



Barcelona Economic and Social Strategic Plan (1999–2005 view)



ASSOCIACIÓ
PLA ESTRATÈGIC
DE BARCELONA

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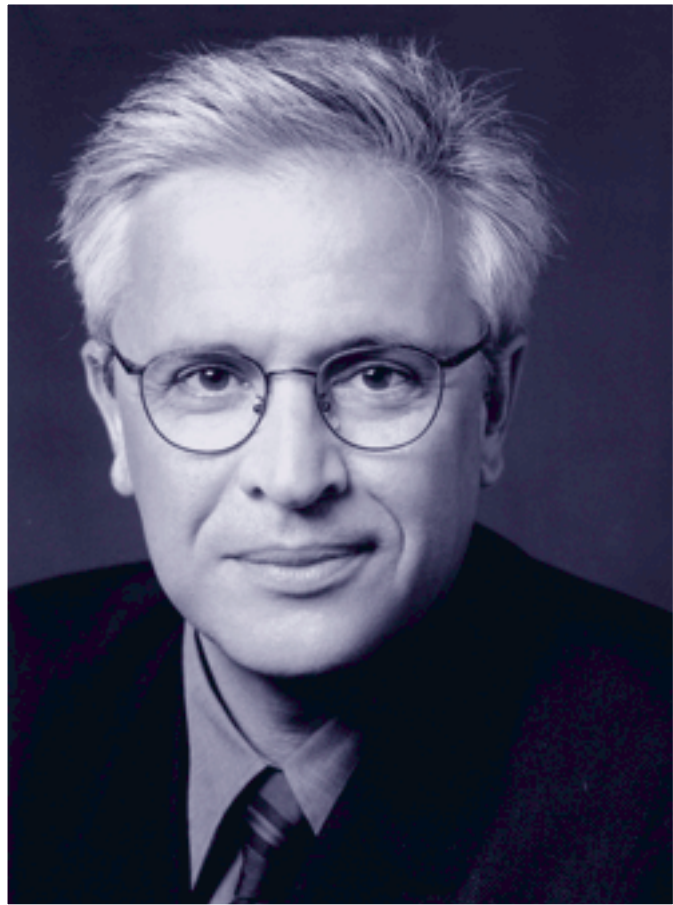
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The General Council of the Economic and Social Strategic Plan for Barcelona Association approved the III Economic and Social Strategic Plan for the City with a view to the approach to the year 2005.

This publication brings together the content of this Plan which is presented as one Mission, one General Objective, five Strategic Lines, 25 objectives and 82 measures.

Fundamentally, it brings together the results of a long methodological experience - of more than 10 years - and also the work during the process of compiling the plan of more than 500 people who have contributed their expertise and their dedication to conceiving a vision of the future of our city and proposing those measures most suitable for making it a reality.

With the experience accumulated during the two previous plans, a decisive contribution has been made to the great changes that have converted Barcelona into one of the most important cities of Europe. But more than just listing the great number of measures that have facilitated this change, I would like to mention three facts that seem especially relevant to me because of their influence on matters in the future for Barcelona.

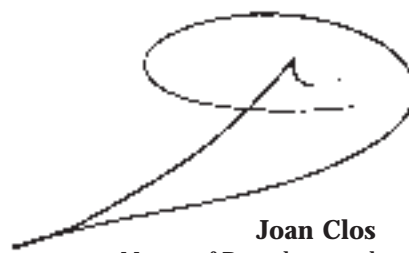
Barcelona has been provided with an active and qualified structure of participation. I believe that few cities can see how numerous groups of their citizens gather to talk about their future with no other connection between them than their partnership, achieved after ten years of working together. This was not evident in 1988 when the Strategic Plan began its life.

Matters that years ago were considered to be real utopias, such as the management of the airport or the importance of the port, as essential elements in assuring the future, have been converted into natural, self-evident proposals.

And we have grown accustomed to a common language. It is a language that allows us to understand each other on those matters that are fundamental to the city and that provides us with a single message to present before other interlocutors.

With this equipment we are in a good position to confront the future. It is a future that, in the context of the European Union and globalisation, must allow us to consolidate ourselves as one of the most important metropolitan regions of the European network of cities, by pressing forward with the new social, economic, and urban transformation that the information and knowledge society of the 21st century demands.

The III Plan puts forward the most suitable strategies for achieving this great objective.



Joan Clos
Mayor of Barcelona and
President of the General Council



It certainly is a great satisfaction to live and participate in a city that for more than 11 years has had the accumulated experience of strategic planning available and the wish, once again renewed, for a future for Barcelona that will place us within the perspective of the period 2005-2010. As part of this experience I would like to point to, in first place and as one of the most important assets of the city and all those people and institutions that work within it, their will and ability to direct their future.

The III Plan should be, and is, an ambitious Plan that aims to place our city in the best position to confront the new challenges that the new century points towards with an assurance of success. The Strategic Plan makes its contribution with the purpose of increasing opportunities in the new situation and ensuring that the citizens and all the institutions present in the city, make of Barcelona a city of progress, innovation, and social cohesion with greater opportunities for well-being and international projection.

Reading the Plan we find its mission, its strategies, its objectives and its proposals for action. I would just like to point to some of the elements that follow from it.

A European city connected to the world; an open city with the will to increase this communication as one of its aspects most closely linked to development and new activities.

A city that is ready to face the challenges that economic change and new activities linked to knowledge represent, as a basis for the generation of new enterprises, for a new entrepreneurial spirit and for a greater ability to attract activities from all over the world.

A city in which people become the main actors and the basis for the conception of welfare and the model for the city of community where the training of human resources becomes one of the priorities in adapting to new social and economic change.

And a city made up of cities, a Region of cities that become the natural place for mobility, training, culture and economic activity. An area that is an asset to be strengthened at the same time as preserved. The III Plan places special emphasis on the protection of the environment and the defining of a model that ensures the viability and the sustainability of its resources and their use.

With this ambition and realism the very broad group of institutions that constitute the plan propose the progress of Barcelona at the beginning of this century, in the conviction that this will be possible with the commitment and participation of all.

A handwritten signature in black ink, appearing to read 'Francesc Raventós', with a long, sweeping horizontal line extending to the right.

Francesc Raventós
President of the Executive Committee

**Declaration of the member
institutions of the Executive
Committee of the Barcelona
Economic and Social Strategic
Plan Association**

Barcelona, 18 may 1999

“Within the framework of globalisation and the European Union, Barcelona, as a Metropolitan Region and as the capital of Catalonia, has to boost the processes of its social, economic and urban progress, in order to gain its place in the group of leading regions of the new knowledge and information society of the 21st century, as it did previously in the commercial revolutions of the 12th and 13th centuries and the industrial revolution of the 18th century”.

This is the proposal that the economic and social institutions of Barcelona are committed to accomplishing, each from our sphere of action and influence, in order to guarantee the wellbeing of all men and women citizens in a perspective which we situate around the year 2005.

We identify the Metropolitan Region of Barcelona as a **territory of constant innovation**. As the region of knowledge within everyone's reach, at the same time as a strategy that has to complete our significant industrial fabric with all those activities typical of the new society in the 21st century. In this respect, the promotion of spaces for research, training and innovation, becomes the instrument that will ensure the necessary dynamism to consolidate Barcelona as an **open and entrepreneurial region**.

We understand that advancing towards greater **social cohesion** constitutes an inseparable part of our mission. It is for this reason that the **rate of employment** and the improvement of the **quality of work**, together with the promotion of initiatives involving **citizen participation**, and of the entire **educational system** should be accepted as prime objectives within the framework of a model **city for people**.

The structure of a **Metropolitan Region** like that of Barcelona, made up of a network of towns, appears before us as a great opportunity for the success of our project, which comes within the framework of the global economy. The application of the basic criteria of **sustainability**, the accent on **public** instead of private transport, and the **coordination of services** between the towns must be the backbone of this Metropolitan Region of Barcelona.

We understand that the **connectivity** of this entire territorial sphere, both inside itself and with the outside, is one of the conditioning factors that needs to be overcome in order to make Barcelona one of the metropolitan regions of the European network of cities with a clear vocation to **link up with the wider network of world cities** via their specific attributes and their own identity. And that implies, logically, infrastructures. But it also implies management.





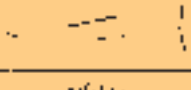
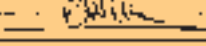
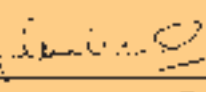
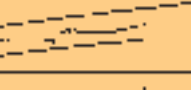
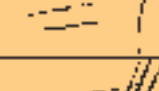
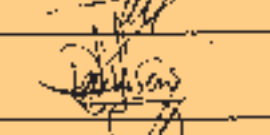

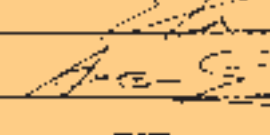


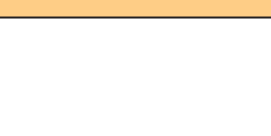
The Executive Committee during the ceremony of approval of the III Strategic Plan, 18 May 1999

This vocation should allow us to emphasise and improve the position of the Metropolitan Region of Barcelona in international spaces in order to guarantee new economic opportunities and better projection for the city, especially in Europe, the Mediterranean region and Latin America.

The member institutions of the Executive Committee are considering all, of these challenges of the III Plan with an **ambitious vision**, one which allows us to take advantage of the great opportunities that appear before us within the framework of a new society towards the consolidation of which we wish to contribute. The holding of the **Universal Forum of Cultures** is one of the key elements for facilitating the accomplishment of the Plan's mission.

More than 10 years of experience in urban strategic planning has formed one of the essential bases of what we call the Barcelona Model, which has consolidated as one of the strong reference points of our Region both in international spheres and those closer to home. During this period of time a true strategy of city planning has been formed, which, once accepted by those concerned, has facilitated a decision-making process which is much more agile, fluid and oriented towards the objectives of the Plan and towards overcoming the constant challenges that a society in a constant state of flux poses. It can be said, in this respect, that the **methodology that we have applied has not remained static** but rather that it has gone through continual transformations from its initial outlines to the current ones, which are more typical of what we call a **society that thinks strategically**. In consequence, in addition to congratulations on the effort made, we consider the **Strategic Plan for Culture**, the **Barcelona Educational City Plan**, and the objectives that other departments have set such as the Metropolitan Industrial Agreement and the **Barcelona Quality Network**, to be integral parts of this III Plan.

Considering all the above, we, the **member-institutions of the Executive Committee** of the Strategic Plan Barcelona Association, together with those institutions and persons that make up its General Council, **accept co-responsibility for the application of this III Plan** made up of one mission, five strategic lines, 25 objectives, and 103 measures. And we understand that with its approval, today 18 May 1999, we are equally committing ourselves to carry out the necessary action of **communication, raising public awareness and projection in order to make the plain known to the entire society of the Metropolitan Region of Barcelona**.

Il·lm. Sr. Francesc Rumbó i Tórrades President del Comitè Executiu de l'Associació Pla Estratégic Barcelona 2000	
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Excm. Sr. Joan Clos i Matheu Alcalde de Barcelona, president del Consell General de l'Associació Pla Estratègic Econòmic i Social Barcelona 2000	

Mission proposal and the five strategic lines of III Plan






Mission proposal

In the new context of globalisation and the European Union, Barcelona, as the Metropolitan Region and capital of Catalonia, should press forward with a social and urban economic transformation process in order to place itself amongst the leading group of urban regions in the new information and knowledge society of the 21st century, as it once did in the commercial revolution in the 18th.

With this mission, the Metropolitan Region of Barcelona should consolidate its position as one of the most important metropolitan regions in the European city network to the broader network of cities of the world through its own particularities and identity.

- It is necessary to give impetus to the economic transformation of Barcelona with the purpose of **completing its industrial framework through industrial activities belonging to the 21st century that contain a high proportion of scientific and technological innovation**. The area of the Barcelona Metropolitan Region should be converted into an access route and a way to participate in the creation and generation of knowledge in all the economic and social environment, the dimension and competitiveness of which would depend on the efficiency with which this access route functions. **Barcelona must identify itself as an area of constant innovation. As a city of knowledge** within the reach of all citizens.
- In the area of society, Barcelona should promote intercultural relations as a fundamental aspect of the new society, and **participation, quality of life and education** as essential instruments in avoiding marginalisation, in order to ensure the objective of progressing towards greater social cohesion. In this respect, the increase in the **occupation rate** should constitute one of the fundamental objectives of the Plan.
- The urban approach of the 21st century is not that of the 20th. **Urban planning schemes should be reformulated** to ensure accommodation to new social demand and the location of new economic activities related to the city of knowledge. The basic **criteria of sustainability** should be **applied and public transport given priority** over private transport.
- Barcelona faces all these challenges in the III Strategic Plan in an ambitious vision that allows us to exploit the great opportunities that will be presented to us within the framework of this new society that we wish to consolidate. The holding of the Universal Forum of Cultures is, in this respect, a fundamental event in making possible the attainment of the mission of this III Plan, that is proposed along five broad strategic lines.

The five strategic lines

- line*  To continue to advance in positioning the Barcelona Metropolitan Region as one of the most active and sustainable urban areas of the European Union.
- line*  To prioritise policies that stimulate an increase in the occupation rate. This should be done especially with regard to less favoured groups: women, young people and those over 45 years old. This policy should be complemented by others that also stimulate an increase in the activity rate.
- line*  Facilitate evolution towards the city of knowledge promoting new sectors of activity, within a framework of efficiency and participation, in order to ensure a stable quality of life and progress for its citizens.
- line*  To ensure the social cohesion of the citizens by deepening the participative culture of the city and creating the spaces for participation that are necessary.
- line*  To have a significant role in the growth of Europe and to develop a specific position, within Spain and especially abroad, with the Mediterranean and with Latin America, as a multiplying factor of the city's internal attraction. With regard to these latter areas, to promote a capacity for solidarity in order to favour their development.

As will be seen later, the measures contained within these five lines can constitute, in some cases, **transversal action groups** that do no more than define a series of sub-models implicit in the III Plan.

■ ■ *The connected city*

Infrastructures appear as the great deficiency of the city (among other things the airport, the gauge of the railways, the port ...). This is the great obstacle that has to be overcome to attain the mission assigned to this Plan. The measures concerned with infrastructures are distributed amongst three basic lines: BMR (Line 1), international placement (Line 5), and obviously, the attainment of the city of knowledge (Line 3). Telecommunications are also among the key obstacles to be overcome.

■ ■ *The open enterprising city*

To be an open, enterprising city, education, training and research are the great challenges to the Barcelona of the 21st century. On a good system of education, research and innovation depends occupation, the absence of social exclusion and the position of the city. Clearly, the enterprising nature of the citizens is an indispensable condition in ensuring the dynamism necessary to continually open up to new economic activities. (Lines 2 and 3).

■ ■ *A region of cities*

The configuration of a Barcelona metropolitan region as a compact group of cities that, if we combine potential and coordinate services, would contribute a significant added value that could be used to exploit the opportunities that the global economy provides for that type of urban agglomeration.

■ ■ *A city for people*

A city which, with the global application of the III Plan, attempts to ensure a high quality of life for all its citizens, especially with regard to employment, culture and mobility, etc. The III Plans especially wishes to influence support for a public transport system that improves people's mobility.

With these ideas in mind, the III Plan appears as an entity that consists of its mission, the five strategic lines and its 25 objectives.

After a broad participative process we are convinced that this III Strategic Plan establishes the bases for the **strategic thought of the city**. This is in a city that has learnt to think in advance, before change, and determine its future. The frequency of these changes makes the establishment of more definite yearly objectives advisable.

With the approval of the III Plan the **necessary dimension** should be given **to its communication, awareness and projection** in order that it is known in all society in the Barcelona Metropolitan Region.

line 1

**Barcelona, cohesive
metropolitan region,
active and sustainable**

The bases of strategic thought

- **The strategic approach has lost a lot of its point as it is an activity closed within the limits of municipalities that present high levels of functional synergies.** The reflections and the strategic proposals gain strength from a more global vision. Investments in infrastructures and the provision of services go further than the strict limits of the city of Barcelona. Therefore **the capacity for collaboration with other local administrations in order to obtain equivalent levels of services for all the citizens within the framework of global participation in their finance** is valued.
- Well-organised metropolitan regions would be favoured by globalisation and the requirements of the information and knowledge society.
- In Europe, the national urban hierarchies are being substituted by **European systems of networks and urban regions**. These are the organisational structures most suitable for the development of new economic activities and to confront new social needs.
- The fundamental competitive factor of the BMR, -the fifth metropolitan region of the European Union- lies in the fact that it appears in a metropolitan environment that has high generic economies of agglomeration on the basis of several cities with highly specialised industrial activities and with specific economies of location. There are, therefore, **great opportunities for a well-organised region, capable of producing a regional strategic agreement**.
- In this context, intra-metropolitan competition is a destructive element for the potential of the whole. From a strategic point of view the starting point should be the **economies of agglomeration** and location, with the objective of obtaining **sustainable development** in the area as a whole. Between 1972 and 1992, the per capita consumption of land in the BMR doubled. To the 50,000 hectares of urban land must be added 28,000 hectares of building land. This is still below that of other great cities of the north of Europe, but is unsustainable.
- The sustainability of the BMR has to be accompanied by **special attention to the environment** and, specifically, air and noise pollution should be taken into account, as well as the energy resources, the treatment of waste, the rivers and the beaches.
- Improvement of intra-metropolitan connectivity -with **public transport**- has become an absolute priority, considering that half the population of Catalonia live and work within this area. Between 1986 and 1996, journeys to work increased by around 500 million kilometres, equivalent to some 26 million additional hours annually invested in travel. The costs of this greater mobility of labour basically affect women and those with the lowest levels of income. The lack of sufficient public transport means that this mobility makes use of private vehicles. This trend is not sustainable.

Measures

▣ *A global view of the Barcelona Metropolitan Region*

1. **Create a network of BMR municipalities** to help the **culture of strategic agreement** to grow. The need to coordinate the strategic planning work of the BMR, along the lines already tried out in the Metropolitan Industrial Agreement, is especially underlined. This agreement should be extended to other areas such as culture, economic promotion, the knowledge society, the educational society, urban planning and the labour market.
2. To have an **Area Plan for the BMR** available that values **economies of agglomeration**, as opposed to the distribution of the population, and the **economies of location** that are required to promote economic activities, and social and territorial balance, in this area.

▣ *A sustainable BMR*

3. **The culture of metropolitan agreement has to guarantee growth within a framework of integral sustainability** (that is economic, social and environmental) and it is especially necessary to:
 - Confront the supply and the quality of water as a whole
 - Ensure a reduction of environmental pollution, especially in noise and air pollution. Apply technologies that allow the rational use of energy with less pollution to public transport.
 - Confront the treatment, recycling, the reduction and reuse of waste as a whole and promote the fulfilment of the Metropolitan Plan for Waste Management.
 - Protect the open space systems of the BMR with a suitable planning treatment for the so-called 'no-man's land', and with development at the service of people and the milieu.
 - Apply sustainability criteria to construction.
 - Promote a more rational management of energy.
 - Compile environmental quality indicators (noise, air pollution, etc.) that also take account of the area and the social situation, equivalent to those of the advanced regions of the European Union.
 - Improve the environmental quality of the rivers and beaches.

❑ ***Prioritise public transport and ensure efficient metropolitan mobility for people and goods that is flexible and sustainable***

Public Transport

4. Strengthen and prioritise **metropolitan public transport** infrastructures with the purpose of facilitating the mobility of the population as an **element of social cohesion** in the labour market of the BMR. In this should be included, among other things, the full functioning of the **Metropolitan Transport Authority** in the group of cities that make up the BMR, the setting up of a network of **park and rides** at the nodes of public transport and the **redesigning of the network of metropolitan buses** to ensure improved intermodality between transport systems and to reduce the time spent on changes.

To stimulate the use of public transport, issue a **single ticket valid for all means of transport: metro, bus, the Autonomous Government Railways, the national railways (Renfe), and trams.**

The road network

5. Ensure infrastructures that allow **greater connectivity in the BMR**: the increased capacity of the ring roads, the construction of connecting roads between the systems of the metropolitan cities, freedom from tolls on the B-30 and the reorganisation of the others.

The railway network

6. Reinforce a regional **railway scheme** that envisages updating it within a global framework of land planning **that ensures intermodality and the rapidity of changeovers**. Construct some new lines with respect for the environment, whether urban or rural, giving priority to tunnels in built-up areas.

This scheme implies an **investment of almost 400.000 million pesetas** and includes, among other action, the lengthening of the lines of the metro, a light metro or tram in the south, the improvement of the Autonomous Government Railways, the entrance to Barcelona by the Mediterranean and Vallès corridors, the improvement of the Renfe suburban railways and the interchanges between the metro and the suburban railways.

7. Construct the **intermodal connection axis between the new station at Sagrera** (as a dynamising project in the renovation of one of the great future areas of the city), **Sants Station and the airport**.

❑ ***Generate the financial capacity necessary to ensure that the projects of the BMR are realised***

8. Achieve a **necessary level of public resources from the central administration** not below the Spanish average for resources per capita, in a way that the projects of the BMR are guaranteed.
9. Set up the mechanisms that are necessary to enable **public-private finance to ensure the finance of the projects** envisaged in the Strategic Plan.
10. Favour the participation of social and economic institutions in the Plan, as a lobby, in the activities of promotion and capture of investment in the BMR.

line 2

Increase the global occupation rate and the relative rate for the various social groups, and at the same time create the conditions for reaching the rates of activity of the leading regions of the E.U.

Bases for strategic thought

- All of the III Strategic Plan is focused on the achievement of important objectives that can be found behind each of the measures proposed: the **quality of life of the citizens** -a city to live in- and the **creation of a broad and varied supply of jobs** -a city for progress and for people to develop.
- The strategic objective proposed is **to equalise the employment rate in the BMR to that of the European average, in the medium term and to reach that of the more advanced countries in the long term (average employment rate of the Province of Barcelona 1998 = 55%; European average = 60.5%)**. Nevertheless, while the differential between Barcelona and Europe is only 2 percentage points in employment rates for men, it is 7 percentage points for the rates for women. It can be assumed, therefore, that equalising our employment rates with European figures should be done through the reduction of the significant difference in the female occupation rate.
- The role that is wanted for the Barcelona Metropolitan Region is that of a city of knowledge and information. This means of communication and brains. Barcelona must become one of the European poles for the creation and application of what is called intellectual capital. Of a capital that is formed from **primary school to professional and university studies, as well as in research centres. On the quality of this intellectual capital depends our capacity to overcome temporary fluctuations in employment** by being present in the most modern activities, and through the ability to adapt rapidly to change.
- In addition, in this way there can be said to exist **five conditions for the creation of employment**:
 - The first is the capacity of the Region to be connected to the world wide network of exchanges of goods, people and, more and more, information: **infrastructures**.
 - The second is the updating of the **professional profiles** of people to suit the requirements of economic and technological development and the development of the organisation of work and the firm, and emerging economic activities.
 - The third is the expansion of the network of **small and medium-sized companies** that are fundamental in the creation of employment, to optimise the flexibility of response to market changes and as a complementary network to large firms. It is also important to promote the establishment of **networks of cooperation among the SMEs and to support their internationalisation**.
 - The fourth condition -especially in the context of internationalisation- is **universal access to telematics** for people and for firms, in order to identify the opportunities that they offer, to know about their application in the fields of the professions and enterprise and to learn to use them.
 - The fifth is **social cohesion**. In this sense the economic and social health of the region depends on our capacity to deepen a lasting social stability.

- Evidently, **all the transformation processes of economic activity are reflected in the labour market.** If we are not capable of creating a favourable climate for the **birth of new economic activities**, we will create unemployment. A special type of unemployment. Accepting that sufficient economic activity is created, **the requirements of technological development can increase unemployment** in those groups that because of training or other reasons cannot follow the brisk pace of current market demands. The new technologies must be an instrument for the creation of new occupations.
- We find ourselves, therefore, confronted with two types of problems. One, to **favour the creation of firms and an entrepreneurial spirit** as a prerequisite for the creation of sufficient jobs. Two, to facilitate **entry to employment** to relieve the technical unemployment mentioned. In addition, for socio-cultural reasons, four groups -**young people, women, people over 45 and ethnic minorities**- find themselves especially affected by difficulties in entering the labour market. The levels of employment of these social groups tend to be systematically situated on the low side.
- Another strategic matter that should be considered is the range of the labour market. Local labour markets have ranges that vary not only with the economic conjuncture, but that tend to increase with time. The progressive decentralisation of the population, movements of the population all over the Region to find more affordable accommodation, the generalisation of the automobile ..., reinforce the idea that **our local labour market is metropolitan in extent**. It is only from these levels that disequilibrium between supply and demand can be detected and dealt with.
- Finally there should be an awareness that the need to **relate our strategies for the economic development of the Barcelona Metropolitan Region with the great projects connected with the Universal Forum of Cultures, to the investments in infrastructures and to the sectors that an attempt is being made to strengthen within the framework of the city of knowledge.**

Measures

- ***Consolidate a metropolitan area labour market***
 1. Set up the mechanisms for cooperation between the bodies responsible for the various measures that operate on the labour market in the Barcelona Metropolitan Region and promote **an agreement on the efficiency and the social effectiveness** of the labour market **within the Metropolitan Industrial Agreement**. The greater efficiency of public services in occupation and the metropolitan labour market observatory must be considered in this agreement; planning of professional training (map, etc.); establishment of a good practice framework for occupation and the development of new seams of employment.

▣ ***Strengthen the spirit of enterprise and the creation of new economic activities***

2. **Promote the spirit of enterprise**, developing pedagogical situations and/or places of acceptance that disseminate the education necessary to expand the creation of enterprises of quality, the interrelation of firms and the valuing of the entrepreneurial profile.
3. Strengthen the network of risk capital firms, of all types, especially those of **seed capital** and also the activities of **business angels**. Form, at the same time, a **network of experts that provided a guarantee of scientific quality** and/or viability to the projects that are presented.
4. Establish an **enterprise creation network** that coordinates the activities of all those institutions that intervene in the various steps on the route to the creation of companies: training centres or incubating centres for risk capital firms.
5. Compile a table of **projects related to the Universal Forum of Cultures** and the precise needs that could be transformed into business projects of socioeconomic interest.
6. **Identify the needs for professional profiles and social and economic activities** that are required by the development of the strategic activities for the future of the city –logistics, infrastructures, biomedicine, the environment, tourism, information, aeronautics, management of events, organisation and services of proximity–. Starting with these, to establish specific agreements on collaboration with the above-mentioned enterprise creation network.

▣ ***Facilitate the introduction to work of the unemployed and especially less favoured social groups***

7. Press forward with action to **reduce the differential between the rate of occupation for men and women**, as one of the fundamental factors in achieving global levels of occupation equivalent to the those of the average of countries in the European Union.
8. Focus a significant effort on **active employment policies** directed towards unemployed persons over 45 years old, young people, and towards groups at risk of being excluded, through specific plans for each.
9. **Facilitate an active search for work by the unemployed**, with the accompanying means and make administrative procedures easier in this search (among other things, study free access to public transport in order to search for work, support in dealing with forms and in the administration of interviews ...).

▣ ***Strengthen the quality of employment***

10. Press forward with the final approval of a legal framework for employment companies and other measures that favour the entry to work of a greater number of persons in public and private activities.
11. Make good employment contract practices universal in firms, sectors and areas that stimulate quality of occupation, improvements in working hours, the working day, stability, safety, employment and participation, etc.

line 3

**City of knowledge, within reach
of the citizens, and a capital in
sectors of new activities and
services within a framework of
efficiency and quality**

Bases for strategic thought

- Recent decades have been the scene of **radical change in the societies** we describe as industrialised. The **education and training of people is at the centre of the economic development of all society**. In this sense, the right of citizens to have access to and participate in the knowledge society should be ensured with the purpose of avoiding the creation of a new way to be a social outcast.
- In this new situation **cities**, as places where a great part of knowledge is concentrated, can **play a decisive role in the new processes of development**. This new function is not at all guaranteed. It is necessary to **learn to create and dynamise the environments** that are suitable for the development of activities based on knowledge (**creativity and innovation, adequate capacities for production and consumption and privileged relations with the world in general**). This means creating **quality urban environments** where the resources of knowledge have value.
- Cities have to be **more positively active**. The city must be protected as a **cultural value and the region as an ecological value**. **New urban zoning** is needed that responds to the new needs of the knowledge society's activities.
- The **image of the territory** must be questioned as a reserve of generic resources, that can be appropriated in open markets and that are imitable and transferable without limitation. Now they should be seen as a **complex structure permanently involved in the active construction of specific resources/competence**. The territory is itself a **conditioning factor in the competitive capacity** of a certain local socioeconomic system. The traditional factors of location are no longer meaningful.
- Activities based on the new technologies are highly concentrated in the area of the European Union and the economic process of integration could further this trend towards even greater concentration. Because of this, **cities not only have to press forward and support their knowledge activities but have to find out how to anchor them to their territories**.
- **The universities, the interfaces with the productive sectors and the penetration of firms into international markets** are essential elements in strengthening the capacity for technological accumulation. **Continuous training** is the basis for improving human resources.
- Insufficient access to **external finance** (risk capital), the difficulty of **access to information**, the lack of **qualified human resources** and insufficient **integration within** national and international **innovation networks** constitute significant restrictions to the fluid development of new social and entrepreneurial activities.
- Barcelona must **continue to deploy definite innovative initiatives, as it did in the Cerdà Plan and later with the organisation of the Olympic Games, that will be identified immediately with European cities in the vanguard, aligned with the cities of the 21st century**. Facing central and nordic Europe, the identification of Barcelona as a maritime city with a history, and at the same time involved in modernity has, without doubt, a special attraction. In this sense, the Universal Forum of Cultures Barcelona 2000 must be another crucial initiative for the city.

Measures

❑ *Establish the basis for the monitoring of the city of knowledge*

1. Create a **permanent observatory to push forward and coordinate** those actions directed towards forming the city of knowledge. This should specifically **study and put to debate the map of resources, the support infrastructures**, and the identification of the core competence, and propose the establishment of a **social agreement for the knowledge society**.

❑ *An urban design for the 21st century*

2. **Create a new scientific-technical pole area along the Sagrera/Mar/Poblenou axis** of 500 hectares related to and connected with the other areas of Barcelona and the BMR.
3. Study **modifications in the concepts of planning and urban zoning** to improve continuity between the parts of a district and its spatial and social cohesion. In this sense, the possibility of establishing a new zone, -22@-, for knowledge activities that ensure competitiveness in terms of costs in the European area should be studied (without this meaning a reduction in the industrial land now in force), that would clearly facilitate the location of new activities and which, finally, would favour the appearance of new seams of employment.

❑ *Improvements in the human resources of the city*

4. Along the lines of the **City Educational Project**, favour the recognition of the social and community dimension of education and push forward educational projects in the city along the lines of the strategies proposed in the Education is the Key Congress, held in Barcelona on the 7th, 8th and 9th of April 1999.
 - Promote quality public schools, with resources and social prestige that at the same time as ensuring an authentic equality of opportunity, improve the use of all the human resources of the region.
 - Establish a social agreement in relation to the various educational agents, their competence and their responsibilities.
 - Give support to and reinforce the human capital involved in educational tasks to achieve a greater intellectual and cultural standard in the population as a whole.
 - Stimulate permanent training of quality for all teachers.
 - Set up relations among the whole of the educational system, from non-university education to the university, with the purpose of increasing knowledge about, and the results of, scientific research and technology.

5. Due to the importance of guaranteeing the response of human capital to the demands of a market in constant change, **continuous training** will become a key element in the society of the 21st century. It is proposed to establish the necessary mechanisms for planning and the quality of the continuous training network.
6. Ensure with the necessary resources that **all citizens are open to the world.**
 - Digital literacy campaigns
 - Promotion of libraries as public access nodes to information.
 - Linguistic literacy campaigns (languages).
 - Ensure electronic connection. Cable for everybody.
 - Provide an e-mail address for all those citizens that ask for one and make it an accepted means of communication or dealing with the Administration, and one that the Administration uses with the citizens.

▣ *Universities of the 21st century and a plan for research that strengthens the knowledge society*

7. Make a **political and social agreement** to press forward with the **modernisation and efficiency of the universities of the BMR** as regards the services they provide and the optimum management of their resources.
8. Increase, as much as is necessary, the availability of **public and private resources (financial institutions, corporations and companies) devoted to R+D** in order that the resources employed in the Barcelona Metropolitan Region are equivalent to the average in the European Union.
9. Commission the compiling of an action plan to **attract leading institutions on a world-wide level**, specialised in the scientific-technical field.

▣ *A solid technology transfer infrastructure, with a clear orientation towards enterprise*

10. Promote the **technology transfer centres of the Barcelona Metropolitan Region**, public and private, and connect them to the **programme of creating companies with a technological base**, with the purpose of channelling efforts in generating knowledge towards their transformation into technological innovation.
11. Press forward with projects to **facilitate the scientific and technological applications in the economic activities of the BMR** along the lines of Nexus, the Pedralbes Scientific and Technological Park, the Poblenou Industrial Park, The Virtual Incubator of Barcelona Activa S.A., the Vallès Technological Park, The Information Industries Foundation of the UAB in Sabadell, New Campus UPC in Castelldefels, The Light Laboratory of Sincrotrón, among others.

▣ *Strengthening of new economic activities*

12. Ensure that all those **activities that are considered most strategic** have an **agency or a specific institution available** at all times and establish monitoring systems to evaluate their activities.
 - Barcelona city of knowledge (in this case the Association of the Strategic Plan can assume responsibility for the monitoring of the measure)
 - Cultural, multimedia and publishing sector.
 - Sectors related to logistics.
 - Tourism.
 - Digital industries.
 - Training.
 - Environmental industry.
 - Biomedical industry.
 - Airport and port activities

13. A programme that we could call **Digital Barcelona** deserves special attention because of its horizontal nature.
 - Place the investment and new services plans of the various operators in common and strengthen the technical infrastructures.
 - Create added value services that are innovative in various sectors, in such a way that they all converge and are put into service on the same date, in 2002, on one important day.
 - Strengthen virtual commercial centres in Barcelona.
 - Facilitate improved connection infrastructures for the user in developing digital activities at the best prices and with the lowest costs: STANDARDS OF INSTALLATIONS AND SERVICES.
 - Facilitate the realisation of digital events in Barcelona (trade fairs, congresses, conferences ...): DIGITAL PLATFORM.
 - Systematically identify the most interesting digital initiatives that happen in the world to analyse their possibilities: DIGITAL OBSERVATORY.
 - Detect and stimulate digital initiatives in public administration, with the purpose of acting as a conveyor belt for the rest of society: DIGITAL ADMINISTRATION.

14. Focus attention on an area with great possibilities in the future: **Biomedical Barcelona**.
- Starting with the Pedralbes Science Park and the Pi y Sunyer Biomedical Research Institute and other strengths of the city, new initiatives should arise in creating firms connected to the sector of biotechnology and biomedicine.
15. Stimulate culture as an element that, as well as being a key to schemes of cohesion and social participation, will be capable of creating local firms that can produce quality content, such as those promoted by the **Cultural Strategic Plan**.
16. Accentuate and intensify urban action and action concerning image to reinforce the position of Barcelona as a city that uses and exploits its **monumental, architectural and natural heritage** as one of the main factors in its international attraction.

❖ ***A key project: the Universal Forum of Cultures Barcelona 2004***

17. Support the **Universal Forum of Cultures Barcelona 2004** in as far as it must represent one of the challenges most capable of advancing the city decisively towards new objectives. As well as its infrastructural significance, the qualitative aspects should more than anything be underlined, as they consecrate the culturally open character of our city.

❖ ***A city of quality***

18. Support the **Barcelona Quality Network** and promote it in as far as it contributes to improving efficiency and the conditions of life in the city.

line 4

The region that ensures social cohesion and stimulates a participative culture among its citizens

Bases for strategic thought

- The most recent studies on social exclusion in Spanish and Catalan society show that the principal factors that have influence are: a) **long-term unemployment and the precarity of occupations**; b) the **growing disparity in incomes** between social groups; c) the existence of significant **gaps in the social safety net** that leave certain groups unprotected; e) **changes in ways of living together** that erode the protective functions of the traditional family on which the Spanish welfare state has in good measure depended (the entrance of women to the labour market, new ways of living together ...); f) the risk of **creating ghettos around certain social groups** (segregation in some educational centres ...); and g) some forms of **ethnic discrimination**. The search for solutions to all these problems constitutes a basic premise in ensuring equality of opportunity for all citizens.
- Amongst all these factors of social exclusion there are three that appear to be strategic for Barcelona: attention to **older people**, the **entry into work** of social groups with the most difficulties and **access to housing**.
- A city should be contemplated **in which the car no longer has the main role**. The growth of the information industry and knowledge, based on the movement of bits, would not fit in well in an environment designed for the movement of physical goods. Solutions must be found for the mobility of the population, not as individuals but as a determining social factor in the functioning of the city. It is not necessary to reach the 1:1 car/inhabitant ratio.
- The culture of **participation**, as a process that channels social conflict, was considered by the General Council of the Plan to be **one of the significant values of the city** that should be preserved and strengthened. In this sense the participative processes developed by the Plan itself and followed by many other institutions and administrations (Strategic Plan of the Information Society, Strategic Plan for Culture, Integral Social Services Plan, City Educational Project, Economic and Social Council ...,) constitute clear examples of the path that should be followed.
- The history of our city leads us to state that **Barcelona is an example of participation and association in relation to great challenges**. As a consequence, if we wish to achieve convergence in the action of enterprises, entities and associations in the city to strengthen the international dimension, the key is to be found in knowing how to mobilise people. In our case, **the citizens mobilise in relation to concrete objectives of great scope**, that is great challenges. In this situation, **new projects should be identified** that stimulate the entities of the city to get to work together, conscious that individually they are incapable of managing them.
- In Europe, **the future of every city depends , to a great extent, on its capacity to generate the marks of its own identity** and a certain competitive advantage with regard to the other cities. The values of participation and the consensus culture are values that belong to the identity of Barcelona, in the same way as the even distribution of the city among all its districts. In the international field these practices of participation in the management of the city enjoy great credibility and are one of the **main elements of know-how in Barcelona**.

Measures

■ *The city for older people*

1. Place service **networks of attention to older people** within reach of the citizens, as an element that ensures a better quality of life for these people along the lines recently put forward at the Third Congress of Older People of the Barcelona City Council.
2. Increase the number of **places in residences for older people** -placing them at the average level for Catalonia- as a factor that would allow greater incorporation of older people into a socially integrating quality urban environment.
3. **Improve social-health attention in the home.** Ensure greater coverage of the need for home attention services, especially for older people, and promote the establishment of a network of these new activities that cover these growing needs. To make it possible for older people to stay the maximum length of time in their habitual environment, levels of quality and costs that are not exclusive should be kept in mind. The percentage of older people that live alone is still one of the lowest in Europe but is already situated around 25% in that age range. Of a population of 118,000 people, more than 5,000 are users of services in the home.
4. Strengthen the day centres to ensure **continuity in assistance between the home, day centres and hospital and residential establishments in the BMR** as a system that allows quality at the various stages of the lives of people and that covers their social-health needs.
5. Create an observatory of information for older people, to gather and provide information about needs and policies related to aging and old age.
6. Increase the level of expenditure on social protection to bring the lowest pensions closer to the minimum salary, as defined in the European Social Charter.

■ *The encouragement of social housing*

7. Facilitate **the access of young people to housing**, both owned and rented, at affordable prices, through suitable real estate promotion for the requirements of this social group.
8. Have a **network of housing** at affordable prices available reserved to cover the need for temporary housing for **groups with difficulties in entering society and work.**
9. Promote **serviced housing** for older people that envisages the minimum coverage of the services necessary and complete physical accessibility.

10. Along the lines envisaged in the Integral Social Services Plan of Barcelona, extend a **supply of affordable housing** to all of the BMR, rented as well as owned, promoting the **concession of public land** for the construction of social housing and promoting better use of the reserve of unoccupied housing

▣ *Basic training for no social exclusion*

11. Establish the necessary mechanisms to achieve a significant **reduction** in the **current rates of failure at school**. Guarantee an educational policy that avoids the concentration of this sector of discrimination in specific districts of the city.
12. Create new spaces for participation and **coordination between the educational centres and the social services of the BMR** in order to prevent social risk situations derived from failure at school. This coordination should envisage, at the same time, special training programmes directed towards the population excluded from the educational system that facilitate entry into work, with the necessary search for resources and services.
13. **Revalue the social role of education** as a factor that ensures the absence of social exclusion in the medium and long term. **Social recognition of the professionals in education**, along the lines envisaged in the City Educational Project.

▣ *Barcelona a city of pedestrians*

14. Strengthen the **public transport network** in such a way that it allows the reorganisation of traffic in the city, a better balance between vehicles and citizens, a better public space for pedestrians and easy connection with the new central areas of the Metropolitan Region of Barcelona.
15. Intensify policies directed towards the **elimination of architectural barriers** in spaces and on public transport, that facilitate access to the city for older people, disabled people, and groups that require special attention.

▣ *The city that participates*

16. Encourage and promote the participation of the citizens through consultations and other formulas that press forward with new experiences in participating in the progress of the cities of the BMR. For this reason, stimulate and ensure the use of the **new technologies as a vehicle to incentivate and facilitate the participation of the citizen** in the city.
17. Promote the creation of councils that allow **participative urbanism** to be stimulated and through which previous information can be provided about urban renovation projects and consultations are initiated in order to find out about the opinion of the citizens.
18. Along the lines foreseen in the Integral Social Development Plan of the Barcelona City Council, **reinforce the integral dynamisation projects in the districts** as a means of coordinating the various actions carried out by administrations in a specific district and promote participation schemes in determining these actions.

19. Strengthen the means for reconciliation, mediation and arbitration to strengthen dialogue and knowledge between the sides, and to resolve conflicts.
20. Press forward with participative councils for previous consultations in the districts of intervention along the lines of the experiences that have begun.
21. As a dynamising element in participative democracy, propose the mechanisms of popular initiative to the local administrations of the BMR, as is regulated in the Parliament of the State and of Catalonia.

line 5

A region that gives impetus to its position within Spain and abroad as a multiplying factor of internal attraction and one that wishes to play an active role in the process of consolidating the European Union

Bases for strategic thought

- Traditionally Barcelona, as well as Spain, has had **three axes of exterior connection: Europe, Latin America and the southern Mediterranean.**
- With entry into the European Community and the introduction of the single currency, **Europe has stopped being an exterior reality** and has assumed a fundamental internal dimension. Europe is now the supranational reference framework and it is necessary to organise internally to influence its development. Therefore the capital of **inter-city alliances acquires great value in the heart of the Union**, to achieve the approval of policies of improvement in the cities and funds to help our progress.
- The existence of **an urban policy of some scope on the part of the European Union can only occur if the urban leaders and the citizens entities as a whole are organised** to demand its creation. The leaders of the most dynamic cities of the Union have a historical responsibility to organise this movement and to construct a proposal for policies and measures that goes much further than obtaining devolution along current lines. **An imaginative lobby movement of great scope should therefore be promoted**, and Barcelona could play an important role within this challenge.
- As well as this important internal viewpoint, **the Union provides us with a qualitative addition in our traditional relations with the Mediterranean and Latin America**, as the information and the paradigms that we absorb in it constitute an additional contribution that should be transmitted to our contacts with the two geographical areas previously mentioned.
- Guarantee and increase activities in the area of solidarity and cooperation, according to the experience of Barcelona, as one of the values that identify our city. The positioning of Barcelona has to be envisaged from a broad viewpoint that includes the social and economic elements.
- The connection infrastructures for people and for goods become a key element in consolidating the strategic position of the BMR. This refers as much to physical factors as to factors related to its management.

Measures

▣ *Positioning strategies in Spain and abroad*

With Spain and with the European Union

1. Consolidate the BMR as a **space of reference** in the social and economic dynamics of Spain.
2. Coordinate the **structures and the organs of international relations** with a presence in the BMR with the object of improving collaborative connections with the most dynamic cities of Europe and contributing towards a operative and continual **lobby task** directed towards the formation of a **European policy for cities**. To this end **ensure a more active presences of the BMR in Brussels** and promote the participation of all the institutions of the Strategic Plan in the promotion of the region and the capture of investment.

With Latin America

3. Give special support to the development of the **Iberoamerican Urban Strategic Development Centre** (CIDEU), a special centre for exporting the 'Barcelona model' and for knitting a network of connections between cities that have Barcelona as their central axis. Reinforce the participation of the private sector and the institutions in this centre in order to exploit the opportunities of this great urban project at the iberoamerican summits.
4. With the Zona Franca Consortium, the Port, The Trade Fair and other institutions, create a great **iberoamerican business centre** that reinforces our dimension as a bridge between Latin America and Europe. This business centre would act by identifying the possibilities for Latin American products in Europe and by advising the producers to help their penetration into European markets and at the same time identify opportunities for European goods in Latin America. This centre would be especially oriented towards the needs of small and medium-sized industrial companies.

With the south Mediterranean

5. Create a **network of university** connections that would allow a greater projection of the university resources of Barcelona in technical assistance programmes, through exchange programmes for students and teachers.
6. Favour **entrepreneurial positioning** in this area with the object of providing the basis to carry out commercial traffic operations within the framework of the programmes of the Official Chamber of Commerce, Industry and Navigation of Barcelona.
7. Give support to **solidarity programmes** that demonstrate our willingness to help the region to go forward and to preserve its cultural identity.

8. Give support to the **Mediterranean city networks** and strengthen them, along the lines already begun by CIDEU, and establish ways of cooperation and assistance and to have a source of knowledge available with regard to urban renovation strategies and projects.

■ ***The basic international connection infrastructures***

Create an international airport that acts as a the hub of the north-western Mediterranean

9. Finalise the Directive Airport Plan for a capacity of 40 million passengers. Improve the management of the infrastructures to be able to increase direct connections to the principal cities of the world. Strengthen the cargo terminal and develop a service zone around the airport in line with its international dimension (hotel area, etc.).

Create the port of the 21st century that acts as the great port of Mediterranean Europe

10. Intensify efforts to **consolidate the Port of Barcelona as a great logistic and maritime platform for the south of Europe.**
11. Ensure the **expansion of the Port**, according to its Directive Plan, ensuring intermodality between the various transport systems and **defining the model of finance** to guarantee the projects related to the growth and expansion of the Port.

Barcelona Logistic Centre

12. **Consolidate the logistic area of Barcelona** made up of: the Port, the Zona Franca Estate, the Logistic Activities Zone (ZAL) and the Airport; ensure the expansion of the ZAL and consolidate the logistic park of the Zona Franca.

Guarantee an adequate railway network

13. Define the calendar to **ensure the railway connection to France** and the new generation European network for the year 2004 and ensure the connection Sagrera-Sants-Airport.
14. Provide for **an adequate connection with Europe** for the whole logistic group of the Port, Zona Franca and Airport with a European gauge railway. The development of this project should pay special attention to negative environmental effects.

■ ***Support activities***

Trade fairs and congresses

15. Construct a large **Congress Hall** as a new infrastructure emblematic of Barcelona to ensure an international position. This infrastructure should be envisaged within the Universal Forum of Cultures 2004 project.

16. **Update** the infrastructure of the pavilion **Montjuïc 1**, and facilitate the **expansion of the pavilion Montjuïc 2**, envisaging the reservation of land for the second phase, so that Barcelona will have available, in the medium term, 120,000 m² net of exhibition, as well as the necessary space for car parks. Ensure rapid communication in public transport between the pavilions and the Airport.
17. **Promote** the organisation of **specific trade fairs** that reinforce the international position of Barcelona in areas such as: knowledge, culture, electronic commerce, the digital city, the studio city

Internationalisation of the small and medium-sized companies

18. Departing from the transversal nature of the measures in the III Strategic Plan, **ensure the projection and the presence of small and medium-sized firms in international markets**, guarantee access to information and facilitate the opportunities for business in order that they progress in a global economy.

Tourist attraction of Barcelona

19. **Sustain the growth of the Port in the cruise ship traffic** -more than 500,000 people per year in 1998- and ensure the realisation of the reception infrastructures and necessary services.
20. **Ensure the capacity for reception** of a growing tourism that provides a sufficient supply of hotel establishments of a level and quality that the movement of people who visit the city for commercial, touristic or professional reasons demands.

❖ *Open city of solidarity*

21. Strengthen the international solidarity programmes that are carried out from the Barcelona Metropolitan Region, at the same time as ensuring matters of coordination between the various entities connected with this sector.
22. Exploit the momentum of the Universal Forum of Cultures Barcelona 2004 to stimulate international cooperation activities and development aid to other cities and areas.

Key words

- Metropolitan Region
- Economies of agglomeration
- Sustainable development
- Public transport
- City of knowledge within reach of the citizens
- Creative innovation environments
- The area a factor in competitiveness
- Universities and interfaces
- Continuous training
- Risk capital
- Innovation networks
- Quality urbanism
- The city as a cultural value
- Participative urbanism
- The region, an ecological value
- Strengthening the historical centre
- Barcelona, leading European city
- Barcelona, connected city
- The Airport as a strategic value
- Level of occupation
- Older people
- Entry into work
- Citizen participation
- Finance of infrastructures and services
- Cooperation public/private
- Models of infrastructure management
- Inter-city alliances
- European urban policy
- Latin America and the Mediterranean
- Enterprising city
- Barcelona in network with firms
- Quality occupation
- Universal access to telematics
- Open and solid region
- Social cohesion
- Equality of opportunity
- Social housing
- No social exclusion



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