



BARCELONA 2000:  
ECONOMIC AND SOCIAL  
STRATEGIC PLAN

**Institutions membres  
of the Executive Communittee**

Ayuntamiento de Barcelona  
Cámara Oficial de Comercio, Industria  
y Navegación de Barcelona  
Círculo de Economía  
Comisiones Obreras  
Consortio de la Zona Franca  
Feria de Barcelona  
Fomento del Trabajo Nacional  
Puerto Autónomo de Barcelona  
Unión General de Trabajadores  
Universidad de Barcelona



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ECONOMIC AND SOCIAL  
STRATEGIC PLAN

**Promoting Institution**

Ajuntament  de Barcelona

Barcelona, March 19th, 1990



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*His Majesty the King Juan Carlos receives the Strategic Plan from the hands of the President and Vice-Presidents of the General Council of the Barcelona 2000 Economic and Social Strategic Plan (21-5-90).*



*The President and Vice-Presidents of the General Council present the Barcelona 2000 Economic and Social Strategic Plan to the President of the Government, his Excellency Mr. Felipe González Márquez (14-6-90) and to the President of the Generalitat of Catalonia the Most Honorable Mr. Jordi Pujol i Solé (1-6-90)*





## General Council

*President:*  
**Pasqual Maragall**  
Mayor of Barcelona

*Vice-presidents:*  
**Francesc Raventós**  
Second Deputy Mayor  
Barcelona City Council

**Josep M. Figueras**  
President of the Chamber of Commerce

**Carles Tusquets**  
President of the Economic Circle

**Alfred Clemente**  
General Secretary, Barcelona District  
of «Comisiones Obreras»  
trade union

**Carles Ponsa**  
Central Government  
Representative in the «Zona Franca»  
Consortium

**Enric Reyna**  
President of Barcelona Trade Fair

**Alfred Molinas**  
President of «Fomento de Trabajo»  
(Catalan Employers' Organisation)

**Josep Munné**  
President of the Port of Barcelona Authority

**Josep M. Alvarez**  
General Secretary of the «Union General  
de Trabajadores» trade union in Catalonia

**Josep M. Bricall**  
Rector of Barcelona University

## Executive Committee

*President:*  
**Francesc Raventós**  
Second Deputy Mayor  
Barcelona City Council

*Committee members:*  
**Manuel de Forn**  
Commissioned by the City Council for the  
Barcelona 2000: Economic and Social  
Strategic Plan

**Ramon Seró**  
Managing Director of the Chamber  
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**Vicenç Oller**  
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**Alfred Clemente**  
General Secretary, Barcelona  
District of «Comisiones Obreras»  
trade union

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Central Government  
Representative in the «Zona Franca»  
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**Ferran Lemús**  
General Director of Barcelona  
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**Joan Pujol**  
General Secretary of «Fomento de Trabajo»  
(Catalan employers' Organisation)

**Josep Munné**  
President of the Port of Barcelona Authority

**Julio Villacorta**  
National Secretary of the «Union General  
de Trabajadores» trade union in Catalonia

**Marti Parellada**  
Representative of Barcelona University

*General Coordinator:*  
**Francesc Santacana**

*Assistant Coordinator:*  
**Joan Campreciós**





The Economic and Social Strategic Plan for Barcelona 2000 is the result of a collective effort on the part of the city to map out its future contours.

I think there's no need to stress the fact that, for some years, Barcelona has been undergoing a process of far-reaching changes. Everybody is agreed on this. But why is it changing in this way and not in another?

There is certainly no one single answer to this question. Barcelona is being transformed as a result of the development of productive relations which demand new ways of living; as a result of the «technologising» of human activities; of demographic and cultural changes, and as a result of changing life-styles... But it is also changing through the desire of its citizens to keep ahead of these kind of transformations, — to anticipate them and to agree on a collective response.

This kind of positive attitude is absolutely necessary if we wish to humanise the city, to make it more pleasant and, in short, capable of generating sufficient wealth within a framework of social progress —progress for people that is— these being the keys to economic progress and the possibility of realising all that we aspire to.

In this sense, the Economic and Social Strategic Plan for Barcelona 2000 has become an essential tool of the city which has made it possible to stimulate and channel the collective energy of its people and institutions in a project which must surely be an indispensable point of reference over the next few years. On the one hand, the participatory nature of the Plan is its guarantee of success. As with any alive and dynamic city, Barcelona's anxieties can be brought to light in a positive way within a suitable framework for reflection and debate such as that made possible by the elaboration process itself. For this reason, the measures and objectives proposed are all sensible and set not only within our hopes and aspirations, but also within our possibilities. In short, they are the outcome of an admirable exertion of realism and imagination which will without doubt make their implementation easier.

The response of both people and institutions to a project which has very few precedents (and the few there are far removed from our requirements) has been no simple matter. This response has been so strong that it has enabled us to achieve, without any cracks or gaps, not a local government plan but a plan of the city as a whole, a city which wishes to consolidate itself as a European and Mediterranean metropolis playing a positive role in cooperation with the other cities of the macroregion in which it is situated; which wants to achieve a quality of modern life and which sees that without a proper social balance this will not be possible.

With this mutual responsibility, expressed in the solemn signing ceremony approving the Plan, we present this series of steps and measures that make up the Economic and Social Strategic Plan for Barcelona 2000 which we all, together, wish to firmly establish in the belief that it will embody our resolve to transform in a positive way the future of Barcelona.

**Pasqual Maragall**  
President of the  
General Council





The Economic and Social Strategic Plan for Barcelona 2000 is a tool devised by the City Council of Barcelona and by the city's most representative social and economic institutions with the expressed aim of continuing the economic momentum that the dynamics of the preparations for the Olympic Games have set in motion. There is also the desire to reshape the Barcelona area to fit into the new economic configuration of the European Single Market, and to re-establish a social balance in the city after the intense process of technical, social and urban changes undergone in the last few years.

In this sense the Plan is a frame of reference that has provided a means of communication, established a level of participation, brought together divergent interests and has, in short, helped to bring order to the decisions that have to be taken in order to reach a common objective.

We think that the Barcelona 2000 Strategic Plan is able to provide a whole series of benefits insofar as it clarifies the future of the city. The Plan helps in taking current decisions with a regard to their future consequences, in the improved functioning and coordination both within the public administration itself, and between it and the private sector.

The Strategic Plan is presented in the following pages. A Plan which in essence consists of: 1 General Aim (what we want the city to be like); 3 Strategic Lines (defined as key elements of the General Aim); 9 Specific Objectives which are those required to be achieved in each of the three strategic lines; and, 59 different steps and measures which are advanced, in short, in order to achieve the General Aim, — that is to say, the model that we want for the Barcelona of 2000. We should also say that the Plan is not only made up of this collection of measures and objectives. A cardinal element of it is a Declaration of the Organisations represented on the Executive Committee of the Plan which forms the corner stone of the Plan's political, social and technical purpose.

The fact that all the Institutions that have put their signature to this Declaration —Trade Union Centres, Business Organisations, Institutions for Economic Development and the University— commit themselves «unanimously to dedicate the necessary effort needed to implement the Plan for the benefit of Barcelona and its inhabitants», — makes the Plan workable. We can, therefore, have a city which ensures the economic and social well-being of its population, with a quality of life made possible by the new technologies, by its services and by the quality of its environment. In short, a dynamic European metropolis.

With the publication of this Plan we conclude one chapter —that of drawing up the Plan— and at the same time we begin another, that of its implementation. It is possible that we will encounter difficulties in this new process of putting all the proposed measures into practice.

Nevertheless, the experience of a job well done will make it possible to gradually overcome these obstacles, to the extent that they are countered by the debates and considerations of all the City Institutions that will continue to make up the General Council of the Plan. This is the great dividend that has resulted from the drawing up of the Final Document of the Plan.

**Francesc Raventós**  
President of the  
Executive Committee



## **Part I**

**Joint Declaration  
by the Institutions  
represented on the  
Executive Committee  
of the Plan**



On 25th May 1988, the Barcelona City Council, the Chamber of Commerce, the Economic Circle, «Comisiones Obreras» trade union, the Zona Franca Consortium, Barcelona Trade Fair, «Fomento de Trabajo Nacional», the Port of Barcelona Authority, «Union General de Trabajadores», the Port of Barcelona Authority, «Union General de Trabajadores» trade union and the University of Barcelona, — agreed on the need to initiate the preparation of an Economic and Social Strategic Plan for the city of Barcelona.

The interest in the city, the conviction that we all form part of it and the urge to improve it, these were the elements that led us to carry out this project starting off from the proposals put forward by Barcelona City Council.

On the other hand we are aware that a city-wide dialogue integrating the positions of all the various sectors and organisations, helps open a new channel of cooperation that enriches and facilitates the dialogue process itself.

The City Council of Barcelona is the Public Administration closest to the people of the city, which represents them and acts in the common interest of them all.

Barcelona Chamber of Commerce is a public institution run by business persons and industrialists, elected by and from among themselves, for the promotion of the general interests of commerce, industry and navigation. It is a legally constituted consultative body to the Public Administration.

The Economic Circle is an association of people from the world of management, the University and the professions which is engaged in maintaining and open and pluralistic dialogue in the economic and social arena.

«Comisiones Obreras» is a trade union organisation for the protection and improvement of working people's living standards and conditions.

The Zona Franca Consortium is a body to promote —both internally and in relation to the outside world— the economic and technological development of the Barcelona area.

Barcelona Trade Fair is a public institution which offers a framework for encouraging commerce and innovation, and which promotes the exhibitions and trade fairs with and international ambit.

«Fomento del Trabajo Nacional» is an organisation for the advancement of management in Catalonia and for the defense of company interests.

The Port of Barcelona Authority is the managing body of the Port of Barcelona in all its aspects, from the transport infrastructure to the commercial side of its operations.

The «Union General de Trabajadores» is a trade union organisation for the protection and improvement of working people's living standards and conditions.

The University of Barcelona is an institution of higher learning and training, as well as a centre of research and enquiry linked to the wider economic and social world of people.

All of these, Organisations which are sensitive to and concerned about developments in the city, in their capacity as representatives of their respective economic and social fields, have unanimously agreed to devote the necessary effort in order to successfully achieve the objectives of this Strategic Plan, for the good of Barcelona and its people.

Various differing motives have led us to carry this project through to completion. But at the end of the day, and in fact from this moment onwards, it provides a means of satisfying a series of interrelated social, economic and political needs which we believe require active intervention, from public as well as private sources, in order to ensure the future consolidation of the Barcelona conurbation as an enterprising European metropolis, with an importance in the macroregion in which it is geographically situated; a quality of life both modern and socially balanced; and firmly rooted in the culture of the Mediterranean.

The first motive has been the sensitivity and concern for the city of Barcelona on the part of each and every one of the organisations. We are fully aware that the urban phenomenon of today has acquired a particular dimension not only because the city is the abode of a good part of the population, but also because of the technological, economic and cultural influence it exerts in the present world. In the same way, we see one of the future challenges of our city to be the translation of the already existing territorial reality into a truly metropolitan one. A vision which remains strictly limited to the level of the city itself will surely lead to choking off ideas, in addition to offering an unconvincing view of events which, at the present time, are already a reality.

**All of these, Organisations which are sensitive to and concerned about developments in the city, in their capacity as representatives of their respective economic and social fields, have unanimously agreed to devote the necessary effort in order to successfully achieve the objectives of this Strategic Plan, for the good of Barcelona and its people.**



The second motive originates from the significant level of economic expansion which has taken place in Barcelona over these last few years. This expansion, with its undoubted impact on the city and its surroundings, has also brought changes of every class and description, — form the economic base to the shape and form of the city and its surroundings and to the interrelation of the parts within the whole. Likewise, holding the Olympic Games has produced an increase in other investments, and new infrastructures have been made available for the development of the city.

On the other hand, economic, social and cultural relationships in Western Europe are tending, in a great measure through a natural process of change, towards the creation of international macro-regions within which the cities are becoming focal points within a framework of cooperation. In this sense, the full functioning of the Single European Act from 1993 onwards will provide a new series of parameters for the consolidation of these cities and regions within Europe.

We believe that Barcelona, through being part of the industrial metropolitan area of southwestern Europe, and its position within this region, has sufficient potential, with the necessary support given to a few other factors, to be the most important urban nucleus within this macroregion both economically and in terms of quality of life.

We believe that, taken together, these considerations are sufficiently important to set in motion a Strategic Plan which, apart from being an agreement among the people of the city with regard to the Plan itself, puts forward the necessary measures for the metropolitan area and its inhabitants to have a greater degree of wellbeing at their disposal in the future and a greater capacity to absorb the changes that will soon confront them.

Understanding the challenges that the future will present us with, and recognising the most imperative needs of the city and its surroundings, the strategies which the Plan proposes are:

- To ensure a greater level of communication both within the city itself and between the city and its zone of influence.
- To promote the expansion of educational and cultural opportunities and improvements in the quality of life for the betterment of people.
- To encourage economic progress through promoting the modernisation of the industrial fabric and a level of services in keeping with the new needs of a modern economy.

We are well aware, and hereby put it on record, of the need to take action starting from now

in order to have the greatest possibility of anticipating the requirements of the future.

The Strategic Plan, as already mentioned, was born under the auspices of the Barcelona City Council, with the clear understanding that it was necessary to gain the widest possible representation and make it a Plan based on participation, consensus and agreement. For that reason, starting from the Executive Committee with representation from the economic and social spheres as well as from the city's population itself, the General Council of the Plan was formed as the highest representative body with the functions of participating in the work of the technical Working Parties, following the Plan through its different stages, and giving it final approval.

This type of organisation goes hand in hand with the desire to initiate a face to face dialogue with the people of the city and their representative organisations and institutions. Such a dialogue should undoubtedly facilitate the greatest possible congruence between the city and its surrounding territory. This is the challenge for the organisation of the Plan, — a challenge which, on the other hand, is necessary for it to achieve its objectives. Direct communication is necessary, as is the need to respond to the requirements of people living in the city, and to commit ourselves to put in the work, of every sort, that the Plan entails. The Plan does not impose orders, neither does it contain isolated or uncoordinated measures, nor vague or abstract requirements nor unthoughtout ambitions. What it does have are agreed strategies, a series of measures with clear objectives arrived at by common consent, clearly stated requirements and attainable proposals.

On the other hand, the success and positive effects of the Plan depend on the extent to which its proposals actually become a reality through their implementation. For this reason we stress the need of maintaining the principle of active participation during the monitoring phase, and in the stages following.

With this philosophy, molded by the principles of participation, consensus and realism, we believe that the Plan offers, along with a straightforward and close-up understanding of the city, a series of proposals that seek to make the most of the city's genuine potential and lead to its consolidation by means of carefully considered and measured courses of action which have a high degree of feasibility both in terms of practicability and follow-through.



Finally, this Plan will be able to generate a positive spin-off by acting as a point of reference in persuading many elements of the city to launch projects and programmes which complement and facilitate the realisation of its Overall Objective. It is in this convergence of activities initiated from various different parts of the city, both in the public and private sectors, which makes the Plan a genuine catalyst of progress for the economy and the people of the city.

## Part II

### Implementing the Plan



## II.1. Barcelona 2000: Economic and Social Strategic Plan - origin, content and significance

### II.1.1. Strategic Planning. Concepts and benefits

1. Strategic Planning is a structured endeavour to generate decisions and basic lines of action which conform to the goals of an organisation (company, institution, city, metropolitan area or country), from the standpoint of that organisation's perception of itself, and guide it towards their realisation. Strategic planning facilitates communication, stimulates participation, accommodates divergent interests and helps order the decisions that have to be taken while also guaranteeing improved implementation.
2. As a technique, strategic planning was developed in private industry during the 1970's. Its application to the public sector has been very recent—at the beginning of the last decade—and was connected with the military and aeronautical sectors of the economy. With reference to cities, the path of strategic planning was adopted towards the end of the last decade in cities of the United States and Europe.
3. Strategic planning is distinct from the classic medium or long-term planning in the following ways: long-term planning assumes that current tendencies will be maintained, while strategic planning expects new tendencies, discontinuities and surprises. Strategic planning concentrates more on openings and ways of taking advantage of new opportunities, while long-term planning fixes more specific objectives which become built into budget decisions. Strategic planning is the most suitable for taking policy decisions: by identifying possible pathways and directions and thereby facilitating the necessary agreements before the preparation of specific measures. Strategic planning sees itself within a «success perspective», and sets out to ensure the attainment of this success. This often entails changes of a qualitative nature or in management methods. Long-term planning merely wishes to extrapolate the present situation.
4. Strategic planning is also distinct from town or district planning. Town planning often presents difficulties for a strategic plan due to its legalistic framework. The focus of town planning is traditionally limited to a few government bodies (central, autonomous region and local) and to their decisions regarding specific physical areas, while strategic planning is wider and more comprehensive, and less normative. Strategic planning is directed more towards integrated socio-economic courses of action which supersede the mere focus on land use.

5. The city Strategic Plan can yield the following benefits: a) Clarify the future; b) Help in taking current decisions in terms of their future consequences; c) Lead to smoothness in environmental changes; d) Overcome organisational problems and improve the functioning of the various institutions. In short, it raises questions of a strategic nature within these different institutions, stimulating the development of effective strategies in each of them and optimising their overall effect.
6. The conditions for success of a Strategic Plan are: a) political will on the part of the institutions involved in setting the process in motion; b) a leading role taken by representatives of the institutions involved, both public and private; c) availability of the necessary technical assistance for developing the Plan and helping in subsequent follow-up and control; d) the necessary resources, both human and financial, for the project; and, e) common sense and understanding.

### II.1.2. Origin of the Barcelona Strategic Plan

7. After the initial period of reflection needed for working out the outlines of the Plan, the first draft of the «Proposal to draw up a Strategic Plan for the city with a focus on the year 2000» which was presented to Barcelona's various institutions and economic bodies, both public and private, can be found in a document of the same name dated 20th April 1988. This document states that the aim of the Plan is to continue and extend the economic momentum built up in Barcelona over the last few years. With the Plan, it is intended to set up a frame of reference within which the multifarious activities of the various social and economic organs, which collectively contribute in stimulating the life and pulse of the city, can take place.
8. The above mentioned document also points to a series of changes which are taking place and which it is necessary to bear in mind when considering the future of the city: a) the effects of our incorporation into the EEC and the prospects for the Single Market of 1992; b) the forming of a European macroregion with a 350 km radius and the development of an interconnected network of cities within it; c) a transformation coming from the numerous processes of renovation and renewal, urban, technological and economic change with the symbolic landmark of the 1992 Olympic Games.
9. From the outset the Barcelona City Council has been the Plan's prime mover, though with the express intention that the real protagonist should be the city itself, through its social and economic representatives.

**Strategic planning is a structured endeavour to generate decisions and basic lines of action that are to be put into practice now in order to achieve the medium to long-term goals that the city has set for itself.**

**The aim of the Plan is to continue and extend the economic momentum built up in Barcelona over the last few years. It is intended to set up a frame of reference within which the multifarious activities of the various social and economic organs, which contribute to the life and pulse of the city, can take place.**



In response to the City Council's proposal, a number of organisations took the initiative and pledged to activate the Barcelona 2000 Economic and Social Plan.

10. In response to the City Council's proposal a number of organisations took the initiative and pledged to activate the Barcelona 2000 Economic and Social Plan. This pledge took formal shape on 25th May 1988 with the formation of the Executive Committee. At that time the City Council, Barcelona Chamber of Commerce, the Economic Circle, «Comisiones Obreras», Zona Franca Consortium, Barcelona Trade Fair, «Fomento de Trabajo Nacional», Barcelona Port Authority, «Union General de Trabajadores» and the University of Barcelona all agreed on the need to begin drawing up an Economic and Social Strategic Plan for the City of Barcelona. These organisations stated their desire to unite their efforts in order to «concur in the intention to undertake a series of strategies to create a better city for all to live in». Intention and need to cooperate are thus the two basic motives that impel these organisations to initiate the project for the Strategic Plan. The joint pledge was solemnly stated in the declaration made by these organisations on 2nd November 1988, on the occasion of the first meeting of the General Council.

### II.1.3. Organising and Launching

11. The organisational structure of the Plan rests on two basic institutions: a) the General Council; b) the Executive Committee. In addition, an Office of Coordination and an Advisory Committee were formed. Also, a group of analytical experts and several Technical Working Parties were set up as work progressed.
12. The General Council of the Strategic Plan is constituted as the maximum body for organisational and public participation with the function of supervising and approving the Plan guidelines at all levels: analysis, objectives and strategies. It is made up of 190 members, representatives of organisations and leading figures of Barcelona. Its President is the Mayor of Barcelona. In the course of elaborating the Plan the General Council has met on five occasions. The first was on 2nd November 1988 in the «Saló de Cent» in the Barcelona City Hall with the primary objective of constituting itself as the General Council, in the presence of the Minister of Industry of the Generalitat of Catalonia. The next was on 6th February 1989 in the Barcelona Trade Fair, to approve the diagnostic of the city's requirements and the general objective of the Plan, and to set up the Technical Working Parties to develop the lines of strategy. The next was on 3rd July 1989 in the Dept. of Biology of the University of Barcelona with the presentation of the reports by the six Technical Working Parties. The meeting on

12th December 1989 in «Fomento de Trabajo Nacional» was to announce the preliminary proposals of the Plan. And the last session, once again the «Saló de Cent» of the Barcelona City Council, was to present the proposals of the Plan for approval, thereby closing the preliminary phase.

13. The Plan's Executive Committee is the body that directly assumed procedural responsibility for drawing up the Plan. Presided over by the Second Deputy Mayor of the Barcelona City Council, it consists of the chief representatives or high executive officers of the City Council, Barcelona Chamber of Commerce, the Economic Circle, «Comisiones Obreras», Zona Franca Consortium, Barcelona Trade Fair, «Fomento de Trabajo Nacional», Barcelona Port Authority, «Union General de Trabajadores» and the University of Barcelona. This Executive Committee has met some 25 times in all. On three occasions it has been presided over by the Mayor of Barcelona and by the presidents of member organisations.
14. The Office of Coordination is responsible for implementing the elaboration of the Plan by coordinating the efforts of the various individuals and committees concerned. It relies on support from the staff of the City Council Committee for the Strategic Plan.
15. A group of six professors from the three universities of Catalonia constitute the Advisory Committee, with the purpose of contributing orientation in methodology at various stages of the Plan's development.
16. In working out the preliminary analysis, 21 subject areas were configured which were considered relevant in pinpointing the city's strengths and weaknesses. Drawing up the corresponding report was the task of experts from each of these areas, in the course of which they met with representatives of the organisations, the Executive Committee, and experts from other organisations related to each area.
17. These diagnostics, supplemented by an analysis of the surrounding area and input from representatives of the organisations concerned, led to a definition of the General Aim of the Plan and the concretion of its six Strategic Lines.
18. Between January and July 1989 the Plan included six Technical Committees which were to work out the strategic proposals for the substance of the Plan. With an organisation that allowed a free hand in projecting the job to be done, each of these Committees consisted of a President, Technical



The Plan's Executive Committee is the body that directly assumed procedural responsibility for drawing up the Plan.

The General Council of the Strategic Plan is constituted as the maximum body for organisational and public communication with the function of supervising and approving the Plan guidelines at all levels: analysis, objectives and strategies.

Secretary, representatives from the General Council, and experts in each of the areas concerned. In all, the Technical Committees numbered 526 people.

19. The proposals worked out by these Technical Committees were presented to the Executive Committee and, later on, approved by the General Council session on 3rd July 1989.

### II.1.4. Stages in Preparation

20. Starting from this organisational base, the Plan was completely worked out in 5 stages:

April-June 1988

The organisation of the Plan takes shape, with a pledge of participation by socio-economic organisations of Barcelona; organisation of its constituent parts.

July-December 1988

Diagnostic of the city's needs and resources, and the first survey by the General Council. Definition of the Plan's General Objective, and the six strategic lines to be followed in reaching it.

January-July 1989

The six Technical Committees are set up. During this stage their respective tasks are completed. Second survey by the General Council.

September-November 1989

Analysis of the work of the Technical Committees. Internal consistency of the proposals. Interim proposals. Third survey of interim proposals and the Plan's viability.

December-February 1989-90

The Plan is drawn up. Programming the Plan's phases of control and follow-up. The

Six Technical Committees were entrusted with working out the strategic proposals for the substance of the Plan.





The General Objective is that which is aimed to be achieved through the Plan's implementation.

General Council gives its final seal of approval in March 1990.

21. With the final approval of the Plan the development phase is brought to a close. We enter a new stage of follow-up and control, considered fundamental to the Plan's success.

#### II.1.5. Backup Activities

22. Coinciding with working out the Plan, a series of events was programmed to promote the Plan and present its strategic objectives and techniques to the public and public organisations. Specifically this was achieved by three Technical Conferences and an Exhibition.
23. The First International Technical Conference was held in Barcelona on 20-21st June 1988 under the heading: «Experiments in Strategic Planning in Cities and Urban Areas». At the beginning of the process, the object was to analyse a series of experiments in cooperation between economic and social agencies in the public and private sectors, strategic planning on the levels of region, city, or a city's most significant components: Birmingham, Munich, Milan, Rotterdam, San Francisco and Amsterdam.
24. The Second International Technical Conference, at the end of the development process (29-30th November 1989), focussed on the analysis of «Scenarios for the Future», or the context in which Barcelona is to develop over the next few years: Regional Structure

as one of the aspects under modification as a result of technical changes and the coming into effect of the Single European Act; the economy, job market, real sector and currency; Public Administration, with regard to its flexibility in meeting demands, a basic reference point in any perspective of the future; and lastly, the basic theme of People was considered in the perspective of the year 2000. Four topics for consideration that suggest ways of structuring the strategies of public administration, organisations and private enterprise.

25. From another slant, and while the Plan was getting under way, another problem became evident: the development of the central areas of the city in relation to its periphery or neighbourin townships. This suggested the joint organisation of a conference in conjunction with the Strategic Plan of Santa Coloma, the Metropolitan Area of Barcelona, and the Generalitat of Catalonia, on «A New Social and Economic Balance in the Metropolitan Area», held in Santa Coloma on 14th and 15th December 1989.

26. The final event to support and promote the Plan consisted of an exhibition on «Barcelona, Scenario for the Future», held at the University of Barcelona from 20th December 1989 to 20th January 1990. The exhibition was divided into two interrelated parts. The first aimed at providing people with information on the Strategic Plan and getting their opinion. In the second, 72 organisations and businesses expanded the hard core of the Plan and contributed their projects for the future as they affected the Plan's three main dimensions: People, Businesses and Infrastructure. More than 95.000 people visited the exhibition and in addition more than 4.000 expressed their opinion on the city.

#### II.1.6. Contents

27. The Barcelona 2000 Economic and Social Plan consists of:
  - 1 General Objective
  - 3 Strategic Lines
  - 9 Specific Objectives
  - 13 Subobjectives
  - 59 Measures
28. The General Objective. This is the objective to be achieved through Plan's implementation. It provides the necessary frame of reference that defines the overall character of all strategies of the Plan. It arose as a result of defining a series of opportunities and





possible advantages to be gained from modifying the urban environment. It underscores the consensus of all participating organisations to advance in a predetermined direction.

29. The Three Strategic Lines. They constitute the key means by which the city moves from the present situation towards the target situation. The lines indicate three strategic areas in which there exists a consensus towards defining objectives and specific measures which can serve as the basis for implementing the Plan.

30. Each of the three strategic lines consists of a series of specific objectives which are to be attained within it. These nine objectives are at the same time the means of attaining the General Objective.

31. The 13 Subobjectives are clusters of the 59 measures, means or tools that have to be implemented to achieve the specific objectives of each strategic line and thereby implement the whole Plan.

32. The organisation of the Plan is as shows the scheme on this page.

33. The measures are each accompanied by a descriptive file containing the following generic information: a) Description; b) Reasons; c) Connection with the Plan's general aim; d) Disadvantages accruing from non-implementation; and, e) Organisations principally involved in implementing the measures.

34. As already mentioned, the specific data shown in each descriptive file are not homogeneous. The chief reason for this is that the measures do not all follow exactly the same pattern. In some cases projections for measures are far advanced and thus do not show problems of quantification or definition. In others, on the other hand, the situation is different. They may be measures that certainly need to be undertaken, but which have not yet matured sufficiently or reached the level of a project. In these cases the implementation process is responsible for speeding up the steps required reach project level.

## Contents



### II.1.7. The Plan's Significance

35. The Barcelona 2000 Strategic Plan has three key dimensions: Participation, City Project and Feasibility.

36. The Plan was worked out by:

190 Organisations and individuals on the General Council and the Executive Committee. 3 Institutions on the Advisory Committee. 21 experts in analysing the city's diagnostic. 526 representative individuals on the Technical Committees.

These figures lend substance to the claim that the Plan has been built on public participation. As a result, it can be said that the city of Barcelona, through its institutions and citizens, is a living city that can plan its future on a full awareness of the present. But it should also be said that the Plan fills a real necessity.

37. The participation of organisations belonging to the various Public Administrations (Central, Autonomous and Local), together with organisations and corporations in the public and private sectors, as well as business and individual experts, contributes a second notable characteristic to the Plan: It is truly a city project that, by enlisting the cooperation of the public and private sectors, has shown itself to be an effective instrument for solving the problems of modern society. In an indefinable way, the fact that the entire city is involved in the project gives it the nature of a self-fulfilling prophecy, with some guarantee of success.

38. As has been mentioned, the degree of individual and organisation consensus that has been reached provides a guarantee for the Plan's success. In addition, however, the Plan's feasibility derives from the contents itself. The Plan is ambitious, but at the same time it is the result of careful thought and reflection. As a result, the various measures

proposed have differing degrees of potential depending on the time required for their implementation, but are solidly established through the studies and analyses carried out by the Technical Committees that worked on the projects at the time of their integration into the Plan.

39. It should be added that the Barcelona 2000 Economic and Social Plan is not static. It is presented with the intention that changes, modifications and fine-tuning will be introduced while the Plan is being put into effect. In addition it is assumed that revision or overhaul will be necessary every three or four years. In this sense it should be noted that a not inconsiderable aspect of the Plan is its usefulness as a tool to spur strategic thinking about the city.

40. Lastly, another key significance: Getting the planning process into gear in itself means that one of the goals set has already been achieved: the consolidation of the city's growth and the quality of life of its inhabitants after 1992. In this sense the Plan has already broadened the outlook of the organisations, businesses and citizens of Barcelona.

41. One of the distinguishing marks of a Strategic Plan is, as we have seen, its use as a decision-making tool in a changing environment, beyond any consideration of the future as a simple projection of the present.

42. In this sense it seems evident that the context in which Barcelona acts is not that of moving in a straight line continuing the present situation; rather, it undergoes alterations radical enough to modify conditions in an evolution similar to that of the last few years.

43. Hence, the chance of implementing a Strategic Plan is increased by the realisation that some very considerable alterations will have to be made. As a result, and through the diagnostic of the city and its surroundings, we should be able to pin-point the opportunities which are right for creating the kind of city we want and have the power to be.

**The degree of individual and organisational consensus that has been reached provides a guarantee for the Plan's success.**

**The Three Strategic Lines constitute the key means by which the city moves from the present situation towards the target situation.**

**Each of the the three strategic lines consists of a series of specific objectives which are to be attained within it.**





44. From the present perspective three changes in the urban environment can be foreseen that are crucial: a) Redefinition of the city after the Olympic Games have been held; b) Realignment of the city as a result of the consolidation of the Single European Market and more recent events in Europe (countries of Eastern Europe and the CEE-EFTA agreements); the process of post-crisis adaption. These three aspects have already been considered in the previous section, at the beginning of working out the Plan.

### II.2.1. Holding the Olympic Games

45. From the time Barcelona was nominated Olympic City, the project of the Games has involved direct and indirect investments to an amount of approximately a billion pesetas. This includes a series of projects related to basic infrastructures, transport systems, sports facilities, accommodation, hotels... But it also implies speeding up other projects relating to telecommunications, urban development, ring-roads... Unquestionably, the sudden accumulation of such a large package of projects in an 8-year period is generating an economic expansion in the city of noteworthy proportions at the same time as it offers greater attractions for placing new investment in industry and services.

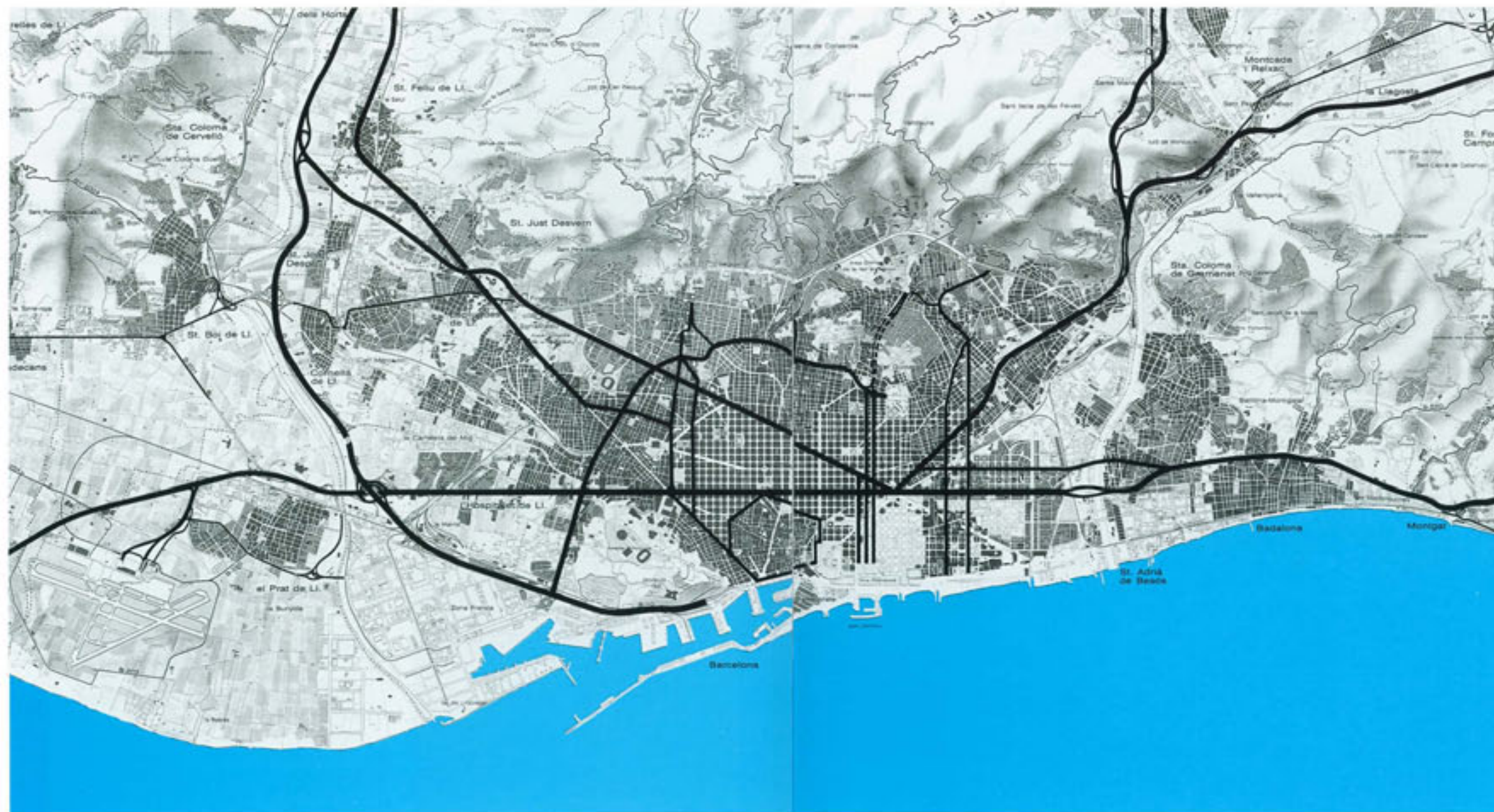
46. The map showing the changes that the city effected in the highway systems reveals the improvements in access to the city and its relation to the surrounding area. Direct benefits from this urban restructuring include greater liveability, a new orientation of the city towards the north, a new area for expansion, and a new dimension for the city in its relation to the sea.

47. It is also a fact that the nomination of a city for the Olympic Games triggers a greater international projection. In the last few years the image of Barcelona and an awareness of it in the outside world immediately increased, and will continue to grow at an increasing rate until the Games are opened. On the international level an event like this generates a set of expectations concerning tourism, leisure, business enterprises, and even residency. We must take advantage of these expectations if we are to place the city in a position most favourable to its interests.

48. The following diagram shows the changes that will result in a redefinition of the city after the Olympic Games.

**From the present perspective three changes in the urban environment can be foreseen that are crucial: a) Redefinition of the city after the Olympic Games have been held; b) Realignment of the city as a result of the Consolidation of the Single European Market and more recent events in Europe; c) the process of post-crisis adaption.**





#### A redefinition of the city after the Olympic Games

Direct and indirect effects of the impact of the Olympic Games:

An investment of 1 billion pesetas over 5 to 6 years:

- Basic infrastructure.
- Transport infrastructure.
- Sports facilities.
- Housing.
- Development of service industries.

Territorial impact:

The improvements in infrastructure will have a positive effect on accessibility and the articulation of the city with the surrounding areas.

The international projection of the city:

- Its image abroad
- Better and greater knowledge about the city

49. These changes brought about by the Olympic Games are projected on to the city's present situation in line with the diagnosis.

Improving its potential:

- Brings into prominence its geographical location
- Acts as a catalyst to the local economy
- Enhances its attraction for tourists

Reducing its weaknesses:

- Urban decay of certain areas
- Improvements in the public services of an infrastructural nature

Making the present situation worse:

- Possible increase in land prices

50. At the same time they create opportunities which tend to bring improvements to the city and its surrounding area such as:

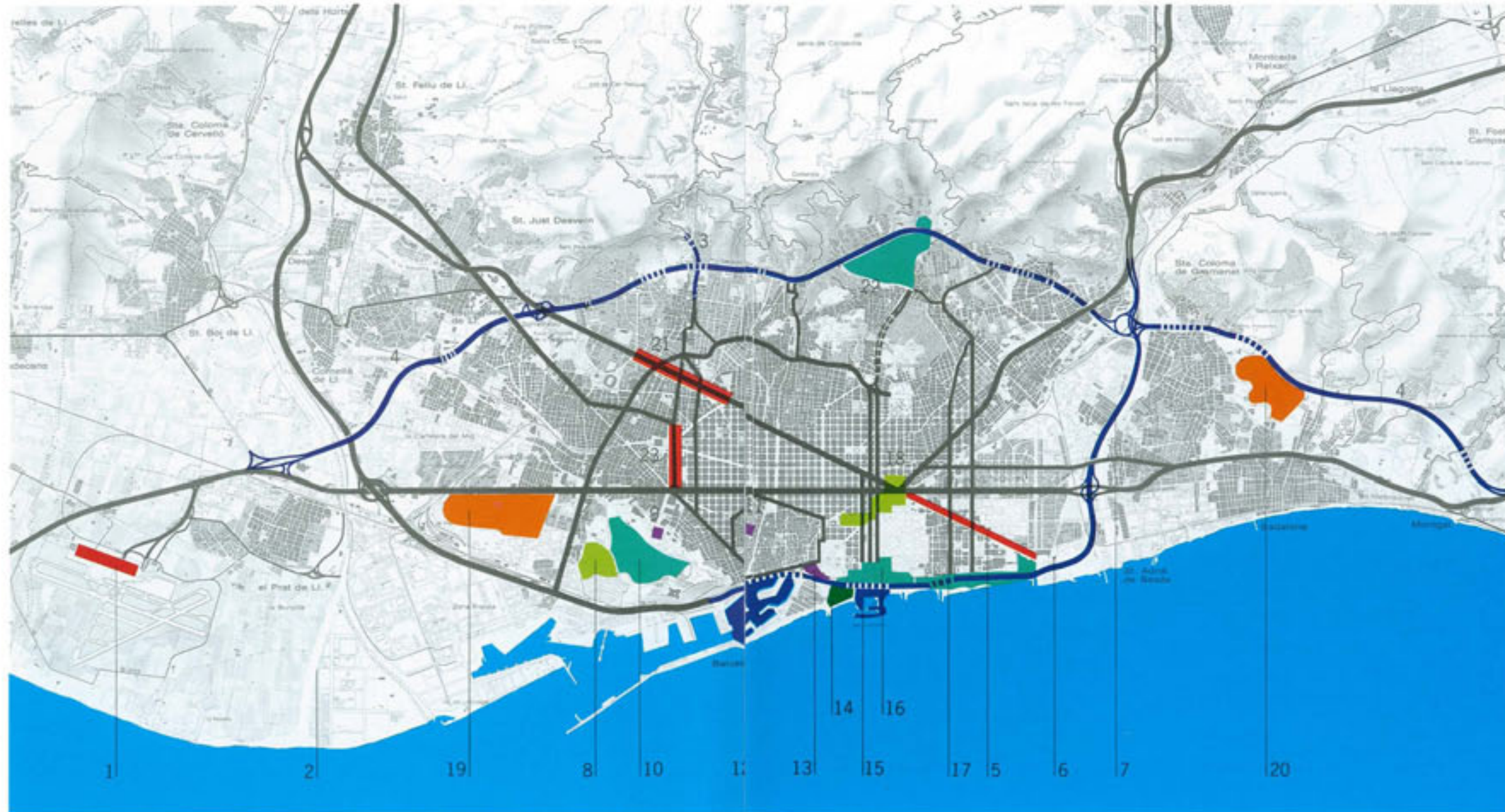
- An increase in investment aimed at improving the competitiveness of the infrastructure
- The attraction of foreign investment to improve its image
- An improvement in the quality of life of its inhabitants by means of a more balanced distribution of housing and amenities throughout the area
- Opening out towards the real metropolitan city with the aim of improving its infrastructure.



## Barcelona after 92

According to the projects under way and at present planned.

- |                                                |                                |                                                                                         |                                                                       |                                         |                               |
|------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------|-------------------------------|
| 1. Extension of the airport, central building. | 6. Suppression of the railway. | 10. Olympic Ring: Olympic Stadium, Sports Hall, INEF, urbanization of the olympic area. | 14. Mar Park.                                                         | 18. Park, Auditorium, National Theatre. | 22. Valle de Hebrón area.     |
| 2. Deflection of the river Llobregat.          | 7. Littoral ring road.         | 11. Casa de la Caritat.                                                                 | 15. Yachting harbour.                                                 | 19. Padrosa area.                       | 23. Opposite to Tarragona St. |
| 3. Tunnel of Vallvidrera.                      | 8. Migdia Park.                | 12. Old Port.                                                                           | 16. Olympic Town: housing, infrastructure, offices, Conferences Hall. | 20. Batllória-Montigalà area.           | Hotels: 5.300 beds.           |
| 4. Ring road (second ring road).               | 9. Catalanian Art Museum.      | 13. Remodelling of the France Station.                                                  | 17. Athletics track, Olympic Town Pavilion.                           | 21. Business area of Diagonal Av.       |                               |
| 5. Extension of Diagonal Av.                   |                                |                                                                                         |                                                                       |                                         |                               |



The metropolitan area of Barcelona appears as a disseminating nucleus which is evidently important in the context of a region formed by an area of 15 million inhabitants.

### II.2.2. Re-aligning the city following the consolidation of the Single European Market

51. The connotations, the circumstances and the future of Europe are certainly parameters to be considered when prioritising and confronting the task of strategic planning.

Three aspects deserve special attention.

1. The Single European Act
2. The network of European cities
3. Europe's prospects in the international arena

### The Single European Act

52. It is now well known that as from 1993, the Single European Act will become fully operative. This Act, understood as a process of gradual integration of the states that are members of the European Community, opens up a new horizon in the field of the inter-relation between territory, both in regard to the movement of goods, people, capital and culture, and also to organisations and economic activities.

53. At the same time, this framework of free circulation will give rise, of its own accord, to a number of instances where the flow is greater, concentrated in areas or macro-regions which, by their economic, demographic or even geographical nature, already show a certain configuration.

54. In this sense, the metropolitan area of Barcelona appears as a disseminating nucleus that is evidently important and noteworthy in the context of this macro-region which is formed by an area of 15 million inhabitants.

55. A great deal of the potential of the towns and cities in the macro-region will be brought out by a policy of cooperation that reinforces the potential of each of them and optimises the overall result as a point of reference for the South-west of Europe.

56. In this sense, the events in Eastern Europe make such a policy of cooperation advisable in order to guarantee the economic and social progress of this area at a time of considerable change.



## The macro-region



57. The Single European Act may mean, therefore:

- A process involving the integration of economic and infrastructural policies of the member states of the European Community.
- A Single Market of 320 million people. Greater competitiveness in industry and services.
- A re-evaluation of the factors affecting firms' competitiveness taking account of territorial and infrastructural factors.
- A greater mobility of goods, people, capital and also economic organisations and activities.
- The configuration of new macro-regions as a function of the inter-relation and the establishment of connections among them.
- A greater competitiveness and specialisation of the territory.
- An increase in the tendency towards cooperation and collaboration between cities.
- The need for a balanced social policy.
- The strengthening of culture as an element of European integration.

58. These changes reinforce the opportunity for Barcelona to form part of a new European macro-region with a high potential for progress.

59. This opportunity rests on Barcelona's strong points as listed below which flow from the analysis that has been carried out:

- A manufacturing, commercial and logistical tradition.
- A broad and diversified labour market.
- Good teaching centres for training business managers.
- A strong, dynamic economy and good perspectives enhanced by the knock-on effects of the Olympic Games.
- A rich and diversified range of culture.
- A creative city.

60. At the same time action needs to be taken in respect of the following weaknesses:

- The articulation of the Greater Barcelona area.
- The difficulty of locating major projects due to the shortage of space subject to town planning and of land for building on with the necessary services and infrastructure.
- The shortage of large local firms.
- The shortfall in the level of up-to-date services to underpin industrial competitiveness.
- A certain lack of balance in vocational training and a lack of economic resources that make for difficulties in the normal development of universities and other





The urban areas, with a tendency towards expansion, are the usual way in which services of all kinds are on offer for the development of social and economic life. The opportunity seems obvious: to consolidate Barcelona within the network of Eurocities as a means to ensuring a better standard of living for its inhabitants.

- educational establishments.
- A loss of decision-making power by the financial sector.
- The poor cover provided by the social welfare system.

#### A network of European cities

61. In this same vein, a factor that clearly differentiates Europe, consists of the network of cities that today go to make up the nucleus with the greatest urban concentration in the world. This state of affairs, which is clearly to be seen, if nowhere else, in the fact that over 70% of the population lives in towns or cities, with a marked upward trend as the horizon of the year 2000 approaches, obviously needs to be taken into consideration.
62. The urban areas, with a tendency towards expansion, are the usual way in which services of all kinds are on offer for the development of social and economic life. They become the basic nuclei for the development of facilities for housing, leisure, education, culture, the setting up of economic activities and also for other activities associated with urban development such as well as others related to social welfare.
63. Urban areas tend to play a leading role in setting the standards for social and economic life in Europe and are, in consequence, as essential reference point when it comes to valuing, estimating and quantifying a whole series of considerations that are becoming more and more significant such as:
- The level of the quality of life.
  - The appearance of new activities.
  - New trends in the labour market.
  - Economic development.
  - The environment.
64. In accordance with the analysis, the elements favouring Barcelona's integration into the network of European cities are:
- Administrative centre and capital of Catalonia.
  - The nerve centre of one of the most important metropolitan areas in the south of Europe.
  - Its good international image.
  - The prospects for a good quality of life.
  - Its cultural dynamism and openness to European trends.
  - Its spirit of enterprise.
  - Its large population.
65. As regards its weak points, the analysis points to:

- Pockets of poverty in the old city centre and outlying districts.
- The difficulty in finding suitable sites for large-scale projects due to the shortage of space subject to town planning.
- The shortage of large local firms.
- The lack of certain factors of capitalisation.
- The lack of coordination among the different spheres of public administration.
- Infrastructure relating to accessibility and reception.
- Noise, water and sewerage.
- The poor coverage and functioning of public and social welfare services.

66. The opportunity for Barcelona in this field seems obvious. It is to consolidate its insertion into the network of Eurocities as a means to ensuring a better standard of living for its inhabitants.

#### The prospects for Europe in the international context

67. Europe is undergoing a re-working of its economic, political and social structures. The economic development of other territories (especially in East Asia) point to a possible change in the weight of Europe within the world. The smaller relative weight of its GNP is made up for by the increase in its decision-making capacity and by the technological modernisation of its economy.
68. Similarly, it must be borne in mind that the maintenance of the pace of the European economy is related to the supply of energy. To sustain the trend of growth and preserve the environment require a process of research, technification and diversification of sources of energy that are at present based on sources that give rise to problems of dependency and with the environment.
69. The comparative advantages of Common Market Europe vis-a-vis other zones, are structured around:
- The greater cooperation and articulation of the European Community.
  - The modernisation and technification of its economic sectors.
  - The development of advanced sectors.
70. Prospective studies of the European economy point to continuity of growth, albeit in a context of rapid and major sectoral transformations, based on the evolution of technology and on changes in demand and in markets. In this respect, the participation of different countries in the European decision-making centres constitutes an opportunity

#### The eurocities. The population.

Fund: Délégation à l'Aménagement du territoire et à l'Action Régionale (DATAR). May 1989.



to keep up with these rapid changes without the danger of being left behind for want of being in the key places.

71. Europe also holds out the prospect of substantial transformations in its political and administrative make-up (changes in the management of the public sector, cooperation between the public and private sectors...) and, more specifically, in the perspectives of community policy.
72. The policy of cooperation promoted by the European Economic Community represents the only effort of this kind anywhere in the world that, certain difficulties notwithstanding, is managing to consolidate. As these actions are taken further they offer a new, global frame of reference and at the same time introduce a way of looking at territorial balances that makes it easier to move towards models that are more flexible and closer to the citizens affected. This evolution will favour the development and specific weight of the regions, which are naturally already taking shape, and will prove beneficial to the economic progress of the cities that are part of them.
73. Within this framework of European political perspectives, the recent events of rapid evolution (and revolution) in the East cannot be forgotten.

74. It might be thought that a change will come about in the process of re-balancing Southern Europe leading to a strengthening of the position of the whole centre of the continent. This circumstance will undoubtedly benefit the regions of this central Europe to the detriment of the regions in the South-west.

75. Barcelona and its macro-region may therefore be left in a less central position than the frankly favourable one it enjoys today. A way to maintain and strengthen the opportunities that exist at present may be found if advantage is taken of the market that is opening up in these countries. This could be brought about by making use of our potential in intermediate technologies and, especially, as already mentioned above, by boosting the cooperation and the internal cohesion of the macro-region.

76. In regard to the social side of things, the transformations that are forecast will have an effect on the trend of the population of Europe to grow old and on the expectation of immigration, especially of people coming from the South (Africa) and Eastern Europe.

The policy of cooperation promoted by the European Economic Community will favour the development and specific weight of the regions, which are naturally already taking shape, and will prove beneficial to the economic progress of the cities that are part of them.





77. The European perspective, therefore, holds out for us a series of opportunities. In the economic field, to keep a close eye on the rapid sectorial mutations that are taking place on the continent of Europe and which require us to develop our service structure aimed at firms. In the field of politics, the chance to enter into more flexible schemes of public management and of cooperation between the public and private sectors. In the social field, the chance to find global solutions to problems which are not strictly local.

### II.2.3. The re-adaptation process of the post-crisis period

78. From 1982 onwards, the Spanish economy, and that of the EEC, embarked on a phase of rapid expansion —with growth in our country, as of 1986, around the 5% mark— that should be situated within the context to which it belongs, following on a crisis with considerable economic, social and technological consequences.

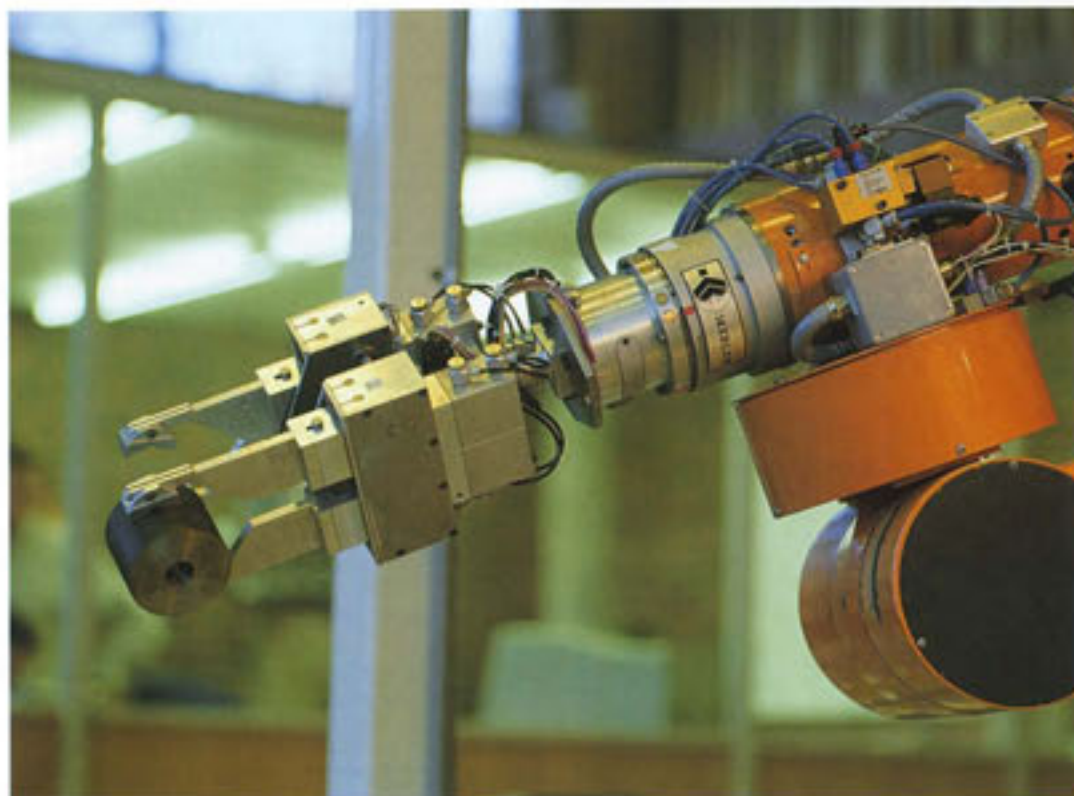
79. In fact, with hindsight, rather than thinking of it as a period of expansion, it is more appropriate to conceive of it as a period of adaptation and transformations leading to an economy based on new sectors, new technologies and also on new raw materials. And from all these changes there arise, as is logical, certain social consequences that are not altogether taken on board or realised. In this way, the Strategic Plan has to provide an answer to the requirements that the future economic framework holds in store for us. This is an unavoidable necessity in order to achieve sustained, stable growth.

80. In this process of re-adaptation it is worth pointing out that science and technology have acquired a position of fundamental importance in the world of economics and in the makeup of society. There are four reasons underpinning these assertions: a) Science is more and more part of industry, and industry is more and more part of science; b) A process of de-materialisation has come into being shifting the accent from goods to services, from products to functions, from tools to relations and from means to ends; c) The new technologies are more and more of a kind that rely on combinations or systems; d) Innovation depends on knowing how to integrate processes.

81. These changes in the technical system have been accompanied by profound changes in the four basic pillars of modern technology, namely energy, materials, live beings and information/communication.

From the standpoint of the present, we can see a period of adaptation and transformations leading to an economy based on new sectors, new technologies and also on new raw materials.





**Education and training, at all levels, become the key to achieving a balance in society.**

82. In this context, information technology has emerged as the key to the challenge of the future. On the one hand, if it fails to become an expert in new technologies, the survival of «independent» and creative industry in an economy that operates on a world scale is in grave jeopardy. On the other hand, new technologies must be promoted in such a way as to benefit society as a whole, helping to deal with the present-day problems of unemployment, education, social communication and energy use among others.

83. The major topic underlying all these remarks is the question of the creation/destruction of jobs as a possible result of the impact of technology. In this sense, the spread of new technologies is no guarantee, on its own, that jobs will be created. For that to happen, three conditions are necessary: a) The innovation must involve new uses of technology; b) The users at a local level must participate in defining the objectives for which it is applied and the way this is to be done; c) There must be cooperation among firms on a European level, between the public and private sectors, etc.

84. Education and training, at all levels, thus become the key to achieving a balance in society. The challenge and the opportunity are clear: to reinforce the systems of science and technology in order to ensure economic and social progress within the European framework that is currently taking shape.

#### **II.2.4. Synthesis of the analysis of the urban environment and the diagnostic of the city**

85. On the basis of the analysis and the considerations arising from it of the changes in urban environment, and the diagnostic of the city, it is possible to arrive at the following synthesis:

— The scenarios for the future point to the following: a) an increasing internationalisation and interconnection of the European economies; b) continuing growth, albeit at a slightly slower pace than in the last few years; c) a new social, political and economic configuration of central and eastern Europe; d) a tendency of urban areas to expand in regard to the services of all kinds on offer for the development of the social and economic life of the various countries; e) a more prominent part for formulas of cooperation between public and private bodies in the



kinds of intervention into the economy; f) the development and expansion of the regions that are naturally taking shape within the European context; g) an aging of the European population (more pronounced in the North); h) continuing dependence as regards energy; i) rapid sectorial changes; j) increasing importance of scientific and technological systems; k) increasing importance of information technologies; l) education and training as key elements in achieving social balance; m) the environment and quality of life become key elements in people's lives.

— Similarly, the diagnosis of the city shows that the city has a series of potential qualities from among which we can pick out the following for special mention: a) a redefinition of the city after the Olympic Games; b) a manufacturing, commercial and logistic tradition and culture; c) a broad and diversified labour market; d) good educational establishments for the training of business managers; e) a good image and knowledge of the city abroad; f) the fact that it is the administrative

centre and capital of Catalonia; g) that it is the nerve centre of one of the most important metropolitan areas in the south of Europe; h) a highly dynamic economy; i) a good climate.

— And a series of weak points strongly centred on: a) the lack of articulation of the greater Barcelona area, that is the real Barcelona; b) a shortage of large local firms; c) the little weight of advanced services to facilitate the firms' competitiveness; d) the difficulty in finding suitable sites for major projects due to the lack of space subject to town planning; e) a loss of weight by the finance sector; f) shortfalls in vocational training, lack of resources in the universities; g) pockets of poverty in the old inner city and outlying districts; h) environmental problems (noise and water).

**Part III**

**The Barcelona 2000:  
Economic  
and Social  
Strategic Plan**





### III.1. The Plan's overall aim and the strategic lines

86. Within the framework of the scenarios for the future provided by the analysis that has been made of the urban environment, and bearing in mind the possibilities that arise from the city's potential qualities and weak points, it is necessary to define the overall aim that it is hoped to achieve with the Barcelona 2000 Economic and Social Strategic Plan.

87. This aim must logically also be formulated in keeping with the kind of city that is desired. And what is desired is a city that will ensure the economic and social well-being of its inhabitants, with a quality of life in line with what modern technology, services and the quality of the environment permit.

88. Given Barcelona's potential, the configuration of a dynamic metropolis, with a sound economic base stemming from its industrial component, could be consolidated if action is taken in respect of the new factors affecting competitiveness that are already dominant or are predicted for the future: «training — a good services base — infrastructure».

89. Its geographical position, including the fact that it is on the coast, together with its economic weight, allow one to think of it as a good zone for the distribution of goods in an area where the trend will be for trade to increase.

90. The nearness to, and the good communications with, smaller but very dynamic towns and cities, go to make up a natural region within Europe over which it is possible to think of exerting an influence in order to increase its overall potential by means of cooperation.

91. We are therefore presented with the opportunity to order our economic and social dynamism within the framework of one of the new European regions that are taking shape with an important role to play in Europe's future and to exert a positive influence upon it by bringing to it a noteworthy industrial tradition and present as powerful elements — future and to exert a positive influence upon it by bringing to it a noteworthy industrial tradition and present as powerful elements of the zone.

92. It is quite possible, on the other hand, that the new dynamic entered into by the countries of Eastern Europe will heighten the necessity to intensify this type of European regional cooperation with the aim of not undermining the trends towards achieving a better balance between the north and south

within the European Community that had recently been seen. In this sense, it will be necessary to work to maintain the so-called arc of the north-eastern Mediterranean as one of the main axes of growth in Europe.

93. The continued economic growth that has been forecast is another opportunity to order, continue and deepen the economic and social changes that have been taking place over the past few years.

94. The role played by cities in providing all kinds of services also shows us the chance to tackle the restructuring of the Barcelona area and to shape it as the true city that is really is.

95. **With these preliminary considerations in mind, the General Council for the Plan passed the following as the overall aim of the Plan: to consolidate Barcelona as a go-ahead European metropolis exerting an influence over the macro-region in which it is geographically located; with a modern quality of life; socially balanced and deeply rooted in Mediterranean culture.**

96. This aim constitutes, in short, one of the elements in the model for the city to which it hopes to build over the course of the next few years. Its significance is the following:

97. **A European metropolis.** The city, in the sense of a centre for the production and distribution of services and as a space for living and working in, within a European framework, is not arranged as such. Many public and service administrations operate there, making for difficulties in the coherence and efficiency of their planning. In a word, this has a detrimental effect on the economic activities that are carried out there and on the quality and comfort of the lives of its inhabitants. If one of the most important things, among others, about a city is whether it is well served by transport from any point within it, then Barcelona has not yet qualified for the title of metropolis within a European context. This is, therefore, an important part of the overall aim of the strategic plan.

98. **A go-ahead European metropolis.** This implies two different, though complementary, concepts. In the first place, that of a go-ahead metropolis. A metropolis that generates sufficient resources for the economic and social progress of its inhabitants. In the second place, that of a go-ahead European metropolis. The European setting is the reference point for the production of our goods and services.



SALIDAS INTERNACIONALES					
INTERNATIONAL DEPARTURES					
HORA TIME	DESTINO DESTINATION	VUELO FLIGHT	MOSTRADOR COUNTER	EMBARQUE BOARDING	PUERTA GATE
14:15	AMSTERDAM	KLM 352	/	13:45	
14:30	NANTES	AVD 313	/	14:10	
14:30	ATENAS	AEA 978	/	14:10	
14:50	BRUSELAS	SAB 694	/	14:30	
14:55	NUEVA YORK	IBE 3957	/	14:35	
14:55	ZURICH	SWR 661	DI 804	14:35	
15:10	NIZA	AFR 1571	/	14:50	
15:20	VIENA	IBE 3804	/	15:00	



The cities of a region must cooperate in order to make progress together, bringing out the potential of each one of them, as well as of the other regions with which they also have dealings.

99. This partial aim has a series of requirements: a) the strengthening of our advanced services base in order to consolidate the competitiveness of the industrial base which we possess; b) the strengthening of our educational and training systems at all levels in order to bring us up nearer to the average level of productivity in Europe; c) the strengthening of our systems of technology in terms of creation and transfer; d) the strengthening of the channels and means of communication and information; e) the strengthening of a series of service activities with a certain initial level of development (design, software, audio-visual material, health, tourism and trade); f) the attraction to the city of international headquarters of firms, organisations and institutions of a national or international character; g) greatly improving Barcelona's accessibility and its articulation with the its surrounding area as one of the major elements in economic competitiveness. This accessibility should be understood in a double sense covering both internal and external accessibility.

100. To consolidate Barcelona as a go-ahead European metropolis exerting an influence over the macro-region in which it is geographically located. Some time ago now, private companies overcame their traditional

isolationism and adopted cooperation strategies in many differing fields as one of the most valuable tools in its ability to be competitive and, therefore, in its capacity for progress. Now, from the moment they consider the possibility of competing amongst themselves as business firms do, the cities have to take the same road in order to attract investments and also to ensure their progress and, in consequence, that of their citizens. It is not a question of acting as the capital of an area. Cooperation means something else. To be exact, it means being one of the leading axes, stimulating the flow of exchanges, defining strategies—certain particular strategies—in regard to operations both inside and outside the area, and making progress together by bringing out the potential in each and every one of its components as well as that relating to the other regions with which they also have dealings.

101. A European metropolis with a modern quality of life. Action taken in relation to the environment is one of the keys to the future of the different societies. And, in this sense, action taken to deal with pollution, noise and water are fundamental. But so too are good public transport and traffic conditions, good public services, the availability of housing at affordable prices, cultural, sports

and recreational facilities, the streets and squares, the level of education and community spirit and the personal services of its inhabitants.

102. A socially balanced metropolis. Although the term «balance» is not the most appropriate to describe present-day social realities, it seems right as an indicator of a tendency to avoid extremes. Education, at all levels, but especially at the early stages of children's education, is the key tool for combatting present and future social inequalities. Having access to cultural, recreational and sports facilities as guarantees of citizen participation, is another basic element in this part of the objective. Besides, in this connection, it is necessary to bear in mind the following: a) the polycentric pattern of the city, the existence of a potent civic centre characteristic of all large cities notwithstanding, with other nuclei also acting as focal points; b) suitable provision of housing for all citizens; c) a wide range of public services, social welfare and health provision; d) an optimal development of the transport network so that commuting daily between home and work is made easier; e) foreseeing the problems of the near future: more elderly people, more immigration; f) establishing channels for dialogue that contribute to the city's progress.

103. A metropolis rooted in Mediterranean culture. Creativity, art, design, lifestyles, the artistic and historical heritage, recreation, vegetation, residential districts, promenades, the open air, the sea, the mountains,... all these together go to make up a set of elements that are key in ensuring a type of quality of life, social welfare, of life that must be helped to make further progress in accordance with the model of the city we would like. These elements provide a suitable base for achieving the aim of the Plan, while at the same time bringing to Barcelona and its surrounding area an element which markedly sets it off in regard to its capacity for growth and progress, in keeping with its tradition and its significance in the history of Catalonia. The effort the Plan entails means completing this base with the culturalisation of technologies, with the promotion of the city's leading creative sectors, with the provision of spaces, instruments and infrastructure that allow participation in the debates about the city and the spontaneous creation of new cultural and civic activities.

104. In order to adopt this overall aim for the Plan, it was necessary to determine the key elements that would allow it to be achieved in practice, with the knock-on effects that would go with it. The three related strategic

Education, at all levels, but especially at the early stages of children's education, is the key tool for combatting present and future social inequalities.





lines of action that are part of this overall aim have been prioritised in accordance with the proposals made by the working parties and the subsequent debates to which they gave rise. We believe there must of necessity be limited in order to ensure they are adequately followed up.

**The first strategic line of action: to shape Barcelona as one of the leading centres of the macro-region**

105. The aim of the establishment of this first strategic line is to guide the main actions that are needed to shape the metropolis of Barcelona and for it to be considered as one of the fundamental axes of this European macro-region which would include Toulouse, Montpellier, Saragossa, Valencia and Palma de Mallorca together with Barcelona.
106. Paying special attention to the equilibrium of the metropolis, this line of action focuses particularly on the need to finish off the infrastructure that will make Barcelona accessible both internally and externally and on developing the infrastructure for tele-communications as basic channels for the circulation of people, goods and services of all kinds. It is undoubtedly one of the fundamental pillars for achieving that part of the Plan's overall aim which sets out to provide the territory where the social and economic life of the city is carried on, with the necessary administrative and physical means.
107. This line of action is fundamental, moreover, in the process of elaborating the territorial plan for Region I and in the whole process of re-defining the policy of cooperation amongst the municipal districts that border on Barcelona.
108. The strategic nature of this line of action is enhanced by its influence on all the economic activity carried out in the area and on the quality of life of its inhabitants. Likewise, it is considered to be a key line of action for modernising the productive sectors and for introducing the necessary flexibility required by the new systems of working.

**The line of action focuses particularly on the need to finish off the infrastructure that will make Barcelona accessible both internally and externally and on developing the infrastructure for tele-communications as basic channels for the circulation of people, goods and services of all kinds.**





**The second strategic line of action:  
improving people's quality of life and  
progress**

More and more  
the protection of  
the environment  
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on economic  
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world.

109. In the analysis of the urban environment, it was seen how education and training at all levels become the key to social equilibrium. And it was also seen how science and technology have acquired capital importance for the present and future dynamics of the world of economics. On the other hand, protection of the environment has an ever more direct bearing on economic progress as one of the components most related to the viability of society and culture in the present-day world.
110. In this sense, the plan seeks to bring out the fact that social progress —progress that benefits people— is not a residual element that must somehow be adapted to the evolution of economic progress, but rather one of its essential components. We have reached the stage where we can no longer speak of «social problems». We must talk of the ecological viability and the social viability that make economic growth possible.

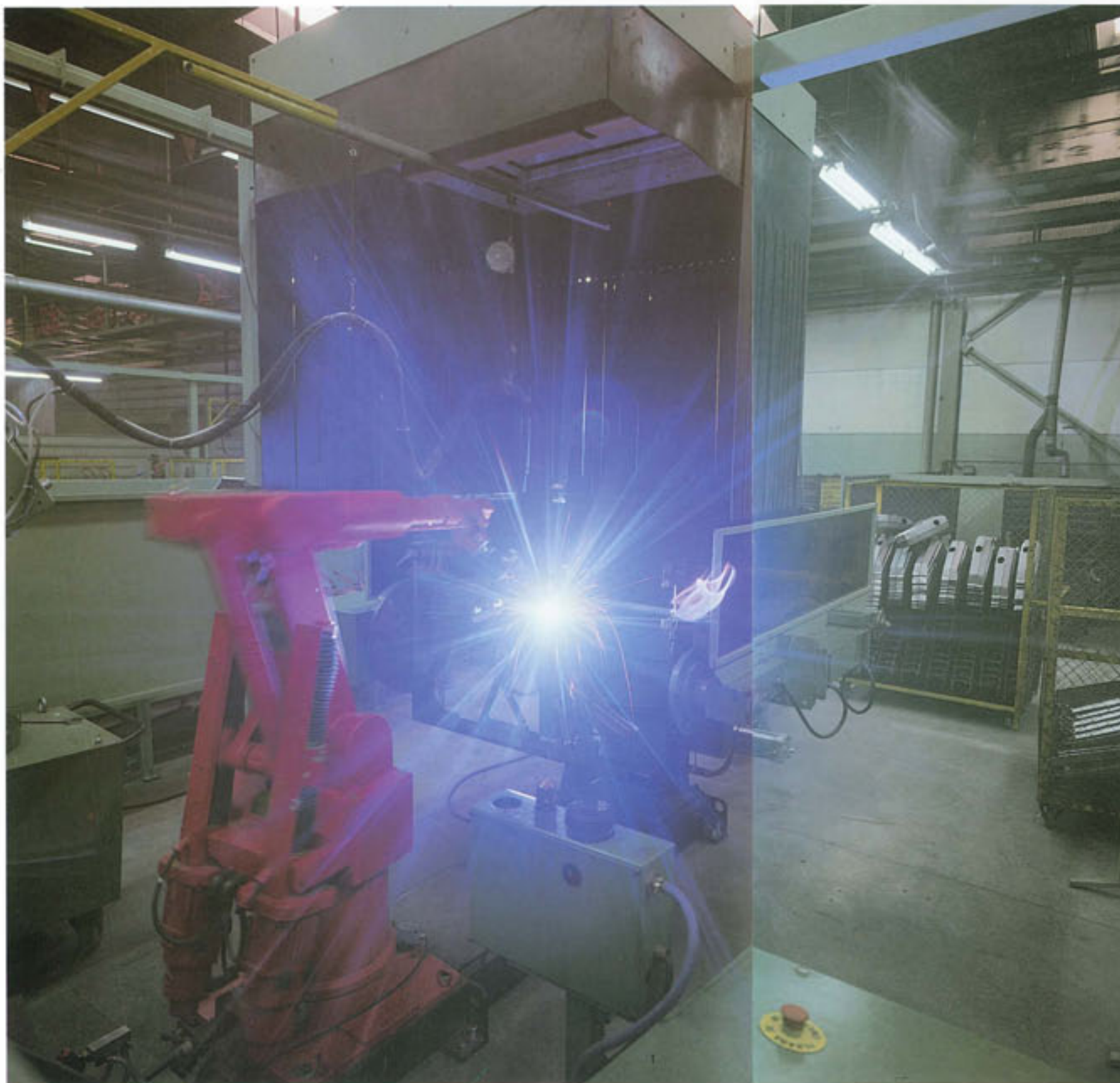
In prioritising this strategic line of action, the aim is to work with a selected number of specific objectives and actions which should ensure the Plan's viability from the human point of view. On the other hand, it will obviously be difficult to achieve the aim which we have set ourselves —that of making Barcelona into a European metropolis— without a quality of life that comes up to European standards, both in regard to the environment and to education and culture.

111. Four specific objectives are provided for. An improvement in the environment that includes, among other things, certain specially significant steps such as the planning of private traffic and the promotion of public transport; giving increased backing to education and research as an answer to the current challenge of technology, but also as a way to act upon social imbalances while children are still of school age; the third specific aim —improving the social equilibrium— also takes in the social housing problem; and finally, this line includes a series of actions affecting the city's cultural infrastructure.



Social progress  
—progress that  
benefits people—  
is one of the  
essential components  
of economic progress.





### The third strategic line of action: promoting industry and advanced business services

112. With this line of action the goal is to ensure that part of the overall aim that has to do with Barcelona as a go-ahead metropolis. It is obviously related to the second of the strategic lines of action —economic viability/ social viability— and with the first one, in regard to the particular competitiveness of the infrastructural factors of the base.
113. The thinking behind this line of action is to be sought in the need to build up a series of advanced services to business in the belief that without them, it will be difficult for us to maintain the dynamism of our industrial fabric and the dynamic trend of the economy in general.
114. With this idea in mind, three types of actions are planned. In the first place, it is necessary to have available a certain degree of infrastructure that will facilitate business activity. Nowadays firms need functional trade fairs, facilities for holding conferences and conventions, to be able to have up-to-date information about foreign markets at their disposal, to find business centres that make it easy to identify certain advanced services, etc. In the case of the second specific aim, the Plan places great emphasis on the fostering of technological innovation as one of the key elements in the social and economic development of the city. The types of action that come under this heading include the creation of centres for the dissemination of technology and, above all, the development of sectoral technological consultancy linked to the universities or other educational institutions such as, possibly, certain technical colleges specialising in particular sectors. Finally, the Plan makes a series of proposals concerning certain kinds of services would be worth while encouraging given the favourable disposition which the city has towards them.

**It is necessary to have available a certain degree of infrastructure that will facilitate business activity. The fostering of technological innovation has become a key factor in the social and economic development of the city.**





115. This chapter integrates the proposals made by the Plan in order to achieve its overall aim. In the first part, the complete schematic summary table is presented. In the second part are to be found the mini-dossiers which have been drawn up to explain the main features of the measures that have been proposed. We can recall here that these dossiers are not homogeneous because neither are the actions to which they refer. In some cases we will find well-defined projects while in others the avenues for action will have to be worked out more exactly during the subsequent monitoring and follow-up process.



### III.2.1. Summary table of strategies, aims, sub-aims and measures of the Barcelona 2000 Economic and Social Strategic Plan

Strategy	A. To shape Barcelona as one of the leading centres of the macro-region			
Aims	1. To insert Barcelona in the network of Euro-cities and metropolitan areas from all over the world	2. The articulation of the surrounding metropolitan area		
Sub-aims and actions	<p><b>Sub-aim: To improve the access to Barcelona from outside</b></p> <p>The airport system.</p> <p>1.1. The expansion of the infrastructure and a new management system for Barcelona Airport with the participation of other institutional and economic agents, in order to consolidate it as the centre of communications for the South of Europe.</p> <p>The railway system.</p> <p>1.2. To hasten the projects for rail links with Europe (track gauge and High Speed Train), in the sections Border-Barcelona-Madrid-Valencia.</p> <p>The port system.</p> <p>1.3. Expansion and specialisation of Barcelona's port facilities.</p> <p>1.4. An integrated port management system covering dispatch, customs clearance and inter-modality.</p> <p>The road system.</p> <p>1.5. To complete the network of major roadways in Catalonia (island, Pyrenees and Puimorén).</p>	<p><b>Sub-aim: to improve the territory's internal accessibility</b></p> <p>2.1. To reach a minimum of 120 kilometres of metro (underground) lines or similar fixed structures for passenger transport.</p> <p>2.2. Re-plan the metropolitan bus routes in a complementary relationship with the underground network, strengthening its orthogonal character and taking advantage of the new ring-road infrastructure to set up bus routes.</p> <p>2.3. To get the Regional Express running.</p> <p>2.4. To achieve a single transport authority.</p> <p>2.5. To improve the motorways and dual-carriageways leading into the city, paying special attention to the way they are able to link up with each other so that they act as real urban roadways within the metropolitan area and increase the capillarity of the approaches into the city.</p> <p><b>Sub-aim: to create an information and tele-communications infrastructure appropriate to the demands of the year 2000.</b></p> <p>2.6. To ensure that the city's basic telephone network is fully functional in the period from 1989 to 1992, bringing the network's structures and exchanges into line with the demand for the services on offer today and in the future.</p> <p>2.7. To ensure that by the year 2000 there are sufficient lines of the Digital Network of Integrated Services (XDSI) and mobile, automatic and personal telephones available, as well as the experimental introduction of broad band networks into Region I.</p> <p>2.8. To press for the introduction of statutory requirements for the provision of services in the construction of all infrastructure and housing in Catalonia.</p> <p>2.9. To introduce the distribution of cable TV.</p>	<p><b>Sub-aim: to re-balance the metropolitan area</b></p> <p>2.10. To establish the 10 Areas of New Centrality in Barcelona and complete the structure of areas of new centrality in the Metropolitan Area of Barcelona.</p> <p>2.11. To carry out the planning that has been approved, both in regard to new urban developments and the PERIs (Special Plans for Internal Reform).</p> <p>2.12. To create an instrument for co-ordinated management covering the whole metropolitan area for the promotion of land.</p> <p>2.13. To consolidate the 10,560 hectares of woodland parks as a natural heritage of special interest to the inhabitants of the city.</p>	<p><b>Sub-aim: recommendations for the Region I Territorial Plan</b></p> <p>2.14. To achieve institutional recognition of the social, economic and urban reality of the metropolitan area within the framework of planning for Region I.</p> <p>2.15. To determine the leading centres of Region I.</p> <p>2.16. The application of the Plan for Coasts and making good the damage done.</p> <p>2.17. The setting aside of land for industrial estates and areas for other similar activities.</p> <p>2.18. Car parks at place of origin, for residents and to keep cars out of the city.</p> <p>2.19. The removal of the railway line away from the coastal area.</p> <p>2.20. To introduce into the Territorial Plan those elements of the Strategic Plan which affect the territory.</p> <p>2.21. To ensure that the EEC regulations are complied with in regard to their environmental, urban and ecological impact in the case of all public works on infrastructure.</p>





Strategy	B. Improving people's quality of life and progress			
Aims	3. Improving the environment	4. To promote education, training and research at all levels as a means to progress	5. Increasing social opportunities	6. Prioritising cultural infrastructure
Sub-aims and actions	<p><b>Sub-aim: To reduce the present levels of pollution</b></p> <p>3.1 To reduce the noise level proceeding from various sources, including industry, by means of rules and regulations and by the introduction of sound barriers.</p> <p>3.2 To reduce the level of atmospheric, industrial and traffic-induced pollution.</p> <p>3.3 To dissuade traffic by means of not using cars and encouraging the use of public transport while favouring the delimitation of zones where the use of private transport is restricted.</p> <p><b>Sub-aim: to guarantee water resources</b></p> <p>3.4 To improve the quality of the water by means of sewers, purifying plants and programmes for treating the water and eliminating solid waste coming from industry.</p> <p>3.5 To take further steps to guarantee the water supply.</p> <p><b>Sub-aim: to improve the treatment and the elimination of solid waste</b></p> <p>3.6 To increase the capacity for incinerating and recycling waste.</p> <p>3.7 To make plans for an alternative to the Garraf.</p>	<p><b>Sub-aim: Education and training</b></p> <p>4.1. The creation of a number of centres for permanent education and training in advanced technologies, linked to technical schools and to the INEM (National Institute of Employment) as well as to other centres for the diffusion of technologies.</p> <p>4.2. To encourage the location of investigation centres and facilities through the creation of a scientific and technological park linked to the universities.</p> <p>4.3. To promote post-graduate programmes related to the needs of the labour market. It would be a matter of increasing the specialisation of human resources in the most advanced technologies.</p> <p>4.4. To give greater weight to the line of cooperation linking the university, business and society.</p> <p>4.5. The creation of an institute for vocational training with the participation of all the organisations and institutions affected, for the coordination, collaboration and planning together of vocational education and training, both within mainstream education and job-training schemes.</p>	<p><b>Sub-aim: To improve the balance within society</b></p> <p>5.1. To take steps to ensure, in the period from 1991 to 1994, that some 7,000 to 8,000 low-rent and moderately priced houses and flats are made available in the metropolitan area, including both newly-built ones and others coming from the second-hand market.</p> <p>5.2. To improve the school results of children from certain social backgrounds or neighbourhoods.</p> <p>5.3. To apply the all-round plans for the most depressed and needy districts of Barcelona that take into account the problem of unemployment especially among the categories of youth and women.</p> <p>5.4. To increase and re-condition the residential facilities for the elderly and especially to raise the number of places available in homes with wardens or care staff by 2,000. To step up the network of domiciliary services.</p> <p>5.5. To acquire the services and facilities necessary to put the re-insertion programmes into effect as well as making the re-insertion which is supposed to accompany the granting of the Minimum Re-insertion Income (Social Wage) a reality.</p> <p>5.6. Encouraging and promoting the capacity for initiative in the field of business, tapping the potential of economic associations such as cooperatives, labour joint-stock companies, employers' associations, etc.</p> <p>5.7. On the basis of the possibilities offered by the appropriate income tax rate, favouring the creation of a locally-based social foundation in order to finance strategic projects leading to a lessening of social imbalances.</p>	<p>6.1. To possess the cultural facilities and amenities that will consolidate Barcelona as the capital of Catalonia and increase its projection abroad.</p> <p>6.2. To bring culture within reach of all the inhabitants of the metropolis.</p> <p>6.3. To promote the culture of science and technology and to achieve a balance as regards artistic culture.</p> <p>6.4. To promote Barcelona as a market for art and avant-garde culture.</p>





Strategy	C. The promotion of industry and advanced business services			
Aims	7. The creation of basic infrastructure for advanced services other than roads and telecommunications.	8. Encouraging technological innovation for industrial progress.	9. The development of sectors with potential within the metropolitan area	
Sub-aims and actions	<p><b>Sub-aim: Basic back-up infrastructure for businesses</b></p> <p>7.1 The creation of business centres.</p> <p>7.2 The creation of a second site for trade fairs in order to facilitate the well-established large-scale shows.</p> <p>7.3 The construction of a Conference Hall.</p> <p>7.4 A distribution centre for southern Europe via the ZAL (logistic support zone) linked to the port, the air cargo terminal and the Integrated Goods Centres (CIMs) in the Vallès and the Baix Llobregat.</p> <p>7.5 The creation of one or more industrial parks in the Barcelona metropolitan area.</p> <p>7.6 The promotion of centres providing information about markets abroad.</p>	<p><b>Sub-aim: To provide easier access for firms to new technologies and information</b></p> <p>8.1 The creation of centres for the diffusion of, and information about, technology that gather information and documentation regarding new technologies, to serve business, especially small firms, cooperatives and labour joint-stock companies.</p> <p>8.2 To promote applied research and consultancy regarding technology as applied to particular industries.</p>	<p><b>Sub-aim: The promotion of sectors with potential that are not yet sufficiently developed</b></p> <p>9.1 To attract headquarters of institutions, companies and associations that operate on an all-state (Spanish) or international scale.</p> <p>9.2 To encourage development, most especially:</p> <ul style="list-style-type: none"> <li>— Barcelona as an urban tourist centre</li> <li>— Barcelona as a commercial centre</li> <li>— Barcelona as a centre for health care</li> <li>— Barcelona as a financial centre</li> <li>— Barcelona as a design centre</li> </ul> <p>Likewise, to stimulate other potentially important activities in the field of advanced business services.</p>	





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