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The following pages present the II Economic and Social Strategic Plan Barcelona 2000, approved by the General Council at a meeting held in the Salón de Cien of Barcelona City Council on 30 November 1994.

The general objective of the II Plan is to further the integration of the economic area of Barcelona into the international economy in order to guarantee its development in terms of quality of life and economic and social progress.

The potential of the renewed city, a consequence of action carried out before and during the period of the I Plan, together with the opportunities that the globalisation of the economy can offer, were decisive elements in this new agreement, which represents the objective of the II Plan.

Cities have become essential elements in the process of economic development and their areas have grown into reference points for every participant or element in this process. Social welfare, transport, housing, education and training policies -and not only those elements belonging to traditional economic policy- should now respond to the very specific needs of citizens who are becoming, more and more, the basic participants in the formation of a territorial agreement that guarantees their progress.

Therefore, cities should be provided with instruments that facilitate and strengthen this new culture of agreement and consensus as an essential element in producing a social response to the demands of the international economy. For this reason the Plan has encouraged the participation of the social and economic institutions of the city in the design of its strategy from the beginning. This participation is, without doubt, an asset that substantially reinforces the capacity of the city to take up the new challenges presented by the future.

This is one of the main purposes of the Strategic Plan Barcelona 2000. The experience acquired since the I Plan has contributed towards the formation of a culture of public participation, an example of commitment and partnership, that will be essential for the

second great transformation of the city during the period of the II Plan.

Nevertheless, the fact is that the Plan itself -its conception and methodology-has consolidated its position as an active reference point for other cities in Europe and Latin America, and will be analysed in university institutions all over the world. This is irrefutable evidence of the vocation of the city to achieve the objective of being present in the international arena.

The presentation of the Special Prize of the European Union to the best urban strategic plan in the European context was also a great encouragement to continue the work begun in mid-1985.

This is the Plan of the citizens of Barcelona. It is of citizens who have examined the future scenarios before the city and agreed upon measures to achieve them. It is of citizens who have adapted to the culture of change that the logic of the economy has brought about, but who do not renounce their social and cultural heritage. In this manner, strategic planning becomes a very satisfactory instrument for the optimum combination of these two forces.

This is also the Plan of the institutions of the city. It is of the institutions that support it and enrich it by providing the means of participation in the many facets of public life. These institutions, among which, obviously, is the City Council, now have a fundamental responsibility: the introduction of the measures of the Plan. This means the initiation of a subtle process, involving influence and relationships, that will allow a satisfactory final result to be achieved.

Barcelona is consolidating a new way to create a city. With the I Plan we started out on a route that permitted a momentous transformation of the physiognomy of Barcelona, providing the city with the infrastructures that befit a European metropolis. Now that we know the route, the maximum use should be made of all that has been done with the purpose of advancing towards a more open and a more dynamic Barcelona in a better position internationally. A city of quality. Of quality in the goods and services it pro-

duces, of quality to live, work and study in, or to visit.

Ultimately, this is what we should expect of the II Strategic Plan Barcelona 2000.

Pasqual Maragall
President of the General Council

The year 1992 was an remarkable year for the city of Barcelona. With the successful hosting of the Olympic Games, the city completed an extraordinary period of investment and modernisation that placed the city on the topmost levels amongst European cities.

Given the important changes in the city, and coinciding with profound changes in the political and economic situation, it was thought an opportune moment to begin the revision of the Strategic Plan, with the object of placing the next Plan within the perspective of the year 2000.

It was immediately verified that 70% of the measures proposed in the I Strategic Plan were already at the intermediate or advanced stage of completion and that Barcelona, in spite of a general economic crisis, was becoming a dynamic European metropolis with a high level of quality of life, and that the new modernised environment conducted the roles of the city outstandingly well.

With these results in hand, the Executive Committee of the plan chose to begin work leading to this II Strategic Plan, which was approved towards the end of 1994.

The II Plan is structured around a new general objective –to promote the economy of the Barcelona area in international markets–, considered to be attainable through 68 measures grouped into 17 sub-objectives and five strategic lines. In addition there is, evidently, the commitment of the member institutions of the Executive Committee of the Plan –a commitment that should be considered an essential part of the plan– and a mission: Barcelona, city of quality.

The first of the strategic lines attempts to facilitate the process of adaptation in the productive sectors of Barcelona to the new international market conditions. Its measures refer, in this direction, to subjects such as training, technology and the efficiency of services in the city.

The need to give action in Barcelona a dimension in the geographical environment of its area constitutes the thread running through the measures of the second line of strategy.

In the third line –social integration– the objectives point towards the need to put forward positive responses to new demands coming from the worlds of youth, older people and immigrants.

The fourth line concerns economic activity. It is obviously not about making sectorial differences. Rather it is about pointing towards large areas that are able to facilitate the integration of Barcelona into international markets. Logistics -the movement of people and goods-, information infrastructures, -that should allow new economic activities to be generated-, tourist attractions, university activities and those related to the health sector, all with the potential of strengthening the vitality of the city. Nevertheless, the proposal of at least maintaining the prominence of industrial activity in the area is none the less important.

The final strategic line situates the area of Barcelona in the world. Where should we make greater effort in order to have greater presence? Here the Plan points to four directions: the macroregion of which we form a part with a population of 15 million people and a radius of 300 km., made up of the area that includes the cities of Barcelona, Palma de Mallorca, Zaragoza, Toulouse and Valencia. Europe, clearly, should be the area in which to reinforce our sectors with the most comparative advantages. Latin America, an area coming out of underdevelopment should also be one where Barcelona plays an important role in relations and connections with its emerging markets. Finally, the same can be said of North Africa for reasons of proximity and the good prospects for economic and commercial cooperation.

This is the outline of the Plan. This outline, as has been said, is accompanied by a mission, by a powerful recommendation: that the response of the city to internationalisation should be by way of quality. Quality is understood as the effective functioning of all services in the city, both public and private, in order that consumers improve, on the one hand, their quality of life, and on the other, their standard of competitiveness.

This principle of quality was adopted by the Executive Committee of the Plan itself, with the public commitment to apply its measures according to the methodology of quality management. This means that each measure has a person or institution leading the implementation process, objective indicators that allow the state of this process to be measured and a terminology that communicates the exact meaning of what the measure attempts to solve.

It should be pointed out, finally, that when we refer to the economic area of the city we do so with the necessary flexibility to be able to take into account its various domains, from the municipal nucleus, to Europe, and the world, including the South European macroregion, the metropolitan region and the conurbation of Barcelona. For each of these different domains, the city should carry out different action.

Francesc Raventós
President of the Executive Committee

I. THE DOMAINS OF BARCELONA

When strategies for a city are considered, in this case Barcelona, the question of the geographical domain for which the measures should be defined and produced immediately appears.

Evidently, there would be little sense in focusing the matter on the strict domain of the city centre. Many strategies should refer to wider domains where they will acquire full effectiveness. An intercontinental airport or port require domains that cannot coincide with the city limits. Therefore, in beginning the text of the II Plan, it seems appropriate to locate the various limits of Barcelona.

- 2. The city of Barcelona, with a surface of 97.6 sq.km. and a population of 1.6 million inhabitants, is part of an agglomeration, together with other municipalities, the structure of which covers a total surface area of 171 sq.km. and a population of 2.5 million inhabitants. This area is the geographical domain with the greatest intensity in relations of mobility. It includes, as well as the city of Barcelona, areas of El Besòs and El Llobregat. Its continuous urban framework and the structure of its transport means that the nature and behaviour of the urban centres globally exhibits a functioning similar to that of a single city.
- 3. A second domain of reference is located in the metropolitan city, conceived of as the natural and logical domain of mobility to places of work. In this case we are talking about a population of 3.3 million inhabitants and an area of 648.2 sq.km.

Included in this domain is a second metropolitan ring with a much larger geographical area and other cities that act as autonomous centres but which are, in turn, fully incorporated into the metropolitan dynamic of Barcelona. This involves the natural size of the markets for labour, culture, training, housing, leisure... This is a spread-out city that also includes other vertebral elements, such as communication networks, regional transport, metropolitan parks, areas of industrial expansion, service cen-

tres and other facilities belonging to the region.

- **4.** At a higher level, a domain can be identified that is influenced by the city of Barcelona made up of the **Metropolitan Region**, spread out over 3,234.5 sq.km. and with a population of 4.2 million inhabitants. This concerns a domain that includes other cities with more autonomous growth based on industrial, tertiary and service locations with a strong local impact.
- 5. Barcelona is also the capital of Catalonia and forms part of a process of urban deconcentration based on a model of restructuring and growth in other expanding urban centres.

This process is identified, basically, by a demographic and productive deconcentration, especially in the industrial and tertiary tourist sectors.

6. The immediate domain of reference is the macroregion that is structured around the six cities: Toulouse, Montpelier, Zaragoza, Valencia, the City of Palma and Barcelona. This area has a population of 15.5 million people and is the natural and logical domain for the local market, for commercial exchange and institutional, university and business cooperation.

It is considered desirable to reinforce the importance and significance of this area of the south of Europe in relation to other areas of heavy economic, demographic and political concentration. In this domain Barcelona is attempting to assure its transformation into a European reference point as regards culture, demography, production and logistics.

7. It is necessary to place the following domain of reference in the context of the European market. The presence of Barcelona in Europe is taken for granted, as much for its historical roots as for the obviousness of its existence, as well as its vocation to be one of the most important centres of development in the south of Europe.

This domain specifically includes the strengthening of its relations with the Spanish national market as one of the most important productive, cultural and demographic centres in the country.

II. FROM THE FIRST TO THE SECOND STRATEGIC PLAN BARCELONA 2000

- 8. Four years after the start of the process of compiling the I Plan (and two after its approval), it seemed opportune to begin a consideration of the results that were being achieved from its introduction and of its own validity in accordance with the dynamics of a fairly changeable milieu.
- This new phase was begun with three types of evaluation that were carried out between the months of May and September 1992. These were:
 - II.1. Evaluation of the Plan
 - II.2. Evaluation of the city
 - II.3. Evaluation of the milieu

II.1. EVALUATION OF THE PLAN

- 10. With the Evaluation of the Plan an attempt was made to analyse the situation of, and the prospects for, the proposals included in the Plan, as a consequence of the work of the technical committees, from three viewpoints.
 - a) The view of the whole that evaluated the development of each of the objectives that the technical committees had proposed within the framework of the general objectives of the Plan.
 - b) A detailed view of the various proposals. This is to say, evaluation of the situation and the prospects of each measure of the Plan, related to the technical committees
 - c) The contribution of new proposals for action and objectives that, as a consequence of the analysis of the previous evaluation, could be included in the new perspective of the Plan.
- 11. The question was to arrive at a synthesis that allowed the placing of each of the measures into four groups depending on their degree of introduction: measures already completed or being introduced; measures not completed that had

lost their validity; measures not introduced but still valid and new measures that were necessary to anticipate.

12. The detailed view, the quantitative method of evaluation was carried out by means of record files, using a weighted points system according to the importance of the phase and the level of completion of each of the phases necessary for the final conclusion of the measure.

The technical committees completed as many record files as measures that corresponded to them, which finally allowed the level of completion of the 59 measures to be known.

Each record file included six stages grouped into two blocks. The first of these anticipated three phases, with a total weighting of 40% of the points, that corresponded to a situation that was still theoretical or conceptual. The other three phases of the second block had a weighting of 60% of the points and were related to a situation where the introduction of a measure was advanced.

To make understanding easier, the following describes the meaning of the titles of each of the sections of the record files.

Identification of responsible bodies

This was concerned with the degree to which it had been possible to define the measure, in the sense of finding the institution to which it necessarily corresponded to implement it.

Acceptation of the measure

This was concerned with the degree to which the measure had been accepted, in the sense that its validity was not discussed nor refuted and no alternative option was offered.

Design of the measure

This was concerned with determining the level of definition of the measure, that is if its suggestion was of a general, philosophical or abstract character or, on the other hand, it was already formulated in such a way that it could be carried out as it was.

Is it on the agenda?

The reply to this question was supposed to make known the extent to which the measure had been incorporated and accepted on the project agenda of the institution that had previously been identified as the body responsible for it.

Does it have economic resources?

The reply to this question evaluated whether the person or persons responsible for the measure had set aside economic resources or a section of budget for it, and whether these were available to carry it out.

Level of introduction

This simply concerns establishing the level to which the measure had been realised or implemented.

- 13. As a result of the evaluation of the Plan the following conclusions were arrived at:
 - A) Of the measures, 41% were at the advanced stage of their introduction (more than 50 points).
 - B) Of the measures, 31% were at the intermediate stage of their introduction (between 30 and 50 points).
 - C) Only 28% of the measures were at an earlier stage of their introduction.

II.2. EVALUATION OF THE CITY

- 14. If the evaluation of each of the measures was important, perhaps what we called the EVALUATION OF THE CITY was more so. This was the analysis of whether the city, considered globally, was advancing towards the objectives laid out in the I Plan.
- 15. This implied a more unified view (less fragmented) in relation to the initial diagnosis made in 1988. It was also a more directed or behaviourist view. We were interested in the city and its objective.
- 16. For this reason the evaluation was made taking as its subject each of the substantive parts of the objecti-

ve of the Plan. The question was whether Barcelona had consolidated itself as:

- A metropolis.
- A European metropolis with influence in the macroregion.
- · A dynamic European metropolis.
- A dynamic European metropolis with a modern quality of life.
- A dynamic European metropolis with a modern quality of life and socially balanced.
- 17. The task of analyzing each of these parts of the general objective was given to various institutions and individuals, coordinated by the Executive Committee of the Plan. The following individuals carried out the evaluations:

Consolidate Barcelona as a metropolis Josep Maria Vallès, Rector of the Autonomous University of Barcelo-

European metropolis with influence in the macroregion

Jordi Oliveras, Managing Director of the Chamber of Commerce, Industry and Navigation of Barcelona

Dynamic European metropolis

Carles Tusquets, Member of the Board of the Economy Circle

Dynamic European metropolis with a modern quality of life

Margarita Rivière, Journalist

Dynamic European metropolis with a modern quality of life and socially balanced

Salvador Giner, Professor of Sociology and Director of the Institute of Advanced Social Studies

- 18. The following facts regarding the integration of Barcelona in the METROPOLITAN AREA are conspicuous:
 - The metropolitan region of Barcelona seems to be at one of the final stages of maturity forecast in the theoretical models of metropolitan development. More precisely, it is at the stage where the city centre loses population while the immediate hinterland and the rest of the urban region gain.
 - Nevertheless, this demographic stagnation hides another fact: the increasing residential mobility of

the metropolitan population. A second metropolitan dynamic common to the larger European urban areas is the tendency to relocate productive activities. Various studies indicate that the industrial production that tends to leave the municipality of Barcelona is that of the least added value, and in this way the city is specialising in sectors of high added value and in new products.

- This form of tertiarisation is explained by the entire economy of the metropolitan area. Although these sectors have grown more in the centre of the municipality, in some areas of the second and third outer ring prices have increased more rapidly than in Barcelona. This trend towards diffusion of tertiarisation and the relocation of productive activities is similar to that observed in other large European urban areas.
- In 1990 the tertiary sectors in the metropolitan region employed 57% of the total active population while in the rest of Catalonia this figure was 43%.
- 19. This dynamic has, logically, positive aspects as well as bringing with it negative elements that can be overcome by integrating a series of sectorial policies into areas such as transport, road networks, land, housing, open spaces and the environment.
- 20. A second component of the general objective of the Plan was the DYNAMIC CHARACTER OF THIS EUROPEAN METROPOLIS. This idea implied the evaluation of:
 - a dynamic city, as much for its economic activity as the behaviour of its agencies,
 - that generates sufficient resources for its social and economic progress, extending its area of influence over a large part of the surrounding area,
 - that maintains a close relation with the Community market and
 - that develops its configuration in the direction of a centre of production and distribution of services.

- **21**. The following were defined as themes for evaluation:
 - Industrial activity. This concerned the determination of the number of new industries, the reasons for their location, the degree of openness to the exterior of companies and, in their turn, the degree to which foreign companies were established.
 - Training and research. This concerned the determination of the development of educational opportunity and permanent training. Similarly, the demand for technology transfer, the production of universities and their impact on the process of technological innovation were examined.
 - Competitiveness in the city. This
 concerns the examination of the
 production of services that support industrial and entrepreneurial activities as indicators of the
 level of competitiveness of the
 city as a centre for tertiarisation,
 favouring the development of
 service activities directly related
 to the industrial base.

The most suitable indicators were assembled for each of these themes. These indicators corresponded to physical characteristics (physical indicators) or to the capacity to generate effects on other activities (impact indicators).

- 22. As a result of the analysis carried out, the authors arrived at a positive evaluation: Barcelona was achieving the objective of converting itself into a dynamic European metropolis.
- 23. A dynamic European metropolis with a modern quality of life. It was not easy to evaluate correctly the degree of the quality of life that Barcelona had achieved. Nevertheless, the principal conclusion arrived at was that "in comparison" with other cities of its Spanish or European surroundings, Barcelona was better prepared to have access to a correct quality of life.
- 24. A certain model of a way of doing things became evident: the Barcelona model was a product characterised by a series of elements among which we can point out the following:

- . The human dimension of the city.
- The combination of tradition and innovation.
- The combination of public and private cooperation.
- Adaptation to its own physical, environmental and cultural conditions.
- Balance between centralised and decentralised decision-making.
- The understandable, instructive nature of the projects and their common objectives.
- The search for social consensus as a recognition of the plural nature of interests involved.
- The search to satisfy individual interests through the satisfaction of collective interests.
- Action that anticipates the long term as a whole as well as short term, immediate needs.
- **25.** As far as other more specific indicators are concerned, the results of the evaluation were as follows:
 - Traffic: Improved.
 - Public transport: A good level.
 - Environment: Improved.
 - Victimisation: Improved in relation to previous periods.
 - Housing: Continues to be a problem.
 - Prices: A serious problem.
 - Urban density: New infrastructures have reduced the sensation of distress.
 - Education: The general paralysis of the educational structures make action that facilitates integrated education absolutely necessary.
- 26. A condition of SOCIAL EQUILIBRIUM was the final element in the general objective of the Plan that was analysed. This concerned seeing whether the dynamic European metropolis with quality of life had or had not moved towards an improvement in its social structure.

- 27. The principal conclusion of this evaluation was that from the point of view of social inequality and internal disequilibrium, the conurbation of Barcelona had arrived at the end of the 20th century with a structure in which social differences, the degree of social integration, levels of internal conflict and measures of contrast between the rich and the poor, or between deteriorated districts and those in good condition, as well as levels of delinquency, poverty and insecurity in public places did not usually rise above levels in comparable metropoles in the developed European world.
- 28. At a more specific level, and not referring to socio-structural changes, a consequence of the global transformation of the society, but to those that have been produced specifically in the metropolitan area, the following facts are conspicuous:
 - Mobility, basically of young people, in the interior of the metropolitan area as a consequence of the increasing cost of land and housing.
 - The decline of the traditional class structure of the city has been replaced by the appearance of specific fragmented areas where specific problems are concentrated, such as prostitution, delinquency, drugs and social alienation and isolation in general.
 - Education will be the key to solving the problems of social disequilibrium. For this reason the need to increase attention to vigourous action in the area of occupational training is emphasised.

II.3. EVALUATION OF THE MILIEU

29. In the phase of adapting the Plan to the needs of the new perspectives of 1992-1996, the need became obvious to introduce the milieu of the city as an element in analysis and forecasting. This element would be added to the two already initiated, evaluation of the Plan and evaluation of the city, in order to have a complete basis of material available over which to raise the framework of the remodelled Plan.

- 30. Nevertheless, the milieu was a little difficult to define. It depended on various factors such a the cognitive power of the city (its capacity for access to sources of information), or the situation of the individual in selecting those elements that he or she believes could affect him or her most.
- 31. Ricardo Petrella drew a MAP OF THE MILIEU for us, that included six elements 1) Known elements (e.g. loss of population); 2) Elements of uncertainty accepted by everybody; 3) Elements of uncertainty not accepted by everybody; 4) Uncertainty understood as a dynamic of change; 5) Uncontrolled elements (e.g. earthquakes); 6) New emerging processes difficult to predict.
- **32.** Within this framework of a certain indefinition of the milieu eight elements of analysis can be considered a priori:
 - Limits to the development of the city: The growth of the city is not indefinite.
 - Transport
 - Financial resources
 - Identity
 - Technology: The basis for the production and distribution of wealth has changed as a consequence of a technology that has altered the concept of spacetime itself. Technology is transferred rapidly.
 - 3. The productive system: Changes in the productive system have now made compatibility between quantity and quality possible. This implies giving a strong impetus to training activities.
 - 4. Globalisation of production and technology: The systems of conception, development, production, distribution, publicity and logistics in general are organised through systems that operate on a global scale. (In a large number of sectors, 10 companies control 60% of the world market). Globalisation has increased the importance of cities in as far as the cities operate to a greater degree when they have a strong cognitive power.
 - 5. The process of European construction: Cities exercise a certain

- influence on the process of European construction itself, increasing the competitiveness of the European urban system.
- 6. The progressive importance of Asia: In as far as the coastal areas consolidate their productive importance, the productive capacity of Europe will alter.
- 7. Tribal identity: Increasing uncertainty gives an impetus to what is called tribal individualism, which is expressed in various xenophobias. Precisely the city will become the axis of the expression of this tribal individualism.
- 8. Fundamental changes in the role of the State: To a certain extent there is a certain crisis concerning the State in representative democracies that respond insufficiently to the demands of society. The Government of the city finds itself immersed in the same process.
- 33. All these subjects were the object of debates and reports requested from world experts, whose reports are gathered together in Working Document Nº 15.
- 34. Without doubt, in the reports and recommendations as a whole, the great key theme that, in some way or another, conditions and configures the new milieu of the city is the globalisation of the economy. From this are derived social and economic features that affect the future of the city in a decisive manner.
- 35. In the first place, the globalisation of the economy shows itself in two directions: the dispersion of productive activities and the concentration of the management of these activities. This concentration is favoured by new telecommunications and information technology.
- **36.** This dispersion of production, a consequence of social inequality and unequal salaries, as well as greater mobility of capital, generates the need for the advanced services sectors to concentrate not around the direct consumers but near to the places where decisions are made (insurance, auditors, publicity, finance, training centres for higher management).

- 37. This phenomenon of delocation-concentration is reflected in the situation and prospects of the cities themselves. Cities with traditional manufacturing production can lose opportunities in relation to cities that offer advanced services of high quality and added value.
- **38.** In the current milieu, the new rules for the location of economic activities are conditioned by the development of a quality economy. And this quality economy is clearly an economy of space (quality of work, quality of the environment, quality of services...).
- 39. This new milieu as a whole forms, as a consequence, an area of traditional economy in decline together with an area in expansion due to its capacity for command. Even so, the difference is fundamental. In the first case, the cities were an 'accessory' to a national whole that defined its economic development policy. Now, cities have become essential elements in that policy and their interests do not always coincide with those of their states or nations.
- 40. Cities, converted as a consequence into the reference points of this global economy, also have to be a consensus point between commercial logic based on the immediate profitability of capital and the logic of heritage that should take into account the symbols of social and cultural identity of the citizens.
- **41.** As well as the need for the participation of citizens, universities and centres of education become essential elements in a city that is seeking progress for its citizens in the framework of constant change that is part of a global economy.
- 42. From this perspective, not everything concentrates around some cities that concentrate the management of the global productive system and others on the way to decline as a consequence of specialisation in traditional production. The trend towards the decentralisation of production and towards the concentration of decisions has created the conditions for the growth of regional sub-centres that will fulfil, on another scale, the main functions of the leading cities in the world.

43. In all this prospect of a new milieu, that does not only mean a new distribution of activities but true social change, the analysis carried out presents us with a new form of social inequality. In the advanced cities citizens with high incomes due to their management training coexist together with citizens with very low salary levels who work in many and varied activities supporting the central activities.

OF THE II STRATEGIC PLAN

- **44.** The basic elements that form this II Strategic Plan based on the potential of the area of Barcelona were:
 - III.1. The consolidation of the trend towards a new world order.
 - III.2. The new role that cities may have in the new world scenarios and the opportunities for Barcelona after the I Plan.
 - III.3. The scenarios that the citizens of Barcelona find desirable.

III.1. THE CONSOLIDATION OF THE TREND TOWARDS A NEW WORLD ORDER

- **45.** A series of new scenarios have been formed at the geopolitical level that may have an effect on Barcelona. Two facts have changed the political situation existing until a few years ago noticeably.
- **46.** On the on hand the **reformation of the countries of Eastern Europe**, which without doubt has altered the distribution of forces in effect in Europe since the Second World War, The Mediterranean arc, as it is appearing, could be affected by this clearly emerging central Europe.
- 47. On the other hand, the democratisation process in Latin America opens up new opportunities that will contribute towards much more attention being given to an impor-

- tant part of the world that, years ago, was in a state of latent potential. Its situation as a pivot between the Atlantic and the Pacific, as well as the linguistic connection, offers opportunities for Spain and, obviously, for Barcelona.
- **48.** Apart from these positive facts, the geopolitical scene also presents us with some more negative features. Ethnic, racial, and religious conflicts create new areas of disturbance that affect areas of the world which, in many cases, are at a little distance from Barcelona.
- **49.** Finally, **the construction of the European Union** also finds itself in difficulties, because of the events just described, which do not contribute towards clarifying the unfolding of the European model, that is a reference point for the public.
- 50. In addition, the enlargement of the European Union towards the North and the East will do nothing other than accentuate the tendency to reinforce the London-Brussels-Frankfurt-Milan axis, with a high concentration of politico-economic decision-making centres. The areas more remote from this axis could become marginated. Because of this the relaunching of the Mediterranean axis will be vital.
- 51. With regard to the geo-economic situation, the most conspicuous events are, without doubt, the changes that are appearing in the ranking of the competitiveness of countries.
- **52.** A study by the World Economic Forum showed this trend clearly. Within thirty or forty years, the position of countries like Spain will have changed noticeably. As well as a fall in ranking from position 25 to 39, it should be pointed out that there will be 13 countries of the Pacific area ahead (now 8), 4 Latin American countries (now 1) and 4 Eastern European countries (now none).

It can also be seen from the table in the main text that the few European countries that are to be found in the top 20 countries in the 21st century ranking have growth rates of a maximum of 3.6%, while the Asian countries, with few exceptions, are all above 8%.

- 53. It is necessary to consider, as a consequence, a clear realignment of the world economic map. From a map with the Atlantic at its centre, when Europe and Spain occupied a central position, to a map with the Pacific at its centre, with Spain on the extreme left surrounded by one of the most backward areas in the world.
- 54. In fact, on the urban coast of China, from Tianjin to Canton, most connected to Singapore, Hong Kong and Taiwan, there are optimal conditions for achieving elements of growth: a domestic market, an educated population with great respect for learning old industrial traditions, access to capital, commercial networks and informed individuals.
- 55. The formation of new commercial areas, Mercasur, Free Trade Agreement (NAFTA) clearly accentuate this tendency towards a realignment of the world economy and the appearance of new areas of economic centres.
- **56.** These political and economic changes create, in their turn, a broad series of disfunctions with regard to the previous framework.
- 57. World overpopulation (almost 100 million new human beings each year) together with the fact that 93% of this increase occurs in the underdeveloped areas of Africa and Latin America, will mean a remarkable increase emigration, which today covers 2% of the world population.
- 58. In spite of the sharp demographical increases, these are not the direct cause of large migratory movements. The direct cause must be found in disequilibrium with regard to resources and work opportunities. Spain, logically, is not detached from this fact. In the last decade this has gone from 180,000 to 400,000 people, and this obviously brings and will bring considerable problems of social integration.
- **59.** Another emerging fact is **the ageing of the population**. In 1950, 5.1% of the population were 65 or more years old. In 1960 it was 5.9%, with the prospect that it would rise well above 10% or 15% towards 2025. In spite of the fact that this

- phenomenon affects all countries in the world, it is in the advanced countries where the situation is most complicated, as the figure was already over 10% in 1980.
- 60. Apart from the phenomena mentioned, overpopulation, emigration and ageing, the new political and economic world situation is creating other problems derived from industrial delocation from the advanced countries to the new emerging countries. In the search for cheap labour (but also sufficiently educated), and the proximity of new markets, manufacturers are moving from one country to another in the new context of the world-wide enterprise.
- 61. The consequence of these movements are large pockets of unemployment that are constantly being created in the more advanced European countries, and that will reach incredible levels, most of all in long-term unemployment.
- 62. Another consequence of these high unemployment rates is the restructuring of some labour markets that are based upon their homogeneity and which will now be multiplied into numerous options and types of contract.
- 63. It is calculated that in the year 2000 there will be no developed country where traditional workers that produce and move products will be more than one sixth or one eighth of the total labour force.
- 64. All this leads towards a new global situation typified by the globalisation of the economy and the fact that the decisive factors of production are not now in capital, nor in the land where work is done. They are in knowledge.
- 65. These seem to be the bases of the new world order, which at the moment present themselves as a possibility that is emerging, but with consequences that are difficult to imagine in the present context.

III.2. THE NEW ROLE OF CITIES IN THE NEW WORLD ORDER

66. In the new world order that is forming, the role of cities in relation to nations and states is changing.

- Many writers have put forward this idea. The new international division of production, some say of labour, affects the concept of nation-state. The logic of the global market does not pay attention to the place where the product is manufactured and therefore the large enterprises, transnational by nature, cross frontiers and remind us constantly that they act, in spite of all their divisions, as an entity. To a great extent they are out of the direct control of states.
- 67. This combination of spatial dispersion and global integration, in conditions of continuous concentration of property and economic control, has contributed towards the principal cities having a strategic role at the current stage of the world economy. In addition to their long history as centres of commerce and global banking operations, important cities function as command posts in the organisation of the global economy.
- 68. The internationalisation and expansion of finance has certainly meant the growth of a great number of smaller financial markets, and this growth has matured the expansion of global industry. Even so, the principal centres of control and business management of industry have concentrated in only a few prominent financial centres, especially New York, London and Tokyo.
- 69. Obviously, the sharp growth in telecommunications has made this combination of dispersion of production and economic and financial control possible.
- 70. The explosion in telecommunications can be viewed with various indicators: the volume of business (which more than doubled between 1983 and 1993, to rise above 400 million dollars); the reduction in prices in all of the countries of the OECD; growth in the number of lines; growth of international calls; the increase in the use of mobile telephones...
- 71. As has already been analysed in paragraphs 34 and those following, this double occurrence of decentralisation/concentration brings new opportunities with it, and new conditions for cities. On the one hand, as is obvious, a few cities

that develop functions that could be described as global management will see their position reinforced. These are the cities that have a high concentration of financial services and advanced services for enterprises available. They are also key locations for the more innovative activities, from the point of view of supply as well as demand.

- 72. If some cities are able to exploit the new opportunities afforded by this concentration, others, on the contrary, will be affected adversely by the delocation of industry. They are those cities with a manufacturing tradition of factory production that are not able to confront the new situation of global competition. These cities could be affected by a new, more or less accentuated, process of decline.
- 73. These being the two extremes of the new situation of cities, it is also obvious that this presents positive intermediate situations. Within a framework of international economic activity regional subcentres will be created around those urban agglomerations that have adapted to the new situation. These are cities that have specialised in specific activities focused on global markets and that have developed a base of efficient services of quality in order to make this economic activity as a whole possible. Finally, they are cities that are active in the fields of innovation and technology.
- 74. Lastly, those cities should be mentioned that are large urban agglomerations that have arisen as a consequence of a heavy process of internal immigration caused by national economic disequilibrium, where a large number of human and social problems are concentrated. These are found in countries that are beginning to develop their economic potential, but without having found ways towards a social structure that avoids the great problems of underdeveloped or marginal areas.
- 75. What are, therefore, the options that we can contemplate for a city like Barcelona in confronting these new scenarios? Three possibilities can be examined.
- 76. Continue as if nothing had happened in our situation would have the

problem of plunging the city into a process of loss of the capacity to create wealth and new jobs for its citizens. The crisis in the strongly traditional industrial sectors in the city and the lack of elements to confront competition from producers in emerging countries would give impetus to this tendency towards decline. Obviously, this is considered an undesirable option.

77. The opposite option would be to place Barcelona on the level of one of the global cities mentioned. This would mean a sharp acceleration of the process of losing industrial importance at the same time as a strong impetus to occupation in the most advanced service enterprises.

Given the starting point, this option was considered unlikely.

78. In its geographical and historical environment, Barcelona seems to us to be an international city, open to the logic of commerce (that is the processes belonging to a market economy) at the same time as it is endowed with a plentiful cultural heritage.

In addition, it also has sufficient elements available of innovation, creativity and training that, together with all the changes made in the fields of infrastructures in services, communications and telecommunications, mean that the conditions for being an internationally important city can reasonably be fulfilled.

- 79. It is necessary nowadays to be aware that to be an international city and maintain that position is an indispensable condition for a city's own internal development. At the same time it cannot be an important city in all areas. The position of the city should be based on a scheme of objectives and actions that plan the development process in accordance with its potential and possibilities.
- **80.** The opening up of a city to the international flow should be part of a framework of coherent development that assumes the capacity to control and direct this new dimension. If this is not so, the city runs the risk of a predominance of the logic of the market over the logic of the heritage of its citizens.

81. With these ideas in mind it was considered that within the framework of the II Strategic Plan the option could be to provide substance to the consolidation of Barcelona as an important international city. This implies the introduction of elements capable of improving the capacity for competition of its activities, an increase in the added value of every one of its activities in the global economy and the accentuation of the international character of those activities with greater capacity for projection.

III.3. SCENARIOS DESIRED BY THE CITIZENS OF BARCELONA

82. In forming the objectives and the broad characteristics of the II Plan, a series of desirable scenarios were taken into account that, in some way, should constitute the horizon to which the city projects itself. More exactly, were considered:

ECONOMIC SCENARIOS

SOCIAL SCENARIOS

GEOGRAPHICAL SCENARIOS

- 83. As economic scenarios, we imagined some renewed productive sectors with a capacity for permanent adaptation through training and technology. An opening up to new areas of occupation giving access to a broader range of possibilities. A city fully integrated into the new ideas of the information society. A reasonable capacity to compensate the natural mutations that should occur in different sectors, assuring the maintenance of the relative importance of our industrial capacity. A strong presence in a series of activities in which the city has opportunities in the international milieu. Finally, a greater presence of Catalan industry in the decisionmaking bodies in economic policy at various levels of the Administra-
- 84. The positive integration of older people and immigrants in society would constitute the prime elements in the social scenarios foreseen. Training, occupational as well as university, is seen as a key factor in the permanent renewal of our society. Nevertheless, one of

our most traditional weaknesses, knowledge of languages, can also be seen as one of the challenges to be overcome within the internationalisation of the city. A labour market subject to profound changes also merits a more sensitive response. Finally, cultural facilities are envisaged that have an importance parallel to that which it is desired to give Barcelona.

85. In the area of geographical and urban scenarios we have a vision of a true city region, well connected in itself and with Catalonia and its macroregion. A city which encompasses the new social, economic and cultural infrastructures, within a framework of high quality public services.

IV. THE II STRATEGIC ECONOMIC AND SOCIAL PLAN BARCELONA 2000

IV.1. THE OBJECTIVE OF THE PLAN

86. Using all the elements previously analysed, the Executive Committee proposed, as an objective of this II Plan,

The accentuation of the integration of the Barcelona area into the international economy with the purpose of assuring its growth in terms of economic and social progress and advances in the quality of life.

- 87. This general objective is, therefore, a consequence of the opportunities offered by the new global situation that we have been analysing, but it is also a consequence of the new potential that Barcelona offers. This potential was created by the strong impetus to investment of the Olympic Games and the application of the measures of the I Plan.
- 88. Barcelona has changed its physiognomy and its dimension in the course of the last few years. It has gone from a lineal design around Diagonal to a circular form. This

- has meant a radical transformation of its relation and connections to the totality of its area.
- 89. In their turn, the improvements experienced in its external connectivity, physical and in telecommunications, in its university and cultural facilities, in the administration of its port, in the doubling of its Trade Fair capacity, in the new airport, the strengthening of postgraduate programmes..., have given it a dimension that has little to do with that of years ago.
- 90. If a great part of the effort has been concentrated on the transformation of the physical image of Barcelona, it seems coherent that now, the II Plan confronts, as a general objective, the exploitation of this transformation and it concentrates upon the opportunities that this globalised world offers cities such as contemporary Barcelona. To this end it will be necessary to centre efforts upon bringing this new dimension to the productive milieu of the city. This is not because of a predilection for economics, that is not the case, but to assure the social and economic progress of its inhabitants.
- 91. It is proposed, taking a step forward in relation to the I Plan, that an indicator will be available for each of the measures that will allow the exact measurement of the level or the relative situation of its implementation.
- 92. Nevertheless, all the items that this objective includes lead to the consideration of a procedure to accompany them with a mission in quality. In other words, the internationalisation of the city cannot be assumed without the public and private services being at the level of some minimum standard. In its turn, the item social progress itself should be subjected to the corresponding indicators of quality.
- 93. Naturally, this quality should be considered as a positive accompanying element in achieving the objective of the II Plan in full, but also in the inverse sense as a negative cost in the case of what is called non-quality.
- **94.** Quality however, that should not be considered as an abstract process, but as a result of the applica-

- tion of a definite methodology that comes from, as with strategic planning itself, the field of enterprise: the process of quality management.
- 95. This methodology will be applied in the course of the process of introducing the Plan from a twofold perspective: the introduction of each of the measures, in accordance with the process of quality management, and the provision of impetus and support to quality controls in those sectors related to these measures.
- 96. It is proposed, taking a step forward in relation to the I Plan, to guarantee that the level of implementation of each measure can be determined with the corresponding indicators. In the section concerning the introduction of the measures this item will be explained in more detail.

IV.2. CONTENT OF THE II STRATEGIC PLAN

- **97.** With this general objective and with the mission of quality of the city, the II Plan was structured with the following elements:
 - THE COMMITMENT OF THE EXECUTIVE COMMITTEE
 - FIVE STRATEGIC LINES
 - SEVENTEEN SUB-OBJECTIVES
 - SIXTY-EIGHT MEASURES

THE COMMITMENT OF THE EXECUTIVE COMMITTEE

98. The declaration approved by the General Council of the Association Strategic Plan Barcelona 2000 in its meeting on the 30 November 1994.

On 2 November 1988, with the constitution of the General Council of the Economic and Social Strategic Plan Barcelona 2000, a new experience in strategic urban planning was inaugura-

ted. Its basic principles of broad institutional and public participation, rigorous debate on the processes of the transformation of the economy and society and the prioritisation of action, have allowed the introduction of a culture of collective anticipation of events that has resulted in a remarkable exploitation of the opportunities offered to our city and, in turn, has become a model for a growing number of cities all over the world.

Two years later, on 19 of March 1990, in the Salón de Cien, the General Council of the Plan solemnly signed the approval of the I Plan, with the commitment of assuring the introduction of all the measures.

With the I Plan, the city of Barcelona proposed, in agreement with the general objectives, to convert itself into a "dynamic European metropolis, with influence on the macroregion in which it is located, with a modern quality of life, socially balanced and firmly rooted in the Mediterranean culture". Even if not all its measures have been applied to the same degree, in particular those of a 'social' character, it is certain that the change in trend of the city towards a new economic and social dimension, in a changing context, has occurred.

Today, a new stage is beginning with the presentation of a new objective and a group of measures that will permit the reinforcement of the projection of Barcelona towards the future.

With this II Plan an attempt is being made to 'accentuate the integration of the Barcelona area into the international economy to guarantee its growth in terms of economic and social progress and advances in quality of life; this means a model of a city fully integrated into the new conditions of a global economy in which the quality of services and the training of human resources become the key to progress in a society characterised by a process of permanent change

But this quality and training have to be expressed in firm and imaginative action in order to respond adequately to the problems that this same society brings with it. These demand a threefold act of integration with regard to young people, the elderly and immigrants, as well as other elements alienated by social division, with the purpose of assuring their incorporation into the life of the city.

We are fully aware, therefore, that this projection of Barcelona's future, once a new dimension as a city is consolidated, should be centred upon, now, in increasing the capacity of its citizens to improve their quality of life and to adapt themselves to the progressive internationalisation of social and economic events. Because of this, the institutions that are members of the Executive Committee of the Association Strategic Plan Barcelona 2000, accept co-responsibility and the commitment, together with the 181 institutions and individual persons members of the General Council to:

- a) Contribute all their efforts and those of their institutions to achieving the objectives of the II Economic and Social Strategic Plan Barcelona 2000. This is to say 'to accentuate the integration of the Barcelona area into the international economy in order to guarantee its growth in terms of economic and social progress and advances in the quality of life'.
- b) Begin, from this moment, the process of introducing the 68 measures of the II Economic and Social Strategic Plan Barcelona 2000, according to the methodology of participation and commitment that will assure the maximum efficiency of this basic stage of the Plan.
- c) Encourage and stimulate the start of an authentic Total Quality programme in all strategic activities and services with the object of converting Barcelona into a city of quality.
- d) Centre the attention and efforts of the Association Strategic Plan Barcelona 2000 on the monitoring of the process of implementing the II Plan, with the purpose of correcting it, as a dynamic Plan of action, in as far as new events make it advisable.
- e). Convoke periodically the General Council of the Association with the purpose of giving an account of the progress of the quality indicators of the Plan and its measures.

FIVE STRATEGIC LINES AND SEVENTEEN SUB-OBJECTIVES

- 99. To achieve the general objective of the II Plan, the Executive Committee approved five strategic lines as a framework within which to develop the corresponding subobjectives and measures.
- 100. The first of these lines attempts to assist the process of adaptation of the economic sectors of the Barcelona area to the requirements of the international economy. To this end it proposes action in the fields of training, technology and efficiency in public and private services in the city.
- 101. The second strategic line concerns the territorial dimension of Barcelona and underscores the need to give action taken the dimension of this geographical environment.
- 102. The third strategic line refers to social integration. It involves advancing proposals directed towards the generation of a positive response to new demands for social integration. In a special way, this line contains measures that seek the positive exploitation of the trend towards an ageing population, greater integration of young people into our society and the anticipation of the problems of immigration as a growing phenomenon.
- 103. In fact, these first three lines constitute the supporting surfaces of a hypothetical airplane that could symbolise the image of the II Plan. Without social equilibrium and some mechanisms for constant adaptation of our productive mechanics, in the framework of a wellproportioned economic area, it would be difficult to achieve the general objective of the Plan.
- 104. Continuing with the example of the hypothetical airplane, the fourth strategic line would be its body, its fuselage. Here an attempt is made to strengthen a series of economic activities which, without wanting to exclude any, could assure the presence of the city in those international

fields of reference. Logistics, activities related to information infrastructures and sectors related to health are considered three key sectors in this line. Added to this are possibilities for carrying out all types of university activity as elements, in this case, that create activities and wealth and develop the potential of a tourist sector which , without doubt, could accept considerable growth. Given the industrial tradition of Barcelona, the maintenance of significant activity in this sector is also considered a strategic factor.

- 105. The fifth and final line, the situating of the Barcelona area in the international economy, would be, as is logical, the rudder of the airplane in our example.
- 106. The macroregion of Barcelona, the whole area of the six cities (C-6), is the natural market of the city. It is also the ideal framework in which to carry out a series of activities and projects that are impossible to imagine in a smaller environment. A good position in Europe seems clearly obvious. We form part of this region and as such we share a good part of our cultural, historical and commercial exchanges.
- 107. The Latin American countries are considered, in the II Plan, as relevant centres of interest. Their evident process of democratisation and the clearing up of their economies, which are gradually consolidating themselves, together with the ease of linguistic communication, mean that it is possible to think of a reinforcement of relations with the Barcelona area. Finally, the Mediterranean, and fundamentally the North African countries, should be among the important reference points for our city.

Strategy I: Facilitate the process of adaptation of the economic sectors of the Barcelona area to the international economy

Objectives

I.1. REINFORCE TRAINING **TECHNOLOGY** STRUCTURES

Sub-objectives

I.1.1. Up-date the structure of the educational system to social needs and the needs of the sectors of produc-

Measures

1.1.1.1 Introduce and make quality evaluation systems effective in the training systems of the city.

Indicator: Number of institutions that apply quality control programmes.

Percentage of institutions affected.

1.1.1.2. Organise and maintain work groups made up of representatives of the productive sectors, universities and other educational centres with the purpose of detecting deficiencies in training in the productive system and rectifying them by expanding training opportunities.

Indicator: Establishment of work groups.

Proposals put forward.

1.1.1.3. Create consortiums for the development of occupational training in the Barcelona area, with the participation of all the agencies involved and promote the development of a continuous education system, capable of establishing close ties with the productive system and of relating occupational training to statutory technical training.

Indicator: Number of consortiums established.

Types of action carried out.

Number of students on work practice.

programmes that facilitate technological innovation 1.1.2. Stimulate

1.1.2.1. Stimulate action that generates a new dimension in the relation university-enterprise, with the object of achieving a higher volume of contracts for technology transfer.

Indicator: Annual turnover of technology transfer centres.

Reach a figure of 15,000 million pesetas in contracts by the year 2000.

Measures	1.1.2.2. Attract research or secretarial bodies connected to various programmes
Sub-objectives	
Objectives	

OF PUBLIC AND PRIVATE I.2. IMPROVE THE EFFICIENCY SERVICES IN THE CITY

1.2.1. Introduce quality criteria into the principal services of the city

I.2.2. Assure the optimum training of civil and public servants

s of the European Union or other multilateral organisations.

Indicator: Number of headquarters or offices located in the Barcelona area.

1.2.1.1. Create quality control systems for the services of the city, promoting the introduction of quality plans in the most strategic activities.

Indicator: Services in the city with quality control, Proposals put forward. 1.2.1.2. Collaborate with and promote improvement in the judicial infrastructure. As a first step, that related to the transfer of merchandise.

Indicator: Time for the processing of cases.

1.2.2.1. Strengthen the School of Public Administration of Catalonia, giving it autonomous administration through a Council with the participation of municipalities and training institutions, as a centre specialised in organising established courses that assure the training and retraining of civil and public servants. Establish the corresponding systems of evaluation for these courses.

Indicator: Constitution of a Council.

Number of civil and public servants that have received training. Quality indicators for the courses.

Strategy II: The socio-economic articulation of the Barcelona area

11.1.2.1. Establish timetables of public transport more suitable for the cultural life of the II.1.1.1. Give support to the intercommunication of the districts of the second metropolithe river beds and natural parks), using as a basis a policy at the regional level of II.1.2. Stimulate the introduction of the infrastructures foreseen in the Intermodal Transport Plan (PIT) and the constitution of the Single Transport Authority, with capa-II.1.1.3. Protect and enlarge the system of metropolitan public open spaces (especially preserving natural resources and the management of risks. Programmes in investment and maintenance. tan ring through an intermodal transport system. Measures Indicator: Monitoring of the programme. Indicator: Monitoring of the project city for economic management. Investment made. Indicator: Area preserved. II.1.1. Raise the question of economic support infrastructures in the Barcelona improved social organisation in the Sub-objectives II.1.2. Guarantee area II.1. SCALE ACTION TO THE **METROPOLITAN AREA** Objectives

II.1.2.2. Promote the implementation of an integrated plan for the social development of districts in the metropolitan region of Barcelona (Plan of needs and deficiencies. Indicator: Timetables. Barcelona area.

Barcelona area

Sub-objectives

Measures

II.1.2.3. Reinforce the **economic activity** and the **social organisation of the districts**, at a metropolitan level, through a **strengthening of social, productive, sporting, cultural and commercial structures** etc., as elements of social integration and stimulus.

Indicator: Number of various structures, businesses and markets.

Volume of turnover of the district. Volume of activities.

II.1.2.4. Stimulate a **sustained supply of housing at affordable prices** in the Barcelona area, of new construction as well as for resold housing.

Indicator: Number of dwellings.

Developments in the price of housing.

Strategy III: Generate a positive response to the new demands for social integration

Objectives

Sub-objectives

Measures

III.1. STRENGTHEN CAPACITY FOR THE CREATION OF NEW TYPES OF EMPLOY-MENT

mechanisms ductive and social activities, that also contribute towards the reduction of that facilitate new prounemployment III.1.1. Establish

III.1.1.1. Strengthen activities of a social nature, with the purpose of strengthening the activities of non-profit organisations in the field of providing personal services.

Indicator: Number of institutions.

Number of persons occupied in this sector.

Programmes of activities.

III.1.1.2. Development of training programmes in enterprise incubators specifically to promote new economic activities, that favour incorporation into work and at the same time stimulate the creation of all types of enterprise, including cooperatives capable of managing the activities.

Indicator: Number of training programmes.

Number of students.

Census of enterprise incubators.

with connecting functions between supply and demand and with the purpose of III.1.1.3. Creation, on the basis of what already exists, of a Social Market Observatory, responding to new situations in the labour market.

Indicator: Creation of the Observatory.

Proposals generated by the Observatory.

III.1.1.4. Promote programmes for the supply of jobs with a clear social content to facilitate the occupation of the long-term unemployed and avoid their social aliena-

Indicator: Number of jobs offered.

III.2. EXPLOIT THE TREND TOWARDS AN AGEING POPULATION POSITIVELY

III.2.1. Provide support services suitable for the needs of the elderly

relationship and association, and sensitivity to this new stage of life would be These would encourage the learning of leisure, voluntary work and new forms of III.2.1.1. Organise more programmes of preparation for retirement during active life.

Indicator: Number and list of programmes.

Number of persons involved.

Objectives	Sub-objectives	Measures
		III.2.1.2. Increase the supply of homes with support at affordable prices, public as well as private, and day centres with dining-room services.Indicator: Number of places. Resources of renovation programmes.Volume of the demand for new places.
		III.2.1.3. Strengthen programmes to eliminate barriers in order to make the city more inhabitable and communicative. Eliminate architectural barriers in transport and in the streets, strengthening existing programmes.Indicator: Number of actions.Volume of investment.
	III.2.2. Social reappraisal of age	 III.2.2.1. Organise voluntary work among the elderly, in a decentralised manner in districts, in such a way that they can participate in various public initiatives of social utility. Indicator: Number of organisations. Number of persons. Types of activities carried out.
III.3. INTEGRATE THE POTENTIAL OF YOUNG PEOPLE	gonism of the youth of Barcelona, providing channels for them to make a significant generational contribution to the citizens as a whole	 III.3.1.1. Promote voluntary work giving support to non-profit associations, contributing to the search for private finance to permit their strengthening. Indicator: Number of volunteers. Activities of voluntary workers. III.3.1.2. Promote the creation of more places for the provision of social work as a substitute for military service in public and private public entities in Barcelona. These places should be the embryo of the new Civil Service in the coming years. Indicator: Number of places.
		Situations and sectors in which the work is carried out. III.3.1.3. Favour the insertion of young people into society and work through programmes offering specific jobs.

Indicator: Number of programmes.
Number of places occupied.

Objectives

III.4. ANTICIPATE A RESPONSE TO IMMIGRATION AS A GROWING PHENOME-

Sub-objectives

III.4.1. Assure a climate of acceptation of the preservation of the **rights of new citizens** arriving from other continents

Measures

III.4.1.1. Ease the process of applying for residence permits and make it possible to renovate them with the single condition of being registered as unemployed. Ease the bureaucratic process that makes family regrouping more difficult, matching European legislation in this matter.

Indicator: The time taken by bureaucratic processes.

Applications made/permits granted.

III.4.1.2. Provide, after a reasonable period of residence, the right of suffrage, both active and passive, for stable residents, in municipal elections.

Indicator: Exercise of the right.

Percentage of residents with the ability to exercise the right.

III.4.2. Prescribe and establish rules of behaviour and relations that avoid marginating immigrants and other conflicts of coexistence

III.4.2.1. Establish a permanent platform of dialogue and cooperation between the local administration, social agencies, immigrant associations and non-governmental agencies to establish mechanisms to check and control employment contracts.

Indicator: Constitution of the platform.

Proposals put forward.

III.4.2.2. Complete occupational training programmes for immigrants, that include occupational specialisation as well as language learning and knowledge of the recipient society.

Indicator: Number of programmes.

Number of attendants.

III.4.2.3. Access to health care and public education for all residents of Catalonia, avoiding attitudes of racial confrontation.

Indicator: Percentage of the total number of immigrants receiving health care and education.

III.4.3. Promote a culture of cooperation with Third World countries

III.4.3.1. Encourage **public support for criteria of international economic solidarity** with the dedication of 0.7% of the budgets of public administrations in the Barcelona area to this end.

Indicator: Quantification of the current percentage.

Number of institutions that accept this commitment.

Strategy IV: Assure the unfolding of modern economic activity with an international presence

Measures	 IV.1.1. Design and realise integrated training activities to give substance to the ve of becoming a city important as a Distribution Centre for the Europe. Coordination with the National Agreement on Continuous E and with operators in the sector. Indicator: Training plan. Number of persons affected. 	IV.1.2.1. Compile a Integrated Logistic Plan for merchandise with the participati the affected sectors.Indicator: Compiling of the Plan Proposals of the Plan at the stage of being realised.
Sub-objectives	IV.1.1. Encourage a training policy that facilitates the creation of new high added value activities	IV.1.2. Persist in and extend improvements in transport infrastructures
Objectives	1. ACTIVITIES AND INFRA- STRUCTURES CONNECTED TO MOBILITY, LOGISTICS AND THE DISTRIBUTION OF MERCHANDISE AND PERSONS	

IV.1. ACI

south of Education

tion of all

IV.1.2.3. Develop the modular service area of the Airport and its cargo area: hangars, workshops, maintenance, catering, construction shops, phytosanitary services...Indicator: Tons of cargo and installations.Investment programme.

IV.1.2.2. Consolidate the port ZAL (Logistic Activities Zone) and coordination with the

logistic activities of the Consortium of the Barcelona Zona Franca.

Indicator: Functioning area.

Volume of activities realised. Volume of investment made.

IV.1.2.4. Give support to the **High Speed railway lines** Montpelier/Barcelona/Madrid. **Indicator:** Degree to which the project has advanced, kilometres of line...

Investment programme.

Sub-objectives	Measures
W.2.1. Create information infrastructures	IV.2.1.1. Cable the Barcelona area to allow the interactive transmission of information. Indicator: Kilometres of cable. Degree of use of the new infrastructures.
IV.2.2. Promote the creation of high added value services: information, multimedia	IV.2.2.1. Promote the creation and maintenance of audiovisual and multimedia service companies. Indicator: Number of companies. Occupation.
	 IV.2.2.2. Establish server centres of digitised information, supplying internationally and create enterprises that generate information services, engaged in creation and distribution, with special attention to the creation of enterprise incubators specialised in this field. Indicator: Number of companies. Volume of services rendered. Occupation.
	 IV.2.2.3. Promote and attract enterprises, supplying internationally, engaged in the distribution of information. Indicator: Number of companies. Volume of services. Occupation.
IV.2.3. Guarantee an adequate training base for the needs of the new technologies and their users	 IV.2.3.1. Structure a provision, on the part of training centres, of a programme to train 500 experts in new digital technologies in a period of five years, assuring their insertion into activities of both supply as well as demand. Indicator: Training programmes. Number of students.
IV.3.1. Favour a greater capacity for relations between training centres	IV.3.1.1. Structure the joint promotion of the 5 universities in different parts of the world. Indicator: Number of joint actions. Number of students affected.

IV.3. UNIVERSITY CENTRE

Objectives

IV.2. ACTIVITIES AND INFRASTRUCTURES RELATED TO INFORMATION

Measures ·	
ctives	
Sub-objec	
jectives	

IV.3.1.2. Respond to the specific linguistic requirements of foreign students that wish to Indicator: Number of foreign students in Barcelona. come to Barcelona.

Relative percentage of students in Barcelona with respect to other cities.

IV.3.2.1. Enlarge and improve residences for foreign students, teachers and undergraduates.

Indicator: Places in residences.

IV.3.2. Have the necessary reception facilities available

lable

IV.4.1. Have reception infrastructures available and others of a cultural character that a city such as Barcelona requires, with standards of size and quality

IV.4. IMPROVE THE ATTRACTIONS OF THE CITY

IV.4.1.1. Have a system of flexible management available for the capture and promotion of congresses and give support to the Barcelona Convention Bureau as a Barcelo-

na tourist programme.

Indicator: Number of congresses.

Attendance at congresses.

Position of Barcelona in the global ranking.

IV.4.1.2. Construct a new maritime station.

Indicator: Monitoring of the construction.

Volume of passengers. Volume of maritime transit. IV.4.1.3. Acceleration of the inauguration of new **cultural infrastructures** (including The Liceu), as an element in increasing the attraction of the city.

Indicator: Beginning of services.

Level of occupation of the infrastructures.

Degree to which cultural projects have advanced.

IV.4.2.1. **Reinforce the Tourism Consortium of Barcelona**, with a higher level of resources that would allow functions to be undertaken with guarantees of success, for touristic as well as commercial promotion.

Indicator: Budget.

Number of tourists.

Index of economic influence on commercial sectors.

IV.4.2. Coordinated action between the competent institutions in the promotion of the city outside its boundaries and abroad, with suitable resources and managerial capacity

ort infra-	I increase	ue of the	sector
ddns	ano	val	this
IV.5.1. Improve support infra-	structures and increase	the added value of the	products in this sector

IV.6. MAINTENANCE OF THE IMPORTANCE OF INDUS-**PRODUCTIVE** ACTIVITY TRIAL

IV.6.1. Give support to the mainrated in the economic area of Barcelona as a tenance of the current importance of industrial activity in incomes genewhole

Measures

eate specialised laboratories in tests of quality and the approval of pharmaceucal, alimentary and medical clothing products, facilitating the increase of inouse research in our companies,

Number of laboratories. Indicator: Number of tests.

Volume of R+D in companies in the sector.

IV.5.2.1. Strengthen the Barcelona Medical Centre campaign.

IV.5.2. Increase demand

Indicator: Number of foreign patients.

Number of associated medical centres. Types of care.

turing of the infrastructures of metropolitan connectability, maintaining the land use designation of industrial land in Barcelona at 8%. Simplification of planning IV.6.1.1. Reserve and promote industrial land and land for services related to the restrucand administration to promote economic activities in the urban area.

Indicator: Hectares of industrial land.

Monitoring of the industrial census of Barcelona. Time taken to process permits.

IV.6.1.2. Encourage agreements or industrial pacts (Administration/unions/employers) to maintain occupation and incomes. Especially, increase the viability of a metropolitan industrial pact.

Indicator: Studies, proposals and meetings on the subject.

Estrategia V: Situating the Barcelona area in the international economy

Objectives

Sub-objectives

Measures

V.1. MACROREGION

of creating a pole of strong economic growth V.1.1. Strengthen geographical cohesion with the object in the North-West Mediterranean

V.1.1.1. Complete the major road axes structuring the region. The transversal axis, the Pyrenean axis, the axis of the Llobregat and the Ebro-Toulouse axis. Reinforce the railway network and on the macroregional scale introduce the High Speed Train.

Indicator: Kilometres of road.

Kilometres of railway line.

Level of completion of investment programmes.

red. Reinforce internal air line communications, especially the north-south lines V.1.1.2. Develop a joint airport strategy based on the complementarity of services offe-

in the western Mediterranean.

Indicator: Number of regional flights. Number of passengers. Number and the characteristics of agreements made.

V.1.1.3. Coordinated management of the ports on the scale of Catalonia and the macrore-

Indicator: Number and the characteristics of agreements made.

Volume and distribution of port activity.

V.1.1.4. Encourage the connectivity of technological facilities in the universities.

Indicator: Number of agreements.

Number of conventions.

V.1.1.5. Strengthen the consolidation of the C-6 network. The network was given impetus in the I Plan and includes the cities of: Barcelona, Montpelier, Palma de Mallorca, Zaragoza, Toulouse, and Valencia.

Indicator: Projects in course of implementation arising from the network.

Programmes to be developed.

Objectives

Sub-objectives

Measures

V.2.1.1. Reinforce the position of Barcelona in the European context and, especially, in

those segments with a greater comparative advantage for Barcelona, as are activities connected to the Logistic, Trade Fair and Congress Centre, the University

V.2. EUROPE

the object of acquiring a particular profile in the V.2.1. Increase the specialisation of the city in specific branches of activity with **European context**

V.3. LATIN AMERICA

of the city of Barcelona as V.3.1. Construct a policy of cooperation with Latin America from the perspective a bridge with the European Union

Centre, Health and the leadership of Barcelona in European networks for coopeation and the transference of urban technology.

V.3.1.1. Favour commercial exchange programmes between companies in Barcelona and

Latin America, and give support to the Barcelona Trade Fair as an agent promo-

ting exchanges.

Indicator: Commercial missions.

Volume of exchanges.

Sectors with extensive connections.

America for the transference of urban technology (Developing and extending the V.3.1.2. Make agreements and specific programmes of cooperation with cities of Latin CIDEU model).

Indicator: Number of agreements on cooperation.

Projects at the phase of implementation.

V.3.1.3. Create, on behalf of Catalan universities and other higher educational centres in Barcelona, specific training programmes directed to Latin America using modern telecommunication systems.

Indicator: Number of programmes.

Number of students.

V.3.1.4. Consolidate the role of Barcelona in the study, production and international diffusion of hispanic cultures (with particular attention to the publishing and audiovisual sector).

Indicator: Volume of distribution of audiovisual media to Latin America.

V.3.1.5. Promote the formation of foundations and other patronage undertakings giving support to commercial exchange activities.

Indicator: Number of foundations.

Number of programmes. Action realised.

Objectives	Sub-objectives	Measures
V.4. NORTH AFRICA	V.4.1. Participate actively in multilateral cooperation programmes that are designed for the Mediterranean Basin	V.4.1.1. Strengthen the presence of consultants and service companies in Bard European Union programmes with the Maghreb and North Africa. Indicator: Number of programmes. Programmes in which institutions from Barcelona are present
	V.4.2. Encourage the presence of the productive activities of companies from Barcelona in these countries	V.4.2.1. Strengthen the Barcelona Trade Fair as a platform for small and med companies in the countries of the Maghreb . Indicator: Number of companies. Number of missions. Volume of commercial exchange.
	V.4.3. Support cultural and university exchanges with the North African coun-	V.4.3.1. Increase the presence of Catalonia in student exchange programmes for the biannual plans of cooperation Spain-Morocco. Indicator: Number of programmes.

dium-sized

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rcelona for

Indicator: Number of programmes. Action realised.

foreseen in

Indicator: Number of interuniversity agreements.

V. IMPLEMENTATION OF THE II STRATEGIC PLAN

- 108. It seems obvious that an urban strategic plan is neither a book to be placed on a shelf nor an erudite work for a doctoral thesis. A strategic plan is, essentially, an action plan. As such it is, as we have seen, a collection of measures that have a single purpose: to be implemented.
- 109. The process of implementing the Plan, being the principal task, is without doubt the most complex part. On the one hand, because of the complexity of the measures, and on the other because the Plan as such does not have any kind of authority over the process of applying the measures. Finally, because of the difficulty in obtaining reliable elements for judgement, indicators, that permit an objective monitoring of the development of the measures.
- 110. From a methodological point of view, this crucial stage of the Plan does not seem very easy. In fact, experience gained in the I Plan demonstrated that this was so. The lack of logical processes and objective indicators did not allow a sufficiently careful monitoring of the state of implementation of the measures.
- 111. It is considered that this methodological gap can be overcome through the use of another instrument developed in companies: quality management. This methodology will be useful at the moment the mission of the Plan is put into operation: efficiency and quality of the city.
- 112. Therefore, the implementation of the II Strategic Plan Barcelona 2000 proposes, in accordance with the principles of quality management, and with two focal points, to:
 - a) Guarantee the efficient implementation of the measures that make up the II Plan.
 - b) Guarantee the quality of the activities and the sectors related to the different measures of the Plan, with the purpose of

- contributing towards reinforcing the mission of quality in the city.
- 113. The model of quality management applied to the Strategic Plan seems feasible as it has the basic elements necessary available; results-indicators that measure the satisfaction of the clients of the institutions with the results of the Plan, agents who can facilitate the change and who may be the institutions of the Executive Committee of the Plan, and definite responsibilities that can be given to those persons who accept leadership in managing the processes that should facilitate the change. This is to say: leadership, participation, processes, orientation of the client and measurement of the results
- 114. During all this stage of implementing of the Plan it is necessary, therefore, to underline the importance of a key word: change. The Plan and its implementation should be seen as a process of change. Of change from a situation that generates certain problems or of which good use can be made with a series of definite measures.

V.1. THE INTRODUCTION OF THE MEASURES OF THE PLAN

V.1.1. Awareness and Commitment

115. This process is begun with a previous operation of awareness and commitment. Awareness is achieved through the presentation, with the corresponding debate, of a series of experiences carried out by the Port Authority of Barcelona, Renfe, Cia. Roca Radiadors and Teneo with the members of the Executive Committee presided by the Mayor of Barcelona. The institutional compromise to use quality management is reflected in paragraphs b) and c) of the declaration-commitment of the Executive Committee, that was approved by the General Council of the Plan in its session on 30 November 1994. That is the commitment that accompanied the approval of the II Plan.

V.1.2. Beginning the process of implementing the measures

- 116. The second step consists of the prioritisation of a series of measures of the Plan with the purpose of concentrating efforts, according to a feasible calendar that avoids excessive dispersion of effort and workloads during the process. Therefore the criteria for prioritisation is not the greater or lesser importance of the measure but the capacity for work of the Executive Committee. In this way 29 of the 68 measures of the Plan were selected as prioritised, to be put into operation in the course of 1995. The total process of implementation, with this timetable, will therefore be of some two and a half years.
- 117. After these preliminary steps the true process of implementation of the measures began according to the following schedule:
- 118. The first two points on this schedule, agreement on the definition of the measure and selection of a leading institution, began in the Executive Committee of the Plan with the compiling of a record file containing the following sections:

Problems to be solved. What is the situation that one is attempting to change, why does it cause problems and why can it be improved? These are not always easy questions to answer, nor is it easy to arrive at a common agreed understanding of them. Words do not have the same meaning for everyone and, therefore, it is of absolute importance to agree definitively on the real problem one wants to solve with a certain measure. In addition, neither did all the measures, when they were approved, have the level of definition demanded by their later implementation. For example, Measure 1.2.1.1. 'Create quality control systems for the services of the city, promoting the introduction of quality plans in the most strategic activities...' needed a more precise definition in the sense of deciding the sectors in which action should be prioritised and what is meant by 'strategic activities'.

Objectives of the measure. It is also necessary to be very clear about and accept the various objectives that can be achieved with the application of each of the measures.' Continuing the same example as in the previous paragraph, it was agreed that the measure had three great objectives: 1. Identify the services of the city and the preferences of the users with the purpose of ordering them. 2. Compile tables of indicators to define the quality standards of each of these services. 3. Make proposals for administrative manuals and checks of the indicators (identify agents, analyse existing rules, establish agreements with the service agencies...).

Ideal composition of the agencies involved. This means compiling a preliminary approximation of who the agencies or institutions are that will be involved in the process of implementing each measure. They can be representatives of consumer associations, of universities, of the Local or Autonomous Administration, of the Unions...

Leading institutions. This is one of the fundamental commitments at this stage. This involves the Executive Committee proposing the name of a person who, as leader, takes responsibility for the development of the project, to lead the team through all the process of implementing the measure and communicate its progress to the Coordinating Office of the Plan. This task is done with the assistance of an enabler, the position most directly involved in leading of the team, methodological monitoring, the compiling and following of agendas and supplying the resources necessary for the team mee-

Indicators. These are the preliminary proposals of the Executive Committee suggesting possible indicators to be used in the monitoring of the measures. The working team will be charged with defining them more precisely.

Connected sectors and activities. This involves the establishment of relations with those sectors that could be most related to the milieu of the measure, with the purpose of working on the second

commitment of the implementation stage 'assure the quality of the activities and sectors connected to the Plan in order to reinforce the quality mission of the Plan'.

Clients. An attempt will be made to determine who are, or could be, the principal clients or beneficiaries of the implementation of the measure.

119. According to the file-proposal of the Executive Committee, and with the acceptance of the leader of each measure, the following step consists in constituting the work teams and defining their functions.

V.1.3. Functioning of the teams

- **120.** With the methodology used, the work teams become the basic elements of collective participation in the implementation of the measures and in the assessment of solutions adopted.
- 121. In creating a work team the following is taken into account: a) the complexity of the subject. With a very direct measure, with few agencies involved, it is not worth establishing a work team; b) disperse information. The cooperation of the persons and institutions connected is necessary in order to gather together the maximum amount of the information necessary to begin the process of implementation.
- 122. From the work teams can be expected: a) the contribution of experience, opinions and various information; b) the analysis of the situation based on data and facts; c) proposals for solutions; d) a proposal for an implementation plan, and e) a proposal on how it is necessary to analyse the functioning of the measure applied.
- 123. The task of the work teams can be completed in various ways: a) with some recommendations: b) with the partial implementation of some of the recommendations; c) with the implementation of the recommendations.
- **124.** To facilitate the task of the work teams there is technical assistance available from experts in quality

- management who take charge of training the participants in the teams and of monitoring the regions.
- 125. The basic rules for the members of the teams are to take decisions by consensus; be conscious of the confidentiality of some of the subjects, listen, prepare the meetings, be punctual, be open to new ideas, evaluate the sessions...
- **126.** The duration of the tasks of the work teams has been set at six months. It is considered that in this period of time it should be possible to achieve the objectives proposed.

V.2. MISSION BARCELONA, CITY OF QUALITY

- 127. As has been explained, the mission Barcelona, city of quality, accompanies the general objective of the II Plan as a constant reference point in the sense that it will not be possible to achieve a greater presence internationally if quality does not impregnate all the activities of the city. Obviously, this mission is also connected directly to the second part of the same general objective when it specifies 'in order to guarantee its growth in terms of economic and social progress and advances in quality of life'.
- 128. The complexity of carrying out this mission should not spread. It is therefore necessary to lay out a working programme that makes the starting of the process feasible as understood, in this case, as the unfolding of a culture of quality that should spread to all sectors and institutions in the city. In this sense, what is being attempted is to define the initial drop of oil.
- 129. The demarcation of where to begin is decided by the process of introducing the measures. It has already been seen that in the corresponding record files for each measure relations are established with sectors or activities related with the problem that the measure is an attempt to solve, or the situation that it attempts to change.

- 130. Once these sectors are decided, it is necessary to contact the companies, institutions or associations that represent them in order to, jointly, establish agreements directed towards the encouragement of quality plans in the greatest possible number of companies or institutions. What quality rules exist in the sector, how can what already exists be adapted to the specific needs of the companies, what alternatives are there, what are the most suitable indicators and how to establish, if possible, the mechanisms for the corresponding certification.
- 131. The Plan proposes facilitating the process of establishing nexus of collaboration among companies and the institutions that constitute the offer of training and expertise in the application of the quality plans, and the demand resulting from this action of the Plan.



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