



# Metropolitan Strategic Plan of Barcelona

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## 1. INTRODUCTION: OBJECTIVES OF THE PAPER

The First Metropolitan strategic Plan of Barcelona was approved on 10th March 2003, after nearly a year and a half of intense work by the different Committees that took part in its draft.

Over these two and a half years the work of the Plan has been primarily centred on the implementation phase, through the Strategy Commission's work, which aim was to effectively put into practice the Plan's measures and proposals.

At the same time, the Prospective Committee has continued to carry out its task of introducing new topics subject to be incorporated into the body of the Plan's more specific propositions, following the corresponding debate and thought.

Yet beyond the methodological touch-ups inherent in working on two different levels, that of thought via the Prospective Committee and that of action via the Strategy Committee, we must not forget that the most important new feature brought into the Plan was the change of its territorial scope.

Going from a municipal plan to a *metropolitan* plan meant establishing an identity and a supra-municipal bond as a foundation for the formation of the metropolitan strategic vision. This seems to be fundamental if we are to eventually institutionalise the Metropolitan Area of Barcelona (MAB).

The change of scope also entailed the establishment of a new space for cooperation among the socio-economic institutions and the 36 municipalities of the MAB.

This paper aims to serve as a guide to facilitate the debate of the highest authorities of the

Metropolitan strategic Plan of Barcelona regarding the Plan itself.

Two and a half years of experience since its approval seem to have given us enough of a perspective to assess:

1. The current validity of the objectives of the 1st SMPB and the validity of the Plan as an instrument to conduct the major future lines of the MAB and as a decision-making tool.
2. The methodological and organizational elements of the Plan.

Indeed, two and a half years is not enough time to make the changes in trend that all Strategic Plans set forth in their missions. Yet it is enough time to identify the deviations and barriers that might hinder such missions, from the perspective of both the implementation of the measures and the efficiency of a given Plan's organizational and institutional structure.

The annexes listed below are included as additional information to facilitate this assessment:

### ANNEX A

The results attained to date in the implementation process of the Plan's measures (phase 2003/2005).

### ANNEX B

The changes that have taken place in the areas of the Plan, the new opportunities and threats that are emerging, and the answers offered through the proposals of the Plan.

### ANNEX C

Description of the projects already identified.

## 2. VALIDITY OF THE OBJECTIVES OF THE 1<sup>st</sup> SMPB

To begin with, we need to ask ourselves whether the progress made during the 2003/2005 phase in the implementation of measures to eliminate critical points would justify the draft of a new Strategic Plan, or rather all the contrary, whether the broad scope of the objectives set forth in the 1<sup>st</sup> Plan advocate –not excluding occasional revisions– the version currently in force.

On the other hand, an overall assessment of the framework in which we are working leads us to believe that the milieu has not changed substantially since the Plan was first approved. Yet it also seems to be true that all the trends relating to the phenomena of globalisation have progressively set in and will most probably become more pronounced through time.

The underpinnings of these new trends –described in Annex A)– also seem to be quite clear:

- The education, training and preparation of human capital. Connection between research and educational centres and the production sectors.
- New ways of doing business. The promotion of new sectors and new technologies is not enough.
- Globalisation of competition and innovation.
- Growing use of strategic planning schemes by the most dynamic metropolises with public-private cooperative systems, leadership and territorial governability.
- Concentration of creativity-related strategies (whereas before it seems more emphasis was placed on isolated specific sectors).
- One trend remains to be clarified: Will the process of concentration in the world's major metropolises continue, or will a sort of declustering process gradually take root?

Generally speaking, all of these issues are sufficiently covered in the 1<sup>st</sup> SMPB. And moreover,

their variability is more a matter of degree or intensity than radical change.

The greater subtlety of this situation suggests the need to more closely monitor the opportunities and threats that are constantly emerging. This way we can gradually incorporate them into the body of the Plan, adapting the measures where necessary.

Under these circumstances, it seems quite clear that the achievement of the vision and objectives set out in the Plan can only be considered as a route or road map. New sectors and activities are constantly emerging, requiring constant renovations in our production schemes. Thus the contemplation of static visions and objectives seems to be little effective in practice.

The possible shift from a 1<sup>st</sup> Plan to the formulation of a 2<sup>nd</sup> Plan does not make much sense, as there are no clear-cut breaks in trend. Yet at the same time, continuing to implement the Plan without making changes to improve its effectiveness would also be impractical, for the reasons mentioned above.

### AS A RESULT, AND BEARING IN MIND:

- a) The current influence of the major underlying trends of the milieu;
- b) The constant changes that such trends produce in different territorial areas;
- c) The evolution of the MAB over the past few years and the effects of the implementation of some of the main measures set forth by the 1<sup>st</sup> SMPB;
- d) The growing need for strategic territorial planning, in conjunction with urban and environmental planning; and
- e) The need to reformulate a vision and more precise and measurable objectives, in keeping

with the schemes of global cooperation / competitiveness;

#### **WE PROPOSE:**

Moving towards a new understanding of the MAB's strategic planning process that reconsiders:

- A less temporal scope than that of a 1<sup>st</sup> or 2<sup>nd</sup> Plan, according to the guidelines of the SMPB.

- Rethinking the vision-objectives-measures-projects scheme, placing greater **emphasis on the projects** and their impact throughout the entire Area and the different municipalities.

- Rethinking the organizational scheme so as to reinforce **shared leadership and operational capacity**.

### **3. RETHINKING THE SMPB: ORGANIZATION**

#### **3.1. Diagnosis of the Plan's operational capacity**

Indeed, the methodology of the Plan presents several positive points, such as the shared and general vision that it offers from many different perspectives; the presentation of a coherent set of objectives and measures that respond to an overall logical vision; as well as the incorporation of parameters such as sustainability, which these sorts of medium-term visions do not usually include.

Nevertheless, our experience has revealed several **dysfunctions** that need to be mitigated and solved. Below are what believe to be the three most important problems:

- Firstly, the **lack of a clear and precise line of thought** that begins with the initial idea and follows through to the specific project with a budget and leadership.
- Secondly, the **mayors and leaders of the metropolitan region have not yet actively taken on the Plan**. In other words, there is no decisive leadership for the different projects and objectives with a clear and comprehensible message for the people.
- Finally, there are **gaps in the shared leadership** among the representatives of the public sectors and those of the social and economic institutions.

Shared leadership also means assuming **contradictions and overcoming them** by way of a responsible consensus and reasoning. (For example, the Natura project needs to be addressed bearing in mind the existing infrastructures. The problem up for debate would be: what are our options for environmental preservation in keeping with our present circumstances?). In this sense, it would be necessary to **better outline the collective decision-making model**.

On the other hand, the solution of these shortcomings or problems might call for some **reorganization of the Plan's flow chart**, with the following objectives:

- Guarantee the leadership and participation of the metropolitan mayors
- Guarantee the shared leadership with the economic and social institutions
- Provide each of the projects with a responsible leader
- Improve the efficiency of the executive bodies (Delegate Committee)
- Preserve the citizen participation body (General Council)
- Improve the workings of the two hubs: Prospective and Strategy

- Incorporate relational mechanisms with the 2<sup>nd</sup> metropolitan ring, and in general, with Catalonia and the macro-region

### 3.2. Flow chart: possible changes to be suggested

Theoretically, we must consider that more specific objectives, measures and projects can facilitate the leaders' work.

The study and presentation of cases of "failure" regarding strategic issues can offer insight and experience of vast interest to help us confront problems regarding the implementation of new measures.

In any case, the actions and modifications that we can suggest would fall within the following areas:

#### • General Council:

In principle, this body is working properly. It would continue to be the body with the greatest participation and decision-making power.

#### • Council of Vice Chairmen:

We propose a restructuring. At the moment this body is rather informal in nature, holding an annual meeting with the mayors of the Delegate Committee and the Vice Chairmen of the Plan. This body needs to be more formal. Based on the debates of the Delegate Committee, and the new Territorial Council of Mayors, it would need to specify the following objectives:

- Formulate and approve the major objectives and projects
- Agree on the leadership of and responsibility for their implementation
- Assume their presentation to the General Council

Attendance to this meeting cannot be delegated.

We propose an annual meeting with the corresponding agenda, debate and resolutions.

#### • Territorial Council of Mayors:

We propose creating a new body with the aim of guaranteeing the leadership and participation of the mayors, who ideally would become the great defenders of the SMPB.

This body would be responsible for the following:

- Providing a strategic vision of the whole of the metropolitan territory and its projects
- Bringing that vision to the Council of Vice Chairmen

#### • Delegate Committee:

This body seems to be working correctly. It may be suitable to seek a higher level of debate at meetings regarding the proposals to be considered, based on the activity of the different work committees of the Plan, whether prospective or strategic. It may also be suitable to get the members of this committee more involved in such work committees.

Having the members of the Delegate Committee serve as chairmen on these committees might foster such involvement.

#### • Management Committee:

The Management Committee would consist of the Chair of the Delegate Committee, the Chairs of the Prospective and Strategy Committees and the General Coordinator of the Plan.

The responsibilities of this committee would be:

- To serve as a driving force for the tasks of the Plan and to see that they are carried out properly.
- To monitor the work of the Prospective and Strategy Committees, to see that the work of the

latter culminates in the formulation of projects and specific proposals based on the follow-up of these projects (whether by means of the Committee itself which proposes the projects, or by creating new ad-hoc Committees).

c) To monitor the progress of approved programmes and strategic projects. To effectively carry this out, the Committee will meet with the managers and leaders of the different programmes.

d) Where appropriate, to propose the formation and structure of these Committees.

The aim of this Management Committee is to improve the coordination and performance of the Plan's two main hubs: strategy and prospective.

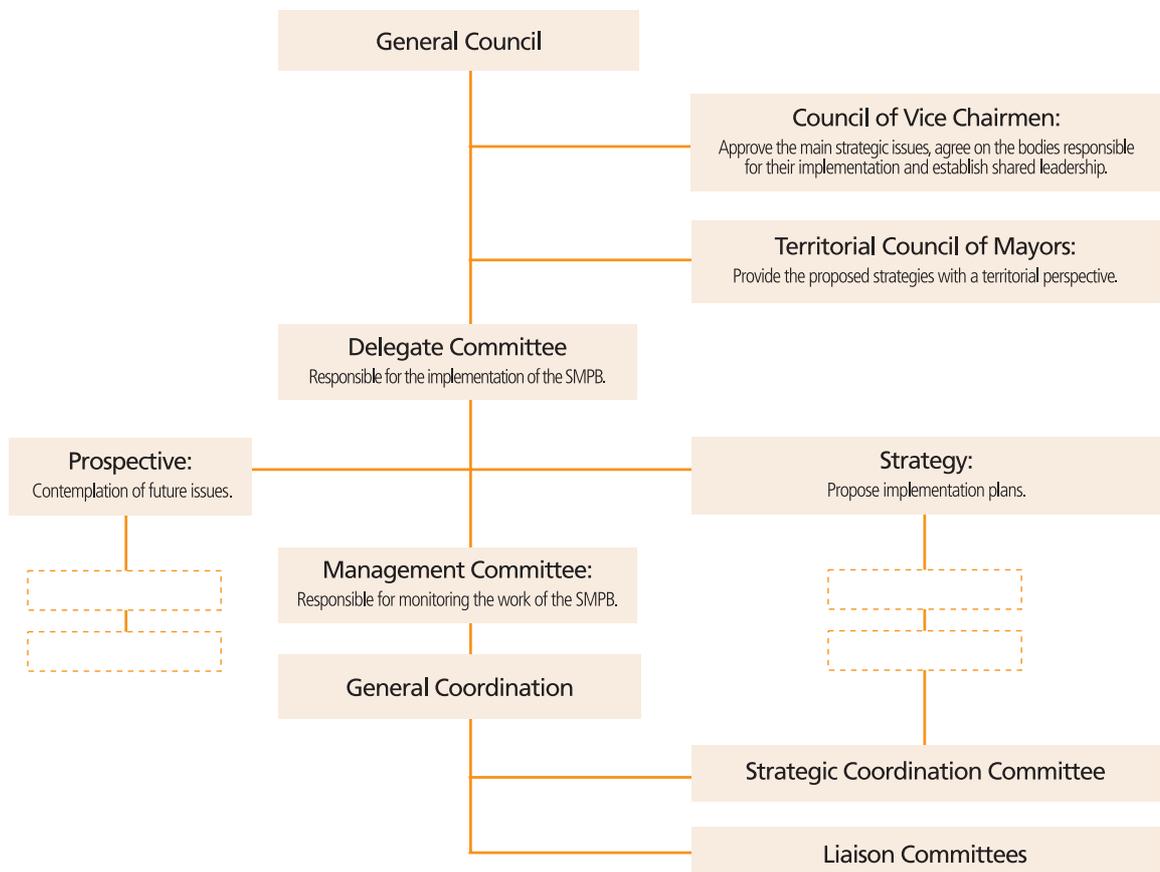
• **Strategic Coordination Committee:**

This body would continue to have the same responsibilities as it has had to date, such as meeting with institutional representatives and advisors to offer ideas, suggestions and proposals to the Coordination Office.

• **Liaison Committees:**

Without changing the current duties, it would be appropriate to sufficiently reinforce this body's relations with the 2<sup>nd</sup> metropolitan ring and the MRB (Metropolitan Region of Barcelona).

**3.3. Flow chart: diagram**



## 4. VISION 2006/2010. OBJECTIVES AND PROJECTS

### 4.1. Vision (new or modified)

We will need to tailor the vision of the current Plan in accordance with the position that we seek and the parameters of the milieu: type of metropolitan territory, specific activities, degree of governability...

The Metropolitan Area of Barcelona (MAB) is full of urban planning projects and constructions

that lack any sort of collective vision of the metropolitan project.

The possible rethinking of the vision ought to lean towards more precise sorts of issues that are more comprehensible for the people.

The medium-term vision ought to be complemented with annual plans of action

#### Current vision of the SMPB

- a) Make innovation, creativity and knowledge the base of the MAB's competitive edge and progress, assessing the existing potential and facilitating the application and spread of the new knowledge that is gradually generated and grasped.
- b) Act on the elements that play a role in what we refer to as the territory's productivity, to guarantee the progress of the people, within the framework of economic, social and environmental sustainability.
- c) Equip the services of the people, companies, organizations, institutions and municipalities of the MAB with the necessary mechanisms to guarantee the efficient management of the territory.

#### Vision 2006/2010

MAB "Territory of creation".

### 4.2. Objectives

#### Objectives 1<sup>st</sup> Phase SMPB

1. Generate, attract and keep talent.
2. Establish ties between production and educational systems.
3. Foster enterprising skills and abilities.
4. Identify groups of new activity sectors.
5. Guarantee high standards of basic supplies.
6. Promote institutional coordination to develop metropolitan projects.

#### Objectives 2006/2010

1. INNOVATE KNOWLEDGE AND ITS AVAILABILITY.
2. NEW WAYS OF DOING BUSINESS WITH THE APPROPRIATE INFRASTRUCTURES.
3. COEXISTENCE 2020.
4. FOSTER THE CHANGES.

### OBJECTIVES 1<sup>st</sup> Phase SMPB

7. Generate infrastructures: guarantee accessibility to the MAB.
8. Consolidate the MAB as a hub of the European macro-region and C6 network.
9. Strengthen the relations between the Mediterranean countries and Latin America.
10. Promote specific strategies for relations with Asia.
11. Uphold and strengthen the residential capacity of the urban areas.
12. Remedy the tendency towards the segregation of the urban space.
13. Increase the proportion of publicly funded housing.
14. Spatially integrate immigrant families to assure social cohesion.
15. Assure the necessary quality of public transport.
16. Provide the sufficient railroad connections with the Port and the Logistics Activities Zone (ZAL).
17. Implement autonomous management models in port and airport infrastructures.
18. See that the urban strategies contemplate the logistics of the distribution of goods.
19. Update the secondary road network.
20. Attain a sufficient level of territorial coherence in urban planning.
21. Attain a balance between the needs for urban growth and the preservation of the territory's natural, landscape and cultural values.
22. Promote a metropolitan personality or reference.
23. Establish a metropolitan agreement for emerging rights and duties.
24. Set up the mechanisms to reconcile work with family life.
25. Establish a metropolitan policy to guarantee equal opportunity and the quality of public education.
26. Promote culture as a reference for the potential of the metropolitan cities.

### OBJECTIVES 2006/2010

1. INNOVATE KNOWLEDGE AND ITS AVAILABILITY.
2. NEW WAYS OF DOING BUSINESS WITH THE APPROPRIATE INFRASTRUCTURES.
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## ANNEX A. THE METROPOLITAN STRATEGIC PLAN OF BARCELONA. PHASE 2003/2005

The 1<sup>st</sup> SMPB was based on the recognition of the area's potential –as the 6th most preferred European region for economic activity, with a considerable number of projects within the metropolitan scope– and the reality of the new setting that is emerging with the expansion of the EU, the extension of globalisation phenomena and the new social model.

This acknowledgement led to a future vision founded on the three focal points:

### VISION OF THE SMPB. PAPER 2002

- Renovation of the economic activity sectors
- Guarantee of accessibility, mobility and quality of life
- Efficient management of the MAB territory

### A.1. CRITICAL POINTS MENTIONED AND MAIN OBJECTIVES AND MEASURES

#### A.1.1. In connection with the economic growth vector

- Critical mass with a dearth of human and technological capital (technological decapitalisation, low secondary educational levels, deficits in continued education).
- Major lacks of innovation, research and creativity.
- Disconnection between the educational and productive systems.
- Opening up to the world, mobility and languages.
- Having competitive infrastructures.

- Ability to promote large projects with whatever institutional coordination that may be necessary.

#### A.1.2. Concerning the territorial and mobility vector

- Inadequacy of housing policies, difficult access and meagre proportion of housing in the economic development and urban reform processes.
- There are vast urban areas with a clear regression in or inexistence of economic activity, undergoing isolation and degradation processes.
- Lack of capacity to connect the logistic infrastructures of the Llobregat Delta with the rest of the country and Europe.
- Overall insufficiency of metropolitan public transport.
- Lack of attention to the historical road network that reconnects the centres and territories throughout its scope.

#### A.1.3. Concerning the culture of coexistence

- Social fragmentation and lack of instruments for the analysis and performance of the MAB.
- Aging and resettlement of the young people of the MAB's major cities.
- Changes in family structures and family-work relations.
- The inclusion/exclusion battle is increasingly more obscure.
- Lack of development in the social welfare system.
- High percentage of educational failure.

#### A.1.4. Main objectives and measures.

- Generate, attract and keep creative and innovative talent.
- Strengthen the connections between the production and educational systems.
- Foster enterprising skills and abilities.
- Promote groups of sectors with future prospects (industries of culture, life sciences, tourism, etc.).
- Promote institutional coordination so as to generate projects of metropolitan scope (Economic Promotion Agency, etc.).
- Guarantee quality basic supplies.
- Generate infrastructures comparable to those of the most advanced regions in Europe, guaranteeing their accessibility.
- Promote autonomous management for the airport.
- Promote a personality or metropolitan benchmark that respects the diversity that exists among the municipalities and the different groups that make them up.
- Complete the major cultural equipment of the MAB and foster its coordination.
- Establish a Metropolitan Agreement for Immigration that defines public and citizen responsibilities. Models of reception and creation of a metropolitan observatory for the management of diversity.
- Establish the mechanisms for the reconciliation of work and family. Promote a law of dependence that guarantees the protection of dependent people.
- Develop a metropolitan policy to combat educational failure. Facilitate the connection between alternative educational itineraries.
- Promote language learning.

## A.2. RESULTS OF TWO AND A HALF YEARS OF THE PLAN'S IMPLEMENTATION

### A.2.1. The work of the Prospective Committee

Since the beginning, this Committee has been devoted to **thought and deliberation on the new trends that emerge in different areas of life and the many areas in the world** and which might be of interest as regards their possible short- or medium-term impact in the metropolitan vicinity of Barcelona.

The expected results of this Committee can be seen in the realm of ideas and strategic thought. There was no initial intention to draft specific proposals for implementation. Rather, this Committee has served as a place for thought and the generation of new ideas.

During this period, the Committee has drawn up the reports listed below:

- Reconciling work with family and personal life.
- Strategies of other European metropolitan areas.
- The quinary sector: a motor for economic development.
- Concurrent metropolitan planning.
- Innovation in the development strategies of the different metropolitan areas.
- Map of the audiovisual sector of the MAB.
- New contributions to shape the MAB.
- The functional location of parts of the production processes in the new settings of globalisation.

For most of these reports, the Committee had an expert on the subject, and groups of experts were formed to compare the opinions expressed, so as to bring in perspectives of interest for the groups. Presentations were given in each case, whether

through press conferences, conferences, articles in the mass media or round-table discussions with the participation of other local agents involved in the corresponding report issues.

### A.2.2. The work of the Strategy Committee

Here, the work was geared towards finding solutions or making specific proposals for the improvement of the problems considered to be strategic in the text of the Plan. The work issues chosen were previously prioritised by the Delegate Committee and studied in each case by groups of experts that drew up the corresponding report. As conclusions became available, the implementation phase was set in motion, and is currently as follows:

#### Airport Management Model

This report was completed during the 1<sup>st</sup> quarter of 2003. Its greatest asset is that it presents a model with the consensus of the different involved administrations—the Generalitat and town councils— as well as having the support of the Chamber of Commerce, Industry and Navigation of Barcelona. It is pending negotiation with the Ministry of Promotion.

#### Supplies and Basic Services in the MAB: Water, Gas and Electricity, and Waste Treatment.

The final report was available in the 1<sup>st</sup> quarter of 2004, with the consensus of the professional associations concerned and the different operators. There will be a periodic revision of the execution of the planned infrastructures and the fulfilment of the schedule for each of them.

#### Telecommunications

This project began in May 2004. The first and second phases are available: The current state of

affairs and needs of the Telecommunications in the MAB. The Committee has yet to draw up the specific telecommunications strategies for the MAB.

#### Mobility

Agreement with the Department of Territorial Policy and Public Works of the Generalitat de Catalunya to carry out a study of origin and destination of goods in the MRB. This study also involves the participation of the following bodies: Port of Barcelona, Consorci de la Zona Franca of Barcelona, Mercabarna, the company Centre Intermodal de Logística (Cilsa), Barcelona Regional, the Commonwealth of Municipalities of the Metropolitan Area of Barcelona, and the SMPB itself.

#### Training

The final report was available in the 1<sup>st</sup> quarter of 2004. The Committee is promoting the possibility of implementing a School District, as a pilot test, in keeping with the guidelines of the report. The town councils of Sant Boi de Llobregat, Viladecans and Santa Coloma de Gramanet were contacted for this initiative.

#### Immigration

There is a proposal for an Immigrant Reception Plan for the MAB. The Barcelona Provincial Council has taken on this reception plan as a good working instrument for the activities that it is carrying out in the area of immigrant reception, in collaboration with the municipalities of the MAB.

#### Barcelona Knowledge and Growth Platform

Formed by the Barcelona City Council, the Commonwealth of Municipalities of the Metropolitan Area of Barcelona, The Chamber of Commerce, Industry and Navigation of Barcelona, the

Autonomous University of Barcelona, La Caixa and the Metropolitan strategic Plan of Barcelona itself. The following projects are currently being promoted:

- Barcelona Meeting Point Fair for Knowledge. Institution in charge: La Caixa.
- 10 projects. Priority 1 in 10 years. Institution in charge: Chamber of Commerce of Barcelona.
- Water supply and treatment: business opportunities. Person in charge: Dr. Joan Jofre.

#### Urban Planning Policies / Housing / Social Cohesion

This is the last Committee that was created. The final report was finished during the second quarter of 2005. The first work period of the Committee coincided with the entry of the Plan for the Modification of the Urban Planning Law in the Parliament of Catalonia. The work group drafted a specific paper with proposals on this Modification Plan, which was sent to the Secretary of Territorial Planning of the Department of Territorial Policy and Public Works. The proposed measures were prioritised. The phase for the presentation of the report to the competent institutions has yet to begin.

#### A.2.3. The work of the Liaison Committees

The Liaison Committees are an instrument designed to facilitate the exchange of information among the SMPB and other bodies and organisations involved in the field of strategic planning. The following committees have been operative:

#### Liaison Committee with the Environment, Strategy and Urban Planning

This Committee has created the paper *“Planificació Metropolitana Concurrent”* [Concurrent Metropolitan Planning], which was publicly presented to the College of Architects of Catalonia on 3rd October. They will

continue to work to promote the advantages of a planning model that incorporates the environmental, socio-economic and territorial perspectives from the start.

#### Liaison Committee with Strategic Sectors

Annual meeting with the leaders of the different strategic sectors in operation under the “Barcelona” brand.

#### Liaison Committee with other Strategic Plans

Bilateral contact with the leaders of sectorial strategic plans: Forum of Coastal Municipalities of the Metropolitan Region of Barcelona and Strategic Plan for Professional Training.

### A.3. THE STRATEGIC PROJECTS

The logic of the SMPB has led to the identification and prioritising of some specific projects based on the proposals and measures formulated. This inclination could be seen early on, in the very organisation of the Plan with the formation of the Strategy Committee (let us recall that its objective is to generate proposals and/or specific projects relating to the critical points of the SMPB). Moreover, the Plan itself made a special effort to identify the high-priority projects for the territory –the truly strategic projects– which emerged out of either the new issues to be contemplated by the Prospective Committee, the progress of the Strategy Committees’ work, or from the mere recognition of new needs in the territory.

To impel the identification of these projects, there was an evaluation of the map of the metropolitan strategic projects presented in the reports of 2003 and 2004. This map has made it possible to territorially visualise these projects, gauge the strategic and quantitative scope of their importance and highlight the body responsible for their implementation.

The result is a set of **10 projects** promoted directly by the Plan, as listed below:

### 10 Projects for the MAB

- **Platform** Barcelona Knowledge and Growth. 3 focal points of action:
  - a) Fair: “Barcelona Meeting Point for Knowledge”
  - b) 10 projects priority 1 in 10 years.
  - c) Water supply and treatment: business opportunities.
- Promotion of **quinary sectors**.
  - a) Map of the audiovisual sector.
  - b) Film: the quinary sectors in the MAB.
- Pilot project for the creation of a **School District**.
  - a) Baix Llobregat Area: Viladecans, Sant Boi and Santa Coloma de Cervelló.
  - b) Barcelonès Area: Santa Coloma de Gramanet.
- Proposed model for the **management** of the Barcelona airport.
- Study with proposals for **mobility** in the metropolitan area and especially for the vicinity of the logistic zone of the **Delta del Llobregat**.
- **Reception plan** for immigrants.
- Investments in the provision of **supplies and services**: water, gas and electricity, waste treatment.
- Housing as a good and a public service.
- The draft of a strategic **telecommunications plan** for the metropolitan area.
- The **concurrent planning**.

## ANNEX B. FROM 2006 TO 2010: NEW TRENDS TO BE CONSIDERED / INCLUDED IN THE PLAN

Whilst the strategic planning method is being used by a growing number of cities around the world –since the first experiences of San Francisco (1984) and Barcelona (1987)– it is true that the world’s great metropolises have strongly taken to this process, yet with far more concrete and specifically focused methods and visions than those typical of the early days.

This trend towards very similar visions –innovation, creativity, etc.– is already triggering –and will do so more intensely in the future– changes that are still difficult to measure in the world systems of cities and their environs.

### B.1. Growing number of strategic plans for cities, with similar objectives

- **2001**: London proposed its 1<sup>st</sup> Strategic Plan “Strategy Success through Diversity”; **2004**: 2<sup>nd</sup> Strategic Plan of London, which according to Ken Livingstone, aims to “create a sustainable world city, with long-term economic growth, social inclusion and environmental improvement”. The strategies are categorised into four areas of investment: Spaces and Infrastructures; People; Companies; and Marketing and Promotion. To support this vision, the Creative London association was created, which operates under the umbrella of the LDA and which, in cooperation with the private sectors (i.e. London First) and public (i.e. Film London) reports directly to the Mayor of Greater London.

- **2002:** Philadelphia promotes its strategies –Innovation Philadelphia– in order to position itself as one of the best cities in the world for talent and innovative companies. Innovation Philadelphia is also the result of public-private cooperation.
- **2004:** The City Council of Shanghai proposed the project “Building Creative Shanghai”. More than 200 experts from Beijing, Shanghai, Guangzhou, Hong Kong and Taiwan have been working to transform Shanghai into an international metropolis, where creative industries are to play a key role in economic development, by promoting the construction of 18 “Creative Parks”.
- The Council of Austin and Chamber of Commerce are promoting their Plan –Austin: Human Capital” – to transform the metropolis, enabling it to become a “Creative City”.
- Rome, Milan and Turin are working along the same lines, as are Dortmund –the human resources being a motor of metropolitan competitiveness–, Vienna, Stockholm, Berlin, Birmingham, etc.

All of the world's large cities and metropolises are organising and working –with public-private cooperation models– in very similar ways to transform their traditional economic bases and spur their progress by way of innovation and creativity. This entails three basic areas of action:

- a)** Economy (availability of services, policies of innovation, education, etc).
- b)** Society (reducing inequalities, cultural attraction, quality of life, diversity and tolerance...).
- c)** Urban Planning (density, multi-functionality, physical and digital infrastructures, image, non-suburban...).

### B.2. New areas of territorial competition

Globalisation, the disappearance of distances and other barriers, and the similarity of objectives all make for an inevitable increase in territorial competition. Yet

the scope of such competition moves around: from the country-to-country coordinates, typical of the multinational corporation era– to a single arena in which regions and cities compete with one another, forced to face challenges similar to those of companies. The competition no longer takes place amid islands, but rather now covers the entire ocean...

The questions are: a) Why does a company decide to establish itself and create wealth and employment in a given region? b) Why does an already established company decide to continue? c) Why does a family decide to continue to contribute to or leave the region?

	Growth Rates		
	1990/2000	2000/2010	2010/2030
OCDE	3.2	2.3	1.8
China	8.2	5.7	4.3
India	4.9	5.0	4.4
Middle East	2.9	2.6	2.7
Latin America	3.1	3.0	3.0

### B.3. Regional concentration or dispersion

We see two lines of thought here. One is tied to sociologist Saskia Sassen, who states that the global world is organised into four large regional categories:

- a)** 3 or 4 world centres, which are the true motors of the global economy: London, New York, Shanghai and Tokyo.
- b)** 20 regional capitals, with creative talent, areas of development and wellbeing that know how to concentrate on creative and innovative activities and issues. They are probably centres for excellence and specialisation in certain fields (design, fashion, biotech, genetics, food...). It is here where experts place cities like Berlin, Mexico City, Cairo, Los Angeles, Madrid, New Delhi, Paris, Beijing, Sao Paolo, Singapore...
- c)** Around 100 level-3 capitals. These cities are important locally, yet they are secondary players in the ranks of world competition.

**d)** Provincial centres. Cities that have been important in the development of a country, yet which have not known how to create a global niche for themselves. They are not necessarily places that offer a poor quality of life. While they may be relatively affluent, they are marginal.

Whilst the history of modern capitalism would follow this first line of thought, in recent years we have seen the appearance of several thoughts that point towards a decline in the domination of the global cities. We might be witnessing—and this is the second line— a “declustering” of the economic power of the primary major city centres, towards smaller cities or towards the urban outskirts of these centres.

Despite the fact that this evolution is in its initial stages and company headquarters can remain in the hearts of the big cities, it is also true that knowledge workers and companies have many alternatives to move around anywhere in the world.

As a geographer from the Brookings Institution says, *“after all, the Starbucks culture can be found everywhere”*. There are increasingly more places in the world where you can have satellite TV, read good books and eat at good restaurants.

The New York-based headquarters are moving towards the suburbs due to the high costs of the city centre and the opportunity to live more comfortably and in more pleasant family environments.

In 1970 only 11% of the large US corporations had their headquarters on the outskirts of the cities. Now nearly 50% have emigrated from the centres. IBM, Intel and Microsoft... are already located in those outskirts. In 2005, the percentage of large companies with headquarters in big cities like New York or Chicago dropped by 10%, a third of the existing level 40 years ago.

And, we must similarly point out that the traditional centres of services with high added value (Chicago,

Boston, San Francisco, etc.), have suffered massive double-digit losses of companies and professional services with high added value. Let us recall that these activities are one of the key factors for the settlement of large companies. The winning areas are cities like Fort Lauderdale, Sarasota and Fort Meyer in Florida, Reno, and Boise... The telecommunications network and low-cost flights also contribute to this change and allow for the movement to more distant peripheral areas. Warren Buffett –one of the most important investors in the United States– works out of Omaha (Nebraska), and the world’s largest retail chain–Wal-Mart– is headquartered in Bentonville, Arkansas.

We are beginning to see this trend in other places beyond the United States. Since 1969, the centre of London has been losing its population to other cities in the same region, yet new places of interest are also emerging, even in rural areas like Kent or Cornwall. The workers and companies of the financial centre of Frankfurt now commute distances of 50 or 80 km. The same thing occurs in Hamburg, Madrid and Dusseldorf. Bertelsman, Philips and Volkswagen operate from small cities. A sign of this trend can be seen in the efforts made in Berlin to convert the city into the European capital for business and which is now known more for its bohemians and tourists.

The entry of new countries into the EU might accentuate this trend. This can also be seen in many enormous cities of emerging countries, which are replaced by other newer areas. In India, for example, most of the new technological companies prefer Bangalore and Jaipur to Bombay or New Delhi. Chilango, Guadalajara and Monterrey are favoured over Mexico City, and Dubai and Abu Dhabi over Cairo or Teheran.

In the 21<sup>st</sup> century small cosmopolitan cities like Luxemburg, Tel Aviv and Singapore can offer better conditions than the mega-cities with populations of 10-15 million.

	Central City	Metropolitan Area	Peripheries
Tokyo	-8.6	+59	+108
Paris	24	+40	-74
Frankfurt	-8	+31	+66
Chicago	-19	-17	+54
New York	-1	+9	+18
London	-13	+8	+15

(Source: Demographia.com). Percentage of population change between 1965-2000.

#### B.4. The globalisation of innovation

Each new product follows a number of steps that begin with basic research, followed by applied research, incubation, development, tests, production, and continued engineering to add improvements into the processes or operation. The important thing is that each of these phases is specific and unique. Hence the growing tendency to delegate some of these phases (outsourcing) to external areas that can offer better solutions (India, China, Latvia, etc.). (One such example is Dalian, a modern Chinese city near Japan and Korea that is currently very attractive for the performance of some phases of the product cycle for the companies in these countries. Among other reasons, explains the city's mayor, it is because Dalian has 22 universities with 200,000 students in the scientific or technological fields. Graduates with history or literature degrees will spend a year studying Japanese or English and computer science to improve their employment.)

#### B.5. Towards new ways of doing business. The progressive introduction of new technologies is not enough

This is a trend that is specifying and qualifying those strategies focused on the promotion of new technologies.

They are not enough, however, to introduce the changes sought. The important progress in the productivity of the sectors of activity takes place when these technologies are combined with new ways of doing and understanding business.

Though the electric lamp was discovered in 1879, it would not have much impact on productivity until decades later. It was not only a matter of replacing steam engines with electric engines. Instead, such progress meant reconfiguring the production schemes themselves.

The same is now occurring in the computer age. Early on it was thought that the installation of computers was enough to increase the productivity of a company, without making parallel changes in its vertical organizational systems. What is truly important is knowing how to combine computers, the Internet, fibre optics, etc., and this calls for new ways of doing business with less emphasis on the command and control functions and more on connectivity and horizontal cooperation. There is a clear trend towards replacing the vertical value chains with flatter, more horizontal value chains.

Innovations –in companies such as HP– stem more from collaboration among different teams and departments around the world than from the company headquarters itself. The great impact of Wal-Mart is produced when the company manages to combine its large stores with the demand of consumers in Kansas City and suppliers from anywhere in China. Indeed, this entails innovative systems to manage the chain of suppliers that make it possible to attain these results.

#### B.6. Growing importance of education and training in the scientific and technological fields

This is a trend of great interest, and it is certainly closely tied to those mentioned above. According to the US National Science Board report, "Science and Engineering Indicators. 2004", "*We have observed a troubling decline in the number of US citizens who are training to become scientists and engineers, whereas the number of jobs requiring science and engineering training continues to grow. These trends threaten the economic welfare and security of our country*".

There is more concern for these issues in eastern countries than there is in the west. We need only compare

the percentage of science and engineering graduates in the US (31%), China (60%), South Korea (33%) and Taiwan (41%). In Catalonia, the percentage is 27%. The educational system, from the nursery schools on, is not alien to these trends. The lack of stimulation to pursue these degrees appears to be one reason. Moreover, another US study reveals that 60% of the country's top science students and 65% of the top mathematics students are children of immigrants.

Guaranteeing jobs for tomorrow unquestionably requires a commitment or agreement between the educational system –universities, secondary schools, professional training centres – and the production sectors.

### **B.7. From the left side of the brain to the right: from the knowledge economy to the creativity economy**

As we have seen, what was once a central part of the western business strategies–prices, quality and knowledge (technology)– is now rapidly moving to companies in countries with lower production costs such as China, India, Czechia, Hungary and Russia.

Creativity is increasingly becoming the “core competence” of corporations. We saw how the forces of globalisation affected manufacturing sectors such as the automobile and electronics industries, yet everyone expected the knowledge economy to last forever and to be one of the great strengths of the western world with its great universities, powerful laboratories, enterprising culture... Now, however, reality is showing us that knowledge is also becoming a marketable good like so many others.

Companies are considering innovation from a different perspective, based on an intimate understanding of the culture of the consumers: the skill to detect what the consumer wants before those desires have been specified.

Innovation is therefore focusing on consumption, on micro-innovation linked to the consumers' feelings and emotions. The new paradigm is “out of the box”

thinking, taking into account the experiences of the consumers. From cafés to Starbucks; from the traditional circus to the Circ du Soleil...

The innovation of the 90s meant developing new technologies in the laboratories, designing new products and sending them to the consumers. Innovation today means observing the consumers, finding out what they want and designing products that will cover those needs.

Designers thus become the vital component of a process that involves the fusion of knowledge with the economic, technological and social visions. It is the start line, rather than the finish line.

Needless to say, this involves significant changes in cultural, educational and urban strategies.

### **B.8. All metropolises aspire to be “creative regions”**

According to the trend mentioned above, in order for a region to be competitive, it has to strengthen its creative value. Where there are creative people there is wealth, employment and quality of life.

By creative we are not exclusively referring to artists or advertising agents, but rather to all those individuals for whom creativity is a key part of their profession, such as scientists, musicians, architects, designers, lawyers, writers, etc. In other words, those people who are capable of generating new ideas and breaking away from convention. That is, in order to be a step ahead of the competition.

In this “creative economy” it is not the talent that follows the companies, but now, just the opposite: the companies settle where there is talent.

Therefore, mobility, quality of life, the creation of a special “climate”, the setting... are all factors of location that were not taken into account previously and are now becoming highly important in determining the strategies of the world's main metropolitan areas.

Forecasts for employment growth in London for the 2002-2013 period (Oxford Economic Forecasting)

Software	8.60%	Real estate	1.83	Education/ Health	0.61
Video games	6.90	Total employment	1.18	Interm. / Finan.	0.54
Design	4.80	Construction	1.11	Transp./ Communic.	-0.15
Films/Video	4.70	Publishing	1.10	Public Admin	-0.77
Fashion	4.60	Advertising	0.80	Energy	-1.39
Music	4.30	Hotels and restaurants	0.65	Agriculture	-1.70
Radio &TV	1.90	Architecture	0.60	Sect. Manufacturers	-3.82

“Creative Industry Turnover” (thousands of millions \$)

New York	40-50	Tokyo	6	Amsterdam	4-6
London	35-40	Paris	5-6	Barcelona	2.4
San Francisco	5-7	Sidney	5-6	Berlin	2-3

Milieu and new trends

Growing number of strategic plans for cities

New spaces for territorial competition

The globalisation of innovation

New ways of doing business

Importance of education

From the knowledge economy to the creativity economy

All metropolises aspire to be “creative” regions

Situation of the metropolitan area of Barcelona

What do we do? How do we want to set ourselves apart?  
How do we organise ourselves?  
How fast do we want to make the change?

Regional concentration or dispersion? In which group do we want to position the MAB?  
Could the declustering process be an opportunity for the MAB?

The growing rate of outsourcing: is it an advantage or a threat?

Do we have the people and infrastructures to make these new business models possible?  
Are our educational systems oriented in this direction?

This is clearly an area in which we are not well-positioned.

The MAB considers itself to be a region with good potential for creativity with obvious shortcomings in the area of innovation (in the traditional sense). Are we therefore faced with a new trend that could theoretically be good for us?

The clear trend towards creativity-promoting strategies –and the industries that operate in this field– means placing special emphasis on the selection of issues and management systems.

## ANNEX C

In order to understand and follow the PEMB better from the new 2006-2010 perspective, and in addition to specifying the number of objectives, we should also note the desire to identify and concretise specific projects that must provide the announcements of the agreed objectives with content.

In the new stage of the Plan, it is necessary to highlight the importance of the projects as well as the instruments that make it possible to advance in the established direction. These projects must be feasi-

ble, must offer sufficient guarantees of success and must have an institution acting as a reference or being responsible for their implementation. This is to concretise even further the content of the objectives, as well as to ensure the involvement of the various agents concerned with its start-up.

This group of projects is dynamic in nature and will increase as new projects acquire a high degree of specificity and have sufficient guarantees for their implementation.

### BCN: territory of creation

#### THE KEYS OF THE 2006-2010 METROPOLITAN STRATEGY

- Innovate knowledge and its availability
- New ways of doing business with the appropriate infrastructures
- Coexistence 2020
- Foster the changes