and sustainability, to facilitate de-concentration and directing tourists towards other places in the AMB, offering an interesting, attractive and quality package. This package must be designed and developed with the agreement of all of the public and private sector agents involved.

FOURTH CHALLENGE: BEYOND THE ‘BIO’ SECTORS

1. Involve universities, business schools and professional training (FP) in the re-conversion and strengthening of the AMB’s traditional industries by developing a programme that permits technology transfers, attraction of talent, training of quality professionals, creation of start ups linked to traditional projects and sectors, etc.

   · ‘UPDATING TRADITIONAL INDUSTRY’ PROGRAMME (UPC, research institutions, etc.). Exploit the knowledge and results of emerging technologies in relation to these traditional sectors (nanotechnology, phototonics, etc.).

   · PROMOTE THE CREATION OF THE ‘INDUSTRIAL TRADITION’ PROGRAMME on new management and businesses models, jointly with the business schools.

   · REINFORCE FE CENTRES OF EXCELLENCE with company creation programmes.

2. Promote funding and risk capital by establishing suitable mechanisms for capitalising the companies of these sectors, to strengthen and adapt the tasks of Avalis, to develop frameworks of cooperation between these sectors and the financial sector, and to develop specific or sectorial programmes to invest in innovation in the ‘new traditional industry’.
3. Establish bridges between the demand of emerging sectors (health, dependence, media, etc.) and local traditional industries, which can act as suppliers by incorporating innovation and appropriate technologies.

4. Activate promotion policies of our ‘hidden heros’: there are many medium-sized and small companies that are not great brands, but as manufacturers they have great importance due to their innovative capacity. Some of these companies are also world leaders.

5. Guarantee a supply of industrial land and space for economic activities, with excellent standards of technological accessibility and quality.

6. Implementation of the Strategic Plan for Tourism
   1. Promote territorial de-concentration.
   2. Promote the governance of the sector.
   3. Promote the creation of complicity with society and the different institutions and agents involved.
   4. Improve the competitive capacity of the destination and related sectors.

3.5. Fifth challenge
Becoming one of the most attractive European regions for innovative talent

The AMB: hub for entrepreneurs.

The AMB is magnificently placed to become one of the world’s icons of innovation, if things go well. We must be clear that we cannot innovate alone, and that we need large multinationals to set up research laboratories in the AMB to interact with our best talent.

As regards this aspect, it is very important to bear in mind the potential in networking terms of internationally recognised research centres, and that they are established in the AMB. From these centres, an initiative must be launched to attract the business and laboratories of large companies with a strategic global presence. In this field we have some fine assets that we must exploit for this purpose.

Returning to the previous point, we must give all facilities possible to entrepreneurs wishing to start up new projects. They are one of the fundamental assets of cities and regions of the future. Above all, we should bear in mind that the AMB has many of the requirements needed to attract them: good weather, considerable creation of knowledge, a suitable environment where companies can locate and compete in a global world, and the capacity to add on, generate and attract companies with a high added value.

The actions identified in this area are detailed below.
FIFTH CHALLENGE: BECOMING ONE OF THE MOST ATTRACTIVE EUROPEAN REGIONS FOR INNOVATIVE TALENT

1. Form a programme to attract 1,000 ‘talents’ within three years (1,000 Talents Programme) from the most global companies of the future and some of their research centres, to make us the most attractive European region for global innovative talent. Attraction of international university centres and corporate universities.

2. Consolidate the AMB as a nucleus of talent in the global network, on the basis of recognised knowledge hubs.

3. Entrepreneurs’ hub. Promote and publicise the possibilities of Barcelona as a city of interest for attracting innovative entrepreneurs and creating companies, and construct the enterprise region of Europe from the following components:
   1. Attract new international entrepreneurs by means of BCN Entrepreneur Scouts and the development of landing services and residences for entrepreneurs.
   2. Generalisation of the use of English in the administration, teaching, universities, international schools, etc., in a language-friendly setting.
   3. Speed up paperwork for creating companies, implement the Fast Track process, create the legal figure of ‘SL Emprendora’, which permits companies to be created for only 1 euro (German model), information portal, etc.
   4. Make it easier to acquire capital and give tax breaks to entrepreneurs and investors, promoting risk capital, investment and the creation of tax-free areas for entrepreneurs.
   5. Develop an entrepreneurial culture, adapting university programmes to the knowledge variables the market demands, for example knowledge related to state-of-the-art Internet and the new technologies, with the participation of recognised experts.
   6. Provide facilities for holding international events, promote sponsorship for entrepreneurs and paving the way for entrepreneurs in the international community (Biz Barcelona and others).

4. ‘Barcelona primer client’. Earmark 5% of public purchases of goods and services for this type of project, to ensure the Barcelona brand serves as the first customer to give entrepreneurs access to new customers.

5. Throughout the programme, budget for and reserve public subsidies to companies of 5% of total resources to create a fund to encourage new innovative companies, to reinforce the industrial fabric.

6. Funding hub. The Metropolitan Area of Barcelona must become a veritable hub which concentrates and distributes a range of financial and tax instruments which boost business activities.
3.6. Sixth challenge

An interesting and socially balanced city: A social response to the crisis

Every effort to combat school drop-out.

With over 30% school drop-out in the Metropolitan Area of Barcelona, it is difficult to aspire to being a balanced society. This must be the objective to tackle. It will be difficult to make much progress without resolving this serious structural problem which has a very marked effect on unemployment levels, economic progress and social cohesion.

This does not only apply to the basic educational system. We must also take a careful look at professional training, which has been systematically ignored, in spite of its importance in the educational schemes of the most advanced countries in the world.

Building bridges between the different parts of the educational system must be one of the objectives if we are to reduce the present evident dysfunctions.

Beyond education, a socially balanced city requires actions in the fields of culture, public space, social housing and mobility. Obviously, reduction of poverty and the problem of dependency are aspects that cannot be swept aside in a plan which aims to achieve an interesting city and give a suitable response to the present crisis.

To reinforce all these aspects, the following actions are recommended.

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SIXTH CHALLENGE: INTERESTING AND SOCIALLY BALANCED CITY. A SOCIAL RESPONSE TO THE CRISIS
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1. Opt for a quality basic and professional educational system, with more autonomy for centres and better systems of evaluation, which promote the values of freedom, responsibility, meritocracy, civic awareness and solidarity.

2. Build bridges between the different parts of the educational, professional and university system to reduce present dysfunctions.


4. Make public space a place for creativity and civic relationship, defining a model of the public space for Barcelona.

5. Recover urban spaces for the free practice of sport, create green paths, additional amenities, etc.

6. Develop and define a model of Mediterranean housing, involving schools of architecture, the administration and the industrial supply sectors.
7. Draw up a plan for the promotion of accessible and decent rental to provide housing for the more vulnerable groups in society.

8. Increase indexes of cover of public transport in the AMB and incorporate higher levels of efficiency in its management, so achieving sustainable mobility.


10. Continue to promote the provision of services for dependency as a sector for activities, quality suppliers and new services.
4. Levers of change to meet the challenges
Building the AMB on a 2020 horizon leaves no room for improvisation. This is the role of this Strategic Plan - Vision 2020, the challenges that it presents and the set of objectives and measures proposed to achieve this joint vision.

However, the main problem when moving from reflection to action comes with the mechanics of the change. A society puts forward a plan if it really wants to change its ‘normal’ course or tendency for another which suits it better. This process of change demands the use of certain levers to enact the movement which lets it achieve the goals marked in the plan, breaking with the natural inertias of the past.

So to confront these changes, the plan has identified a set of five levers which should serve as the main guidelines for all the actions mentioned above. These levers should contribute transversal solutions to all joint demands from all the economic sectors considered.

The AMB must move a set of levers - the university, the administration, governance and social coordination - and must strengthen participation, co-responsibility, development of additional future values, and the knowledge of languages. Without these movements, the goals envisaged will be difficult to achieve.

Levers of change: an agreement for emerging from the crisis

• **A powerful university and education system** that strengthens its position of excellence and transversal awareness, which is a factor in attracting talent and which favours a closer relationship with the productive and business sectors.

• **An administration** which acts with criteria of efficiency, which facilitates economic activity, company creation and project development. An administration with effective procedures and guided by the presumption of the confidence of its citizens.

• **A governance** that brings innovative criteria to the management of strategic projects and strengthens public-private co-responsibility in leadership.

• **Future values** which complement and reinforce the basis of present and traditional values, which contribute a new character to the city and its citizens.

• **An extensive knowledge of languages** which facilitates internationalisation, the attraction of talent and full incorporation into world markets. An international airport and the Barcelona brand.
A powerful university and education system

Education is the key to the future. And the university is one of its essential components. With the knowledge which it produces and transfers to people and companies, it enables societies to advance and progress.

A university is important because it is able to give a response and solutions to the problems of the society. Society must therefore understand that the university must play a predominant role in emerging from the crisis and guaranteeing sustainable growth.

Similarly, companies need quality universities, while universities need companies to be able to advance and achieve better conditions.

A university is important when internationalising, when incentivising innovation, when attracting talent and creativity to train future business people and entrepreneurs, and when ensuring a quality education for professionals as a whole.

In this respect, to carry out its present functions, as many European university systems have done, Spanish universities must be given more autonomy, flexibility and diversification. They must also tackle important reforms in relation to their governance, funding, human resources and academic model, as well as their posture on accountability and quality assessment, two major elements for improving their position in the rankings.

In particular, universities must contribute to the economic and social development of the territory. In this respect, as noted in a recent OECD report, a platform must be established to coordinate knowledge, involving universities, social councils, scientific parks and platforms, autonomous and local government, chambers of commerce and risk capital agents. Not as an organ for consultation, but an organ for cooperation and partnership in the development of the territory.

A strong university system requires a good relationship with quality infant, primary and secondary education which can provide training in the values that must be inherent in all future citizens.

Education, in the widest sense, must appear prominently and transversally throughout the strategic proposal of Vision 2020.

Given the potential of the AMB, quality, high-level education must contribute to attracting global talent.

**LEVER 1. A powerful university and education system**

1. **REFORM.** As many European university systems have done, universities must be given more autonomy, flexibility and diversification and face up to significant reforms in relation to their governance, funding, human resources and academic model. Accountability and assessment of quality are two key elements for improving the position in the rankings. An important aspect
must be to notably increase the translation of research in the market by way of patents and transfers of technology in general.

2. PLATFORM FOR KNOWLEDGE COORDINATION. Made up of universities, social councils, scientific parks and platforms, autonomous and local governments, chambers of commerce and risk capital agents, not as an organ of consultation, but for cooperation and partnership in development of the territory.

3. Develop UNIVERSITY CLUSTERS.

4. As regards the EDUCATION SYSTEM, see the proposals of the sixth challenge.

4.2. An effective and reliable business-friendly administration

An intelligent area, part of the knowledge society, is the help given to economic and social dynamism by an innovative public administration which encourages initiative instead of holding it back.

It must therefore find a way of exercising governance where what counts is not so much the provision of services and facilities, but being able to take collective action via representative leadership.

In this respect, differences in the perceptions of the public and private sectors of the value of time must be reduced, and communication procedures before an activity begins must be generalised. A single window for all citizens for quicker or telematic administrative processes (e-administration) must also be developed and implemented. One of the most important changes spreading throughout the world is the perception of time and the importance of living and acting in real time.

As well as exploring the tasks of the Entrepreneurial Management Office (OGE) in constituting a company electronically ("Track T" company creation), the efficiency of human resources in public administrations must be improved, with continuous progress in competencies and performance appraisal and reinforcement of the figure of the public manager. Finally, for a territory which aims to be global it is vital that all public documentation is plurilingual.

In short, an administration must be predisposed towards the creation of activity and foster a business-friendly environment. It must prioritise the generation of activities that avoid bureaucracy, slowness, opacity and slackness, and a priori avoid excessive control, without prejudice, obviously, to subsequent strict monitoring.
LEVER 2. An effective administration

1. Reduce the different perception of the value of time in the public and private sectors.

2. Generalisation of communication procedures before starting an activity. Apply the principle of the presumption of best professional practices through prior communication, except in activities of risk.


4. Track T: fast-track window for company creation.

5. Promote efficiency of human resources with continuous improvement in competencies and performance appraisal. Reinforce the figure of the public manager.

6. All public documentation must be trilingual.

4.3. Governance

We know from experience the benefits of shared leadership, so it is fundamental for the future to adapt the model that made the city of Barcelona and its metropolitan area a world benchmark. Only a vision shared by public and private agents can create a project for the future with sound leadership and social dialogue as key elements for emerging from the crisis.

The new Law of the Metropolitan Area of Barcelona offers a regulatory framework that supports this vision and in particular, the capacity to organise policies with a metropolitan dimension and in the direction proposed in the Strategic Plan.

The law is a great opportunity to achieve a more effective implementation of the plan and the shared vision of the local councils and business and social sectors which are active in the territory.

The result of this legal provision is that instruments must now be created to deploy economic metropolitan promotion and ensure participation by society at large, organised to achieve compliance with the objectives, challenges and measures that this plan has produced, with unanimous support.

Nowadays, society and its forms of expression are very different from the systems that applied some years ago. Today, ‘traditional’ institutions still play an important role in the public-private dialogue, but at least in the social and economic field, many new relational networks have been introduced that must be included in this dialogue.
At the same time, commitment itself is changing. Nowadays, sectors seek a much more committed relationship in all the processes involved in specific projects.

The joint public-institutional leadership model must therefore be re-defined. A new entity must be created, which we will call 'private', whose future vision and strategies have been agreed and definitively assumed by the actors involved, with specific projects that facilitate co-decision on new initiatives, and formulas for shared management of infrastructures and services. It must enable innovation in joint funding systems and the application of the values of co-responsibility, co-decision, co-management and co-investment for social and economic agents in all social and economic aspects covered by the AMB.

The modern metropolis must be managed like a company in terms of effectiveness, efficiency and optimisation of resources. It must always seek economic returns, but also social returns, and so, must generate value and guarantee the public interest and the quality of services.

In this respect, facilities permitting participation by the private sector must be promoted and assisted through the use of new formulas and policies, with new criteria for awarding subsidies and assistance, etc. In addition, mechanisms for good governance, control and continuous assessment must be adopted.

**LEVER 3. Governance**

**Model of shared leadership: public/institutional-private**

1. With vision and strategies for the future agreed and assumed by commitments of the actors involved.
2. With specific projects which facilitate planning and co-decision on new initiatives.
3. With joint management formulas for infrastructures and services.
4. Which innovate in joint funding systems.
5. Which allow for the values of co-responsibility and co-decision of social and economic agents in all social and economic aspects covered by the AMB.
6. Able to provide agreed joint systems for evaluation of results. Observatory of the AMB.
7. Promote institutions which facilitate partnership, like the Barcelona Global initiative.
4.4. Future values

Global values of an interconnected, cosmopolitan and participative metropolis.

Barcelona has progressed thanks to its traditional values. It is time for other values to be added to propel the AMB into the future.

The basic traditional metropolitan values are being open and welcoming, enterprising and creative, inclusive and offering solidarity: values which require attention to language training, ambition, the global dimension and the model of shared civic values.

To supplement today’s traditional values, a series of future values have been identified. Among them we find vision and daring (in the sense of daring to do things in a new or more natural way), the potential to be an interconnected, cosmopolitan and participative metropolis which is also excellent and competitive, and with commitment to and a sense of responsibility towards global values like sustainability, peace and biodiversity.

**LEVER 4. Future values**

- **Present values:**
  - Open and welcoming city. (Language training must be reinforced).
  - Enterprising and creative. (Ambition, global dimension, etc. must be enhanced).
  - Inclusive and capable of solidarity. (Shared civic awareness must be strengthened).
  - Cosmopolitan, with its own strong identity.

- **Future values:**
  - Vision and daring, with imagination to do things in other ways, with authenticity.
  - Interconnected.
  - Excellent and competitive.
  - Equality of opportunities.
  - Commitment to and responsibility for global values (sustainability, peace, biodiversity, etc.).
  - Co-responsibility with the city.
4.5. Incorporation into the world markets: extensive knowledge of languages, international connections and the Barcelona brand

Not speaking English becomes unsustainable in any metropolitan area that aspires to become a world benchmark, as does lack of international connections.

The brand is an important instrument for boosting the competitiveness of a territory and its economic sectors.

Knowledge and practice of languages is an asset to be worked on and in no circumstances can it be a limitation. The present situation is that only 26.4% of the population speaks English, and 33% of primary school students cannot pass their English exams. This is unsustainable in the mid term for a city like Barcelona and its metropolitan area, which aspires to be a metropolis that the world looks up to.

It is urgent to set up a long-term project to change this trend, implement changes which will give results in a few years’ time, acting on different fronts including education, promotion, audiovisual platforms (mainly cinema and television) and the public administrations.

In this respect, all commercial documentation of public administrations must be trilingual, the teaching system must include several languages, both at university and at school, and the television model must be reviewed: we must reach a point when programmes and films are not dubbed, as they already have in other countries like Holland and Portugal.

As regards international connections, Barcelona’s airport and port are key pieces in guaranteeing the AMB’s presence on the world markets, making it easier to establish alliances by means of cities and companies on the world stage. Joint management is vital to encourage the creation of an international hub that does not breach the bylaws of the Committee of Routes.

Thirdly, the Barcelona brand is the great lever to facilitate private and public sector access to the major markets.

In this respect, it is important to create an individual model for instruments for managing and promoting the Barcelona brand following the style of existing initiatives by other leading cities like NYC&In-Company, Amsterdam Partners, Berlin Partner and the recently presented Greater Sydney Partnership.
LEVER 5. Incorporation into world markets: Extensive knowledge of languages, international connections and the Barcelona brand

1. Structure a long-term project by increasing knowledge of languages, implementing changes that will provide results in a few years. Act on several fronts at the same time: education, promotion, audiovisual platforms (cinema, television) and public administrations.

2. That all commercial documentation of public administrations is trilingual.

3. Teaching system in several languages in universities and schools.

4. Television modelled on other countries that do not dub programmes and films (Holland, Portugal).

5. Influence the strategies of the Barcelona Airport Air Routes Development Committee and give it support.

   1. Strengthen Barcelona/World as an organ of management and promotion of the brand with wide representation from the different sectors involved.
   2. Link the Barcelona brand to the different sectorial platforms of international promotion and positioning.
5. Epilogue

The philosophy behind the plan is that the future cannot be decided by a simple extrapolation of data from the past, and we cannot tie our progress to a basis of methodological and instinctive observations.

The plan presents a wide range of opportunities for the AMB arising from the new values of our society and the capacity of all the people and institutions who have made representations.

More than six hundred and fifty people have been involved in this work, representatives of institutions and companies. Either individually or as members of working committees, they have had total freedom to express their opinions and proposals on the AMB and its future. We would like to thank them all and assure them that we will do everything possible to ensure that their ideas become realities.

Now with this epilogue, the plan is finally on its way. The reflections, proposals and measures in this publication must be turned into responsible projects to meet specific commitments.

Only this will guarantee a future of economic and social progress for the inhabitants of the AMB, and for Catalonia as a whole.
6. Annexes
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1.1. General Council
1.2. Executive Committee

ANNEX 2: Prospection Committee

2.1. Members of the sub-committees
2.2. List of experts interviewed by the Prospection Committee
2.3. List of people who presented the work of the Prospection Committee at the meeting on 26 May 2010 at the Saló de Cent, Barcelona City Hall

ANNEX 3: People who have collaborated in drawing up and debating different reports

3.1. Institut Cerdà Report: ‘Barcelona, nova urbs’
3.2. Howarth Report: ‘Escenaris de competitivitat a l’AMB’
3.3. OECD Report: ‘Reviews of Higher Education in Regional and City Development’

ANNEX 4: Participants in seminars

4.1. ‘Back to the future’ seminar

ANNEX 5: Specific working sessions

5.1. Relationships of the AMB with emerging countries
5.2. Working meetings on traditional industries: representing companies, financial and research institutions
5.3. Economic Promotion Committee of Barcelona City Council
5.4. General Council of the Barcelona Metropolitan Area Consortium
5.5. Heads of the municipal political groups of Barcelona City Council
5.6. Economic Promotion Area of Barcelona City Council

ANNEX 6: Individual interviews
ANNEX 1.
ORGANS OF GOVERNMENT OF PEMB

1.1 General Council

Chair
HEREU, Jordi. Mayor of Barcelona

Deputy Chairs
ALEMANY, Salvador. President, Cercle d’Economia
ÁLVAREZ, Ismael. Mayor of Pallejà
ÁLVAREZ, Josep M. Secretary General, Unió General de Treballadors de Catalunya
BALMÓN, Antonio. Mayor of Cornellà de Llobregat and First Vice-President of the Association of Municipalities of the Barcelona Metropolitan Area
BOLADERAS, Rosa. President of the County Council of Baix Llobregat
BONET, Josep Lluís. Chairman of the Board, Fira de Barcelona
CARNES, Jordi W. First Deputy Mayor of Barcelona City Council and Chair of the Executive Committee of PEMB
GALLEGO, Joan Carles. Secretary General, Comissió Obrera Nacional de Catalunya
LEMA, Juan Ignacio. President General Manager of Aena (Aeropuertos Españoles y Navegación Aérea)
MARÍN, Núria. Mayor of l’Hospitalet de Llobregat
MAS, Joan Carles. Chair of the County Council of El Barcelonès
MORILLAS, Andreu. Secretary of Economy, Ministry of Economy and Finance, Government of Catalonia
NARVÁEZ, Francesc. President, Entitat Metropolitana del Medi Ambient
PARLÓN, Núria. Mayor of Santa Coloma de Gramenet
PÉREZ, Elena. Mayor of Montcada i Reixac
POVEDA, Antoni. President, Entitat Metropolitana del Transport
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ROYES, Manuel. Special Delegate of the Spanish Government, Consorci de la Zona Franca de Barcelona
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TUGAS, Domènec
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Agrupació de Fabricants de Ciment de Catalunya
Agrupament de Botiguers i Comerciants de Catalunya

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Badia del Vallès
Barberà del Vallès
Barcelona
Begues
Castelbisbal
Castelldefels
Cerdanyola del Vallès
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El Prat de Llobregat
Esplugues de Llobregat
Gavà
L’Hospitalet de Llobregat
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Pallejà
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Sant Cugat del Vallès
Sant Feliu de Llobregat
Sant Joan Despí
Sant Just Desvern
ANNEXES

Sant Vicenç dels Horts
Santa Coloma de Cerviñol
Santa Coloma de Gramenet
Tiana
Torrelles de Llobregat
Viladecans
Arquitectes de Barcelona
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Asociación de Empresarios de Electrónica, Tecnologías de la Información y Telecomunicaciones de España
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Dirección del Área de Fomento en Cataluña – Delegación del Govern a Catalunya
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Asociación de Líneas Aéreas (ALA)
Asociación Industrial Textil del Proceso Algodonero
Asociación Barcelona Aeronaútica y de l’Espai (BAE)
Asociación Catalana d’Aigües de Viatges
Asociación Catalana de Comerç Electrònic-CommerçNet Catalunya
Asociación Catalana de Recursos Asistenciales
Asociación Catalana d’Empreses Consultor
Asociación Catalana d’Empreses de Transport de Mercaderies
Asociación Catalana per al Desenvolupament de la Mediación i l’Arbitratge
Asociación Consell de Cent
Asociación de Promotores – Constructores d’Edificis de Barcelona
Asociación Empresarial Catalana de Publicitat
Asociación Empresarial de l’Hospitalat i Baix Llobregat
Asociación Española de Robótica (AER)
Asociación Independiente de Joves Empresaris de Catalunya (AJEC)
Asociación Multiespecializada de Empreses (AMEC)
Asociación per a les Nacions Unides a Espanya
Ateneu Barcelonès
Aula Barcelona
Autoritat del Transport Metropolità
Autoritat Portuària de Barcelona
Avui
Banc de la Petita i Mitjana Empresa
Banca Sabadell
Banco Bilbao Vizcaya Argentaria
Barcelona Activa, S.A.
Barcelona Centre de Disseny (BCD)
Barcelona Centro Médico
Barcelona de Serveis Municipals, S.A.
Cadena Cope i Cadena 100
Caixa d’Estalvis i Pensions de Barcelona – La Caixa
Cambra Oficial de Comerç i Indústria de Sabadell
Cambra Oficial de Comerç de Barcelona
Cambra Oficial de Contractistes d’Obres de Catalunya
Cártes Diocesana de Barcelona
Casa América Catalunya
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Centre d’Estudis de l’Hospitalat de Llobregat
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Centro de Estudios y Asesoramiento Metalúrgico
Centro Español de Plásticos
Centro Iberoamericano de Desarrollo Estratégico Urbano (CIDEU)
Cercle d’Economia
Cercle per al Conxement
Club d’Amics de la Unesco de Barcelona
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Col·legi d’Arquitectes de Catalunya
Col·legi de Farmacèutics de la Província de Barcelona
Col·legi de Periodistes de Catalunya
Col·legi d’Economistes de Catalunya
Col·legi d’Enginyers de Camins, Canals i Ports de Catalunya
Col·legi d’Enginyers Industrials de Catalunya
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Col·legi Oficial d’Agents de la Propietat Inmobiliaria de Barcelona i Província
Col·legi Oficial d’Agents i Comissionistes de Duanes de Barcelona
Col·legi Oficial de Doctors i Llicenciats en Filosofia i Lletres i Ciències de Catalunya
Col·legi Oficial de Metges de Barcelona i Província
Col·legi Oficial de Psicòlegs de Catalunya
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Comissió Òbrea Nacional de Catalunya
Consell Comarcal del Baix Llobregat
Consell Comarcal del Barcelonès
Consell de Gremis de Comerç, Serveis i Turisme de Barcelona
Consell de la Joventut de Barcelona
Consell d’Empreses Distribuïdors d’Alimentació de Catalunya
Consell Social de la Universitat de Barcelona
Consell Superior d’Investigacions Científiques (CSIC)
Consorci Biopul’H
Consorti de la Zona Franca de Barcelona
Consorti El Far
Consorti Metropolità de l’Habitatge
Barcelona Provincial Council
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Dirección del Área de Fomento en Cataluña – Delegación del Govern a Catalunya
El Periódico
Entitat Metropolitana del Medi Ambient
Entitat Metropolitana del Transport
Escola d’Alta Direcció i Administració, S.A. (EADA)
Escola Superior d’Administració i Direcció d’Empreses (ESADE)
Europa Press de Catalunya, S.A.
Fecsa – Endesa
Federació d’Associacions de Veïns de Barcelona
Federació de Cooperatives de Serveis i de Cooperatives de Transportistes de Catalunya (SERVICOOP)
Federació de Cooperatives de Treball de Catalunya
Federació de Gremis de Detal·listes de Productes Alimentaris (FEGRAM)
Federació de Societats Anònimes Laborals de Catalunya (FESALC)
Federació Empresarial Catalana d’Autoalimentació de Viatgers
Federació Empresarial Catalana del Sector Químic
Federació Espanyola de Transitarios Expeditores Internacionales i Asimilats
Federació Provincial i Regional de Transportes de Barcelona (TRANSALIT)
Federació Textil Sèder
Federació de Entitats Empresarials de la Construcció
Fedració Ecom
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Fira 2000, S.A.
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Fundació Catalunya Europa
Fundació Cercle d’Economia
Fundació Cidob
Fundació del Gran Teatre del Liceu
Fundació EAE
Fundació Grup Set
Fundació Joan Miró
Fundació Pere Tarrés
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Fundació Taller de Músics
Futbol Club Barcelona
Gas Natural SDG, S.A.
Government de Catalunya
Gremi de Construccions d’Obres Llobregat, Anoia i Alt Penedès
Gremi de Fusters, Ebenistes i Similars de Barcelona
Gremi de Garatges de Barcelona i Província
Gremi de Jardineria de Catalunya
Gremi de les Indústries de la Confecció de Barcelona
Gremi d’Editors de Catalunya
Gremi d’Hoteles de Barcelona
Gremi d’Indústries Gràfiques de Barcelona
Gremi Provincial de Distribuïdors d’Alimentació de Barcelona

El Periódico
Gremio Provincial de Empresarios de Salones de Fiesta de Barcelona en General
Grup Agbar
Grup Provincial Empresarial de Supermercats i Autoserveis de Barcelona
Grupo Zeta, S.A.
Hospital Clinic de Barcelona - Idiabs
Iberia, Líneas Aéreas de España, S.A.
Institut Català de Logística
Institut Cerdà
Institut d’Estadística de Catalunya (IDESCAT)
Institut d’Estudis Regionals i Metropolitans de Barcelona
Institut d’Estudis Superiors de l’Empresa (IESE)
Institut d’Humanitats
Institut Espanyol d’Analistes Financiers
Institut de Tecnología de la Construcción de Catalunya (ITEC)
Institut Químic de Sarrià (IQS)
Institut de la Empresa Familiar
Instituto Nacional de Empleo (INE)
Jove Cambra de Barcelona
Justícia i Pau
La Vanguardia
Mancomunitat de Municipis de Barcelona Metropolitan Area
Manufacturers Balmes Vives, S.L.
Max-Planck Institute
Mercados de Abastecimientos de Barcelona, S.A. (MERCABARNA)
Orfeó Català
Organisme Autònom de Correus i Telègrafs
Organización Nacional de Ciegos Españoles (ONCE)
Parc Tecnològic de Vallès
Pimec, Petita i Mitjana Empresa de Catalunya
Ràdio Barcelona – Cadena Ser
Ràdio Nacional d’Espanya
Real Club de Polo de Barcelona
Real Academia de Ciencias y Artes de Barcelona
Reial Acadèmia de Medicina de Catalunya
Reial Automòbil Club de Catalunya
Retail & Trade Marketing
Santander Central Hispano
Societat Rectora Borsa de Valors de Barcelona, S.A.
Taula d’Entitats del Tercer Sector Social Telefónica
Televisión Española, S.A.
Transports Metropolitanos de Barcelona
Transprime
Turisme de Barcelona
Unió Catalana d’Entitats Asseguroressors i Reaseguroressors
Unió Catalana d’Hospitals
Unió d’Adobadors de Catalunya
Unió de Pagoses de Catalunya
Unió General de Treballadors de Catalunya
Unió Patronal Metal i Íngua
Unió Sindical Obrera de Catalunya

Universitat Autónoma de Barcelona
Universitat de Barcelona
Universitat Politècnica de Catalunya
Universitat Pompeu Fabra
World Trade Center Barcelona, S.A.

1.2. Executive Committee
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ÁLVAREZ, Ismael. Mayor of Palejá
BALMÓN, Antonio. Mayor of Cornellá de Llobregat
BOLADERAS, Rosa. President, County Council, Baix Llobregat
BORRELL, Estefanía. Director General, Consorci de la Zona Franca de Barcelona
CAMPRÉCONS, Joan. Deputy Coordinator, Strategic Metropolitan Plan of Barcelona
CARBONELL, Xavier. Director Manager, Chamber of Commerce, Industry and Navigation, Barcelona
CORDÓN, Agustín. General Manager, Fira de Barcelona
ECHEGARAY, Fernando. Director, Barcelona Airport
GARCÍA-MILÀ, Santiago. Sub-Director General for Strategy and Marketing, Autoritat Portuària de Barcelona
GRANADOS, Eva. Vice-Secretary General, Unió General de Treballadors
HERNÁNDEZ, Mateu. Director, Economic Promotion Section, Barcelona City Council
HGUERA, Aurora. Secretary for Territorial Development, Comisio Oberta Nacional de l’Empresa Familiar
MARIN, Núria. Mayor of l’Hospitalat de Llobregat
Martínez, Pelayo. Manager, Entitat Metropolitana del Transport
MAS, Joan Carles. First Deputy Mayor of Santa Coloma de Gramenet

NARVAEZ, Francesc. President, Entitat Metropolitana del Medi Ambient
PÉREZ, M. Elena. Mayor of Montcada i Reixac
PRUNERA, Marcel. Director General of Economic Promotion, Ministry of Economy and Finance, Government of Catalonia
PUIG, Andreu. Manager, Barcelona City Council
PUJANÉ, Imanol. Manager, Barcelona City Council
PUJOL, Joan. Secretary General, Foment de Treball Nacional

RECORDER, Lluís. Mayor of Sant Cugat del Vallès
ROIG, Josep. Director, Consortium of the Barcelona Metropolitan Area
ROMERO, Teodoro. President delegate of the Economic and Employment Promotion Area, Barcelona Provincial Council
RUBÍ, Montserrat. Technical Secretary, Strategic Metropolitan Plan of Barcelona

ANNEX 2

PROSPECTION COMMITTEE
REIG, Maria. Chair, Prospection Committee of PEMB and President, Reig Capital Group
JUAN, Natalia. Personal assistant to Maria Reig
CÓRREO, Rosario. Journalist

2.1. Members of sub-committees

Sub-Committee on Public Administration
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BLANCAFORT, Lluís. Director of Territorial and Sectorial Area, PIMEC
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cases, Lluís. Partner and lawyer, Advocats Garrigues
CASTEJÓN, Ignacio. Lawyer and legal adviser, FECSA ENDESA
CAFALLÉ, Carlos. Emeritus Dean, IESE
CUATRECASAS, Emilio. Partner and president, Advocats Cuatreacasa
ESTAPÉ, Salvador. Professor and Manager, Centre de Recerca Sector Públic - Sector Privat, IESE
LÓPEZ, Francisco. Professor, ESADE
MARTÍ, JUAN, Natalia. Notary
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SANTACANA, Francesc. General Coordinator, Strategic Metropolitan Plan of Barcelona
SERRA, Jordi. Mayor of Badalona
SURINACH, Jordi. Professor of the Department of Econometrics, Statistics and the Spanish Economy, Universitat de Barcelona

TEJEDOR, Lluís. Mayor of Prat de Llobregat
TORRA, Ramon. Manager, Association of Municipalities of the Barcelona Metropolitan Area
VILÀ, Albert. Mayor of El Papiol

Sub-Committee on Food
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BONET, Josep Lluís. President, Board of Directors, Fira de Barcelona

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BLANCAFORT, Jaume. President, Confececos
ANNEXES

FERRERO, Ignacio. CEO, Nutrexpa
PUIG, Fermí. Chef in the Drolma Restaurant
ROBLES, Javier. President, Danone

Sub-Committee on the Architecture of Confrontation

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VIDAL TOMÁS, Jorge. Architect

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ARRIOLA, Samuel. Architect
AUGÉ, Guillem. Architect
AYALA-BRIL COMBALÍ, Jordi. Architect
BULL CASTELLS, Pere. Architect
CICERO TORRE, Jose Ángel. Architect
FERRANDO, Josep. Architect
LÓPEZ, Guillem. Architect
ORTEGA, Estel. Architect
PERICH CAPODEFRIO, Ariadna. Architect
PERIS, Marta. Architect
PUIGJANER BARBERÀ, Anna. Architect
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SERRAT, Roger. Architect
SISTERNAS, Maria. Architect
SOLÁ-MORALES, Clara. Architect
SUCH, Roger. Architect
TORAL, José Manuel. Architect
VERGÉS, Anna. Architect
VITÒRIA I CODINA, Joan. Architect
ZABALA RIJÓ, José. Architect

Sub-Committee on the Architecture of Transfer

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BONELL, COSTA, Esteve. Architect and partner, Bonell i Gil Arquitectes
DOMINGO, Mamen. Architect and partner, Domingo Ferré Arquitectes
FERRATER, Borja. Architect, Office of Architecture in Barcelona
MOIX, Llàtzer. Editor in Chief, assistant to management at La Vanguardia
MONTAÑER, Josep M. Architect and director, Josep M. Montellers Arquitect
PRAT, Ramon. Director, Disseny Hub Barcelona
SANABRIA, Ramon. Architect and partner, Sanabria Arquitectes Associats
VIDAL TOMÁS, Jorge. Architect, Estudi Rahola Vidal

Sub-Committee on Barcelona, Benchmark for Sustainability

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CÓRDOCH, Marcel. Vice-President, Spanish Telecommunications Market Commission
FERRER-SALAT, Sergi. President, Grupo Ferrer Internacional
GUALLART, Vicente. Director, Institut d'Arquitectura Avanzada de Catalunya
MARTÍNEZ, Antoni. Director, Instituto de Recerca en Energia de Catalunya
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XIMÉN, Frederic. Director General for Environmental Planning, Government of Catalonia

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LUND, Sönke. MMWM
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MICHELOZZI, Andrea. Comunicare Digitale
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SCHATZINA, Sabina. Reig Capital
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SOARES, Flavio. Soares & Avila Pereira
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WAKEFIELD, Pau. Sales Partners Spain

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COLL, Toni. Executive Director, Filia 7
COLOMER, Jaume. President, Bissap
DOMÍNGUEZ, Angela. SGAE
GARRÉ, Eduard. Executive Producer, Filia 7
GONZÁLEZ, Jordi. Art and Content Director, Focus
MAGRÍNFLA, Manel. Teletravessa Service, Caixa Catalunya
MARTÍNEZ, Daniel. President, Focus
MEDEM, Víctor. Deputy Director, Ibercámara
PEREZ, Martín. Director, Concert Studio
ROCA, Manuel. Manager, Atrápalo
SARABIA BARRUTIA, Jon. Responsible for Serviticket, la Caixa'
VÁZQUEZ, Elvira. Director, Fundació El Molino

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CAPELLA, Juli. Adviser to the Sub-Committee. Director, Capella García Arquitectura
CIURANA, Marta. Fashion Designer
COSTA, Xavier. Director, Escola Elisava de Diseny
GUÍX, Martí. Designer
MONTAÑA, Jordi. Director of the ESAGD Design Chair
MIETO, Javier. Director, Santa&Co
PÁDRO, Marc. Partner Director, Base Design
RIJANO, Miguel. Architect and sustainability consultant
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BASSAL, Alfredo. Co-Founder, Instituto de la Empresa Familiar
LEE, Didac. Founder, Inspirit
LESSER, Nick. Co-Founder, Entrepreneurs Network Barcelona
MUÑÓZ, Carlos. Founder, Vueling
ROUÉ, Joan. Professor, IESE
SCHROEDER, Philip. Co-Founder, Barcelona Venture Capital Roundtable

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NUENO, José Luis. Professor, ISEE
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SEGURA, Francisco. General Manager, IEGSPORT

Sub-Committee on the Audiovisual Industries

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BENÉT, Tatxo. President, Mediapro
BEUT, Jacobo. Avinyó Films
BRU, Xavier. Director, Avinyó Films
CAMÍN, Toni. Executive President, Dúctilo
CARBONELL, Josep M. CEO, Cromosoma
CULLELL, Rosa M. Director General, Catalan Broadcasting Corporation
FERNÁNDEZ, Julio. President, Filmax
IVERN, Oriol. President, Cromosoma
MASCARELL, Ferran. CEO, RBA Audiovisuales
PADRÓ, Joaquim. President, Rodor y Rodor
ROURES, Jaume. General Manager, Mediapro
TAPIA, Joan. Collaborator, El Periódico de Catalunya
VICARÍA, Manel. Director, Vas a ver Films

Sub-Committee on Private Medicine and Innovation

Chair
BASELGA, Josep. Head of Service of Oncology, Clinical Haematology and Radiotherapy, Hospital Universitari Vall d’Hebron

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ACEBILLO, Jesús. Executive President, Laboratorios Novartis
ANDRESS, Helmut. President, Laboratorios Lacer
ARTELLS, Juan José. Director, Fundación SIS, Novartis
BARRET, Joan Pere. Head of Plastic Surgery Service, Hospital Universitari Vall d’Hebron
BARRI, Pere. Director, Department of Gynaecology, Obstetrics and Reproduction, Institut Dexeus
BERGA, Pere. Director, R+D Management, Laboratorios Almirall
CLOTET, Bonaventura. Head of HIV Unit, Hospital Universitari Germans Trias i Pujol
CÚRCÚSTEGUI, Borja. Instituto Microcirugía Ocular
COSTA, Carlos. Vice-President, Boston Consulting Group
CUGAT, Deborah. Head of Communications, Clínica Quirón
CUGAT, Ramon. Head of Orthopaedic Surgery and Traumatology, Clínica Quirón
DE LACY, Antonio M. Head of Gastrointestinal Surgery, Hospital Clinic de Barcelona
ELIZALDE MONTAGUT, Ignacio. Manager, Clínica Barraquer
ESTEVE, Alberto. President, Isis, SA
ESTEVE, Antonio. President, Laboratorios Esteve
FERNÁNDEZ, Francisco Javier. General Manager for Research, CRC Corporació Sanitària
FUMANAL, José Luis. National Commercial Director, Ferrer Grupo
GALINDO CASAS, Norbert. CEO, CRC Corporació Sanitària
GALLARDO, Jorge. CEO, Laboratorios Almirall
GARCÍA BALETTÓ, Monserrat. Director, Department of Regenerative Medicine, Clínica Quirón
GARCÍA GARRIDO, Manuel. General Manager, Boehringer Ingelheim España, SA
GRIFOLS ROURA, Victor. President and CEO, Laboratorios Grifols
MADRIGAL NAVARRO, Alberto. General Coordinator, Clínica Barraquer
MANSON, Robert. CEO, Centro Médico Teknon
MARTÍ PI-FIGUERAS, Jordi. General Manager, AMGEN España
MARTÍNEZ JOVER, Bartolomé. Director, Clínica Quirón, Barcelona
MASEFU, Gabriel. President, Clinica USP
MESTRE, Carlos. Director of International Development, Clínica Teknon
MIRALBÁN, Raimon. Director of the Radio-Oncology Service, Centre Mèdic Teknon
NUENO, Carlos. Director, Advance Medical
PACÁN, José M. Head of Plastic and Reconstructive Surgery, Centre Mèdic Teknon
PLANAS, Jorge. Medical Director, Clínica Planas
PUIG CORCÓX, Joaquín. General Manager, Laboratorios Menarini
PUIG GUASCH, Marian. CEO, ISDNS
RAMANTOL, Jorge. General Manager, Grupo Ferrer
ROSELL, Rafael. Head of the Medical Oncology Service, Hospital Universitari Germans Trias i Pujol
SETOAIN, Jordi. President, CETIR Medical Group
SILVENSTRE, Jerome. General Manager, SANOFI Aventis
TÓRTES, Santiago de. President, e-Diagnostic
TOUST, Rosendo. General Manager, Laboratorios Esteve
URIAH TORRELLÓ, Joan. Member of the Board, J. Uriach & Cía
VALENTI, Eduard. Director of R+D Operations, Laboratoris Esteve
VAI D’ANDROID, Theo. Manager, Pharmaceutical Chemistry, Bayer España
VEIGA, Anna. Director, Stem Cell Bank, Regenerative Medicine Centre, Barcelona
VILA REGAR, Santiago. President and CEO, CELO XXI

Sub-Committee on Translational Medicine and Research

Chair
RODÉS, Joan. Director of Biomedical Research, Fundación Clinic per a la Recerca Biomèdica

Members
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ALONSO, Pedro. Director, Centre for International Health Research, Hospital Clinic de Barcelona
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BEATO, Miguel Beato. Director, Centre for Genomic Regulation, LFP
BUESA, Carlos. Director, Dryzon Genomics
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GÓMEZ, Miquel. Director of Strategic Communication, Ministry of Health, Government of Catalonia
GOMIS, Ramon. Director of Research, Hospital Clinic de Barcelona - Idiabips
GONZÁLEZ ATENZA, Pedro Luis. Responsible for new products and business analysis, Laboratoris Almirall
GUINOVART, Joan. Director, Institut de Recerca Biomèdica de Barcelona
KULISEVSKY, Jaume. Director, Research Institute, Hospital de Sant Pau
LÓPEZ, Guillem. Board Member, Governing Board of the Reial Acadèmia de Medicina de Catalunya
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ROSELL, Rafael. Head of Medical Oncology, Hospital Universitari Germans Trias i Pujol
RUÍZ, Lluís. Director, Janus Development
SEGOVIA, Joan. Head of Oncology Research Team, Hospital Universitari Vall d’Hebron
TRILLA, Antoni. Head of Preventive Medicine and Epidemiology, Hospital Clinic de Barcelona
2.2. List of experts interviewed by the Prospection Committee


2.3. List of people who presented work to the Prospection Committee at the meeting on 26 May 2010 in the Saló de Cent, Barcelona City Hall


ANNEXES

ZORZANO, Antonio. Head, Research Team into Molecular Pathology and Therapy, Institut de Recerca Biomèdica de Barcelona

Sub-Committee on Advertising and Marketing
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GARCÍA-_SERENA, Idefonso. President, Compact Response Group

Members
AGUILERA, Enric. President, Aguilera y Asociados ASTORGA, Alberto. Creative Executive Director, DDØ BÍGUEES, Jordi. Journalist and environmental correspondent DEDEU, Xavier. Founding Partner, ROAD Publicidad, SL FONDÓN, Jorge. General Manager, FMFG Compact GUARDIA, Ramon. President, Valores & Marketing MONTAÑA, Jordi. Director of the Chair Design, ESade SEGARRA, Toni. Creative Director, SCF* TRESSERRAS, Miquel. Dean, Blanquerna Faculty of Communication, Universitat Ramon Llull

Sub-Committee on Universities: Development, Research and Innovation
Chair
PArellada SAbATA, Martí. General Coordinator of the CyD Report of the Fundació CyD

Members

Sub-Committee on Distinctive Values of Barcelona
Chair
FORNES Ribó, Ricard. President, SegurCaixa Holding

Members
BASSAT COHEN, Lluís. President, Bassat Ogly Publicidad BELLUSO, Juan Carlos. Director for Spain and Latin America, Placebrands CASTRÍNEA FERNÁNDEZ, Angel. Director, Department of Social Sciences, ESADE GARCÍA-NIEITO, Borja. Director, Grup Financer Rivas y García LÓPEZ BURNIOL, Juan José. Notary RODÉS, Leopoldo. Member of the Board, Sogecable and President of the Sponsorship Board, Fundació MACBA SUBIRATS HUMET, Joan. Director, Institut de Govern i Politiques Públiques de la UAB VALLS, Miguel. President of the Chamber of Commerce, Industry and Navigation of Barcelona
ANNEX 3.
PEOPLE WHO HAVE COLLABORATED IN PREPARING AND DISCUSSING THE REPORTS

3.1. Institut Cerdà Report: ‘Barcelona, nova URBs’, coordinated by Lluís Inglađa

AUGUETS, Xavier. Director, Business Participation, La Seda
BANDA, Enric. Director for Innovation, La Seda
BORRELL, Esteve. General Manager, Consorci de la Zona Franca de Barcelona
BRUNET, Toni. Corporate Director for Studies and Communication, Abertis
CABRERA, Carles. Institut Cerdà
CARBONELL, Xavier. Managing Director, Chamber of Commerce, Industry and Navigation, Barcelona
CARMONA, Antoni. Delegate of Comunicació de RENFE in Catalonia
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CHAMAT, Òscar. Institut Cerdà
COLOMER, Albert. Director, Business Angels Network of Catalonia
CONDON, Teresa. Director of Studies, Fira de Barcelona
CORON, Agustí. General Manager, Fira de Barcelona
CORNET, Joan. Executive President, Fundació TICSALUT
CURCILL, Salvador. Head of Office for Infrastructures and Territory, Chamber of Commerce, Industry and Navigation, Barcelona
DÍAZ, Ángel. CEO, ALS
ECHESARAY, Fernando. Director, Barcelona Airport
ESPLUGAS, Albert. Director Manager, Centre for Innovation in Productivity, Microsoft Catalunya
FAURA, Kim. General Manager, Telefónica, SA in Catalonia
FERNÁNDEZ, Ricard. Director, Promotions Area, Habitat
FERRATÉ, Gabriel. President, Institut Cerdà and ex-Rector of the UPC and the UOC
FRADERA, Carles. Director, Fundacio Barcelona Digital
GIMÉNEZ SEVILLA, Josep Lluís. Business Director, Abertis
GARCÍA-MILÁ, Santiago. Sub-Director General for Strategy and Commerce, Autoritat Portuària de Barcelona
GUASCH, Albert. Institut Cerdà
GUTIÉRREZ, Francesc. Director, Plan Barcelona, Aena
HERNÁNDEZ, Miguel. Institut Cerdà
INGLAĐA I RENAU, Lluís. Institut Cerdà
LAGUÑAS, Miguel Angel. Director, Technological Centre, Telecomunicacions de Catalunya
MARÍT, Josep M. CEO, Santus
MARTINEZ, David. Institut Cerdà
MATURELL, A. Deputy General Executive Director, ‘la Caixa’
MEDINA, Manel. Responsible for Logistics and Distribution, Seat
MONFORT, Josep. General Manager, IRA
OLIVERAS, Josep M. Institut Cerdà
ORIOL, Josep. Director, Logistics Platforms, Consorci de la Zona Franca de Barcelona
ORTIZ, Juan. Institut Cerdà
RICART, Xavier. Deputy Manager, Business Promotion, and Director of the Business Development Area, Chamber of Commerce, Industry and Navigation, Barcelona
RIFÀ, Pere. President, ESQUE Creapolis
RIÓS, José Miguel. General Manager, Consorbe
SÁNCHEZ, Anna M. Director, ADIT
SUMARROCA, Carles. CEO, EMTE
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TORRES, Pere. Institut Cerdà
TURRÓ, Mateu. Deputy Projects Director, European Investment Bank
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Companies collaborating in the Institut Cerdà Report
Barcelona City Council
Abertis
Caixa Catalunya
Càmbia de Comerç de Barcelona
Consortic de la Zona Franca de Barcelona
Fecsa Enseña
Fira de Barcelona
Grupo Agbar
Port de Barcelona
Renfe
Vueling


ACELIBIO, Josep. CEO, Barcelona Regional
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ANNEXES

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TRÚÒ, Enric. Coordinator of the Strategic Plan for Tourism, Barcelona 2015
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VALLS, Miquel. President, Chamber of Commerce, Industry and Navigation, Barcelona
WAGENSBERT, Jorge. Director, Cosmocaixa
XIRAU, David. Responsible for New projects, business models and formats, Mediapro
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3.3. OECD Report: ‘Reviews of Higher Education in Regional and City Development’

OECD Experts
CHRISTOPHERSON, Susan. Cornell University, USA
FLORES, Ernesto. OECD/IMHE Secretariat
HAZELKORN, Ellen. Dublin Institute of Technology, Ireland
MAGUIRE, Karen. OECD/GDI Regional Competitiveness and Governance
MORA RUIZ, José Ginés. University of London/Universitat de València
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CUNILLERA, Angel. President, Social Council, Universitat Rovira i Virgili
FARELL, Montserrat. Vice-Rector for Academic Policy, Universitat Autònoma de Barcelona
GRANADOS, Eva. Vice-Secretary General for Catalonia, Unió General de Treballadors
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RICART, Josep Miquel. Vice-Rector for Academic Affairs, Universitat Rovira i Virgili
ROVIRA, Lluís. Delegate of the Director General for Research
TESTAR, Xavier. Director of the Research and Innovation Programme, Barcelona Activa
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VIÑAS, Joan. Rector, Universitat de Lleida

3.4. Report ‘Barcelona Metropolitan Strategic Plan 2010’. Commentary and suggestions from international experience, prepared by Greg Clark

ALBERCIO, Fernando. Director General, Parc Científic de Barcelona
ATKINSON, Isabel. General Manager, Atkinson y Asociados
CAJERTA, José. Chief Executive Officer, Reig Capital Group
CASTRO, Roman. Coordinator of the Presidency Area, Montcada i Reixac City Council
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MADRIGAL, Mónica. Coordinator of the Programme ‘Do it in Barcelona’, Barcelona Activa
MIRO, Carme. Director, Apple Tree Consultancy
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4.1 Seminar ‘Back to the Future’, coordinated by Fredrik Johnson, NODE

BELLOSO, Juan Carlos. Director of Placebrands for Spain and Latin America
CONESA, Mercè. Deputy Mayor for the Territory, Sant Cugat del Vallés
CURCOLL, Salvador. Head of Office for Infrastructures and Territory, Chamber of Commerce, Industry and Navigation, Barcelona
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LORES, Mary Ann de. Manager, Obions
MENGÓD, Javier. Professor, Department of Business Policy, ESADE
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MORA, Antoni. Secretary General, Comissions Obrenes, Baix Llobregat
MORRO, Àngel. Sub-Director General, ‘la Caixa’
PIQUÉS, Amparo. Mayor of Sant Víctor dels Horts
POVEDÉ, Àlex. Coordinator of the Programme ‘Gran Barcelona’ in El Periòdico
ROYDÉS, Adrià. Director, Horwath Accelerca Management
SARDÀ, M. Luisa. Head of Airport Services, Barcelona Airport
SARO, Oriol. Head of Projects Division, Barcelona Metropolitan Area
SOLÉ PARELLADA, Francesc. Director General, ‘la Caixa’
TESTAR, Xavier. Director of the Programme ‘Barcelona Recerca i Innovació’, Barcelona Activa
VILA REGARD, Santiago. President and CEO, CELO XXI

ANNEX 5. SPECIFIC WORKING SESSIONS

5.1. Relationships of the AMB with emerging countries

APRA, Ariane. Director General, Intermón Oxfam
FLORENSA, Senén. General Manager, Institut Europeu de la Mediterrània
GARCÍA-MÍLÁ, Pau. Founder, Eyesos
LOSADA, Carlos. Director General, ESADE
NADAL, Miquel. Director, Fundació Racc
PAGÉS, Xavier. General Manager, Grup Codorniu
PIQUÉ, Josep. President, Vueling
SERRA, Narcís. President, Caixa Catalunya, Tarragona i Manresa
SOLANA, Javier. President, Centre for Global Economy and Geopolitics, ESADE

5.2. Working meetings on traditional industries: representatives of companies and financial and research institutions

ÁLVAREZ, Anna. Director for Investments, Institut Català de Finances
BORAO, Andrés. Secretary, Federació Textil Sidera
FABREGAT, Víctor. Director, Centre de Información del Textil y Confección
GARCÍA, M. Carme. Director General, Institut Català de Finances
GÓMEZ, Bernat. President, Greimi d’Indústries Gràfiques de Catalunya
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MARSAL, Antoni. President, Unió Patronal Metallúrgica
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SÁNCHEZ, Ricard. Secretary General, Greimi d’Indústries Gràfiques de Catalunya
TORNÉ, Lluís. Director, Institut de Ciències Fotòniques
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ANDRÉS, Carmen. Councillor, Barcelona City Council
ARDANUY, Gerard. Councillor, Barcelona City Council
BALSERO, Emma. Councillor, Barcelona City Council
CARNES, Jordi W. First Deputy Mayor of Barcelona
FANDOS, Maite. Councillor, Barcelona City Council
MARTORI, Anna. Fifth Deputy Mayor of Barcelona City Council
MAYOL, Imma. Chair, EMSHTR
MARTÍN MARTÍNEZ, Núria. Councillor
MARESMA MORERA, Joan. Councillor
PARRALEJO ARAGONESES, Juan. Councillor
PORTABELLA CALVETE, Jordi. Councillor
POVEDA ZAPATA, Antonio. Vice-President
PUNTAS ALVARADO, Victor. Councillor
RECASENS ALSINA, Sònia. Councillor
SERRA ISEIN, Jordi. Councillor
TEJEDOR BALLESTEROS, Lluís. Councillor
VIVES TOMÀS, Antoni. Councillor

5.4. General Council of the Barcelona Metropolitan Area

HEREU I BOHER, Jordi. Chair
BALMÓN ARÉVALO, Antonio. Executive Vice-Chair
CONILL, Carles. Manage, EMSHTR
ESCARP GIBERT, Assumpta. Councillor
GOMÀ CARMONA, Ricard. Councillor
GRAU, Sebastià. Secretary, CAMB
MARESMA MORERA, Joan. Councillor
MARTÍN MARTÍNEZ, Núria. Councillor
MARTÍNEZ, Pelayo. Manager, EMT
NARVÁEZ PAZOS, Francisco. Vice-President
PARRALEJO ARAGONESES, Juan M. Councillor
PORTABELLA CALVETE, Jordi. Councillor
POVEDA ZAPATA, Antonio. Vice-President
PUNTAS ALVARADO, Victor. Councillor
RECASENS ALSINA, Sònia. Councillor
SERRA ISEIN, Jordi. Councillor
TEJEDOR BALLESTEROS, Lluís. Councillor
TÚRRA, Ramon. Head, MMAHB
VIVES TOMÀS, Antoni. Councillor

5.5. Heads of list of the political municipal groups of Barcelona City Council

GOMÀ, Ricard. President, Municipal Group of Iniciativa per Catalunya
TRIÁS, Xavier. President, Municipal Group of Convergència i Unió
FERNANDEZ DIAZ, Alberto. President, Municipal Group of the Partit Popular
PORTABELLA, Jordi. President, Municipal Group of Esquerra Republicana de Catalunya
VIVES, Antoni. Councillor for the Municipal Group of Convergència i Unió

5.6. Economic Promotion Area, Barcelona City Council

CORBELLA, Joan. Director, Fundació Catalana per a la Recerca i la Innovació
MADRIGAL, Monica. Coordinator of the programme ‘Do it in Barcelona’, Barcelona Activa
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Barcelona Vision 2020
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<th>Ministry of Economy and Finance, Government of Catalonia</th>
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<tr>
<td>Badalona City Council</td>
<td>Barcelona Llobregat County Council</td>
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<td>Barcelona City Council</td>
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<td>Montcada i Reixac City Council</td>
<td>Barcelona Provincial Council</td>
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<tr>
<td>Santa Coloma de Gramenet City Council</td>
<td>Cercle d'Economia</td>
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<tr>
<td>Sant Cugat del Vallès City Council</td>
<td>Comissió Obrera Nacional de Catalunya (CCOO)</td>
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<tr>
<td>Pallejà City Council</td>
<td>Foment del Treball Nacional (Catalan Employers Association)</td>
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<tr>
<td>Aena</td>
<td>Unió General de Treballadors de Catalunya (UGT)</td>
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<tr>
<td>Association of Municipalities in the Metropolitan Area of Barcelona</td>
<td>University of Barcelona (UB)</td>
</tr>
</tbody>
</table>