

1st Strategic Metropolitan Plan of Barcelona

One of the main challenges for the municipalities in the metropolitan area of Barcelona is to build a balanced and equitable future. But this takes more and better infrastructures which will guarantee our development and to back sustainable development which will ensure our quality of life.

These objectives require multiple planning and programming policies which we have to rethink from a common perspective, capable of including the diverse sensitivities of each and every one of the municipalities which share the metropolitan area.

There are thirty six municipalities which share a common present and future, which have to get to know each other and coordinate better all the time in order to promote initiatives and projects which will allow us to develop our economic and social maximum potential.

The Strategic Metropolitan Plan is the instrument which allows us to work as a network in order to include these diverse viewpoints. The Plan has been built on consensus and dialogue between the local administrations and social and economic agents of all the municipalities which make up the metropolitan area. This joint work has allowed us to identify a whole series of trends which make up a common, supra-municipal reality, and which we have to provide a response to. They are wide and important questions, which cover from transport and housing policies to the model of coexistence.

In order to provide a suitable response to these aspects we have to avail ourselves of instruments that will allow us to compete with the other metropolises in our surrounding area on equal terms.

We require metropolitan management and decision-making instruments in order to achieve a greater social, cultural, economic and territorial cohesion. And here we must pay careful attention to the economy, as although it is not the be all and end all of everything, it does represent one of the keys to facilitate the others.

Today the global world is advancing towards activities related to the use, management and production of knowledge. The Metropolitan Area of Barcelona, one of the five largest metropolitan areas in Europe cannot remain on the margins of this process. We have to be leaders and pioneers in this economic and social transformation as this is how we can guarantee our quality of life, spread it to every corner of the metropolis, and thus give ourselves a more integrated, richer, more interesting and happier society.

JOAN CLOS

Chairman of the General Council
of the Strategic Metropolitan Plan of Barcelona
and Mayor of Barcelona

A strategic metropolitan management

It is well-known by all that the Metropolitan Area of Barcelona (MAB) is a city of cities, a network of inter-related towns made up of 36 municipalities where nearly 3 million inhabitants move around, work and live. Every day life shows us that the citizens of this urban continuous do not understand the administrative limits and that they move and relate within its more than 600 square kilometres as if it were a single territorial unit.

The economic and social development models that have been applied in a homogeneous way throughout the area, except for the singularities which arise in each municipality, have managed to place the MAB in the 6th place in the ranking of the 45 European metropolitan areas with the most growth potential until 2005, and in 1st place among those which are not capitals of states. A potential achieved with the efforts and collaboration of the economic, trade union and social agents, the institutions and the citizens of the MAB.

Many of the questions dealt with by the local administrations cross over the administrative limits of town councils, and need to be taken on from an inter-municipal point of view. This is the case of policies on housing, the environment and sustainability; management of infrastructures, transports and human capital; from analysis and adaptation to the new realities conditioned by demographic changes, changes in the structure of the family and the increase in migratory flows, among many others.

Barcelona's metropolitan reality is complex and has a variable geometry. It is, at this time, a fragmented area from an institutional and territorial point of view, where certain imbalances are produced. Metropolitan Barcelona requires its own planning and management.

The organisation of the Strategic Metropolitan Plan establishes a network of relationships where the ideas of all the defining elements of the Plan are inter-connected so that a flow of necessary knowledge can be established for the correct configuration of planning schemes.

Agreement has been possible thanks to an extraordinary consensus achieved by all the administrations and institutions (local governments, county councils, Provincial Council, trade unions, economic, cultural and social organisations). We have also reached a solid relationship with the cities in the second metropolitan ring so that the result will provide benefits and solve problems we have in common.

The Plan is structured in three large areas: representative-decision-making, made up of the General Council and the Delegate Commission; operative, centred on the Council for Strategic Development and the two large Prospective and Strategy Commissions; the linking body, which acts as a bridge for relations with other economic and strategic sectors, with the cities in the second ring and the supra-municipal institutions.

The Prospective Commission has been in charge of defining the trends in the environment with the greatest impact in the metropolitan area, while the Council for Strategic Development has the main objective of defining and proposing the objectives of the Plan, as well as carrying out the follow-up of the actions taken for its implantation.

The Prospective Commission generated five sub-commissions on employment: human capital; citizens coexistence; transports, housing and metro-

politan model; leadership and globalisation; and economic dynamism, which has brought a high quality of representatives together from the institutions and nearly 600 experts, a good example of the interest aroused and a guarantee for the solvency and consensus achieved.

Also, the Strategy Commission has studied the critical aspects identified by the Prospective Committee, and is now centring its work on proposing the suitable measures to deal with them and watch over their correct implantation.

For the time being we find ourselves at a moment in which our collective future is in an optimum and critical situation at the same time: an enviable potential of projects and realities but which mean the obligation of consolidating this transformation process. And the way to carry this out is through agreement, a peculiarity which should lead us to promote the metropolitan culture by placing its strengths and weaknesses in common.

The MAB meets all the conditions to be able to establish itself as a reference within this Europe of the future which is being shaped, but to achieve this, we are obliged to give up the complex organisational models which restrict and at the same time divide the metropolitan territory and organise it through an instrument of cohesion and consensus such as the Strategic Metropolitan Plan.

The strategic planning process has culminated with the set of strategies, measures and objectives which make up the vision of the future that we want for this area.

Out thanks to all those who have worked on it.

JOSÉ IGNACIO CUERVO

Chairman of the Delegate Commission
& 4th Deputy Mayor of Barcelona

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The metropolitan model of Barcelona has to open up to an arithmetic in which the loss for the parts should never affect profit for the whole. And vice versa.

MAITE ARQUÉ, MAYORESS OF BADALONA

It is obvious that this Plan is a living tool, which will undergo improvements and adaptations during its development and implantation process.

JOSÉ LUIS JIMENO, MAYOR OF BADIA DEL VALLES

1. Background

1.1. Industrialisation as the basis of the socioeconomic model for the Barcelona Metropolitan Region

Since the end of the 1950s this metropolitan territory has seen economic and social consolidation, based on its own model of the 20th century industrialism era, and on a very reactive role as regards urban planning prior to democracy, with a much more proactive approach from that period onwards and to date.

Over the course of this broad time span, there has been a phenomenon of symbiosis, between the city of Barcelona and its surrounding towns and villages. This symbiosis has been such that until the 1950s, growth was centred in Barcelona (around 80/85% of the BMR's population) and from that time onwards, population growth spread out towards the surrounding areas, so that in 1960 the Barcelona's weight in the overall region was around 77% of the population, in 1970 it was 64%, in 1980 it was 56%, etc.

This continuing process was very much accentuated in the 15-year period between 1960 and 1975 when all the localities in the area doubled their population at least. In some cases, the population tripled: el Prat, Sant Boi, Sant Feliu, Sant Vicenç dels Horts; and in others, the population grew fourfold: Castelldefels, Sant Joan Despí and Viladecans.

Overall, this symbiosis was the result of an accelerated industrialisation process that had a component induced by the migration of many industries from Barcelona towards larger spaces and better prices offered by the surrounding municipalities (some 500 companies between 1964-1972) and the new companies that were set up –many of them multinationals– attracted by the market, by prices and salaries, and by the proximity of the Port and the Airport.

All this strong business growth in the territory was supported by higher volumes of immigration (800,000 people in 20 years, in light of the ageing of the local population and the low birth rate), along with extensive use of the land and a lack of overall joint planning, despite the attempts of the District Plan of 1953, the Master Plan of 1966 (which notably broadened the region's limits), of the first proposal for the review of the District Plan of 1953 (presented in 1974) and of the General Metropolitan Plan of 1976.

It should be pointed out, also, that throughout this entire period, the General Metropolitan Plan was the only element that contributed and was committed to an authentically metropolitan

model; this circumstance did not arise again until the present.

The result of this planning that was broadly overwhelmed in its first years, was a process of occupation of the land at an accelerated pace, the use of partial, fragmentary and incoherent plans –as a habitual system of detracting from the District Plan–, irregularities, increases in developable land, changes of land use, etc..

So this was a long phase, therefore, in which the territory's only strategy was to adapt itself to the needs of industrial processes and the needs of a broad mass of new citizens that flocked in –first to Barcelona, then to the surrounding municipalities– attracted by the growing demand for human resources.

With high points and low points, this phase lasted until the mid 1970s, when the major recession that took place led to a new social and economic model that would involve notable changes in social and productive behaviour and, obviously, have effects on specific territories.

This step from one model to another was not immediate.

1.2. The transition towards a new socioeconomic model

Three important events characterise the birth of the transition phase: the arrival of democracy and the new values that Spain's entry into the European Economic Community meant for municipality representatives, the end of the industrial crisis, together with the boom in new technologies and their rapid translation into new productive activities.

The new urban values of democracy revaluated the suburban reality of many municipalities and a constant advance was initiated towards the consolidation of new urban realities conceived by then as veritable towns, with better cohesion, better integration and a renewed citizen identity. Nonetheless, this process, necessarily focussed on the sphere of each town considered alone, left on the back burner those aspects typical of a metropolitan vision, since this function had not been taken on by any other administrative body. Therefore, these towns reconsidered their role, with a clearly proactive vocation as regards economic and social projects, and, in short, with a

virtually generalised use of strategic planning as an instrument for participation and the projection of each of the towns.

At the current time, the following municipalities have strategic plans: Molins de Rei, Sant Boi, Sant Just, Santa Coloma, Baix Llobregat, Esplugues, Barcelona, Cornellà, l'Hospitalet, Badalona, Cerdanyola, etc.

As a consequence of these project-based policies, the Barcelona Metropolitan Area (BMA) is in the midst of a phase of expansion and of vital projection with a set of over 40 projects which, undoubtedly, will change its global potential with the construction of nearly 11 million square metres for different uses (offices, housing, shopping areas, amenities, etc.) involving a total investment exceeding 36,600 million euros, without including investments in infrastructures and connectivity.

As regards entry into the European Community, the balance is also clearly favourable. Since 1986,

the Barcelona Metropolitan Area has attained positions at the heart of the European economy and has clearly improved in terms of foreign competitiveness, productivity and occupation levels. Between 1986 and 1999 the GDP of the province of Barcelona increased by 64%, one of the highest growth rates in the European Union.

In recent years the BMR has undergone strong growth in terms of job creation. The employment rate –based on the potentially active population from 15 to 64 years– increased from 65% in 1995 to 74% in the year 2000, whilst the unemployment rate dropped, during the same period, from 20% to 8%.

As regards the entry into the new era of economic production, the BMA constitutes a clear example of an overall highly diversified polynuclear metropolis, but with a degree of productive specialisation in the different towns that form part of it.

Today, Barcelona's economy is the principal exporting base of Spain, and it constitutes a

The Strategic Metropolitan Plan of Barcelona allows the work of the municipalities and, at the same time, to maintain a general vision of the territory which unites us and gives a response to the needs of all the population.

JOSE ANTONIO ROBLES, MAYOR OF BARBERÀ DEL VALLES

There is the danger that our municipalities will be considered as little inhabited reservations, where it is possible to install all the services that the great agglomeration of people need to maintain a reasonable level of inhabitability.

JOANA M. BADELL, MAYORESS OF BÈGUES

Planning a metropolitan environment which revolves around a power like Barcelona requires a global vision, perhaps a little distanced from the individual view of each municipality, but which must never lose sight of the identity of the municipalities which make it up.

JOAN PLAYÀ, MAYOR OF CASTELLBISBAL

From the legitimate wish for the improvement of each one of our municipalities, we must work together for this future that we share. This is how the expectations that are envisaged shall be achieved.

ANTONI PADILLA, MAYOR OF CASTELLDEFFELS

European metropolis producing goods of medium-high intensity and exporting tourism services. However, it is necessary to bear in mind the weight of the multinationals in these direct and indirect exports, and, logically, the relationship between the technological levels with the high degree of openness of our economy.

Moreover, the BMA is experiencing important changes in the composition of the jobs market towards high knowledge intensity sectors. Between 1991 and 2001, most of the towns saw these posts double until they reached a sum of nearly 500,000 (some 78% of Catalonia's total),

with a labour market that accentuates its metropolitan character.

This period of transformation, obviously, has had and is having fluctuations that can affect issues such as the unemployment rate and other economic indicators, in a less positive sense.

Even so, we find ourselves in a territory –that of the RMB– that now occupies an important position within the European Union. By population, it ranks 9th behind the urban agglomerations (not necessarily municipalities) of Cologne, Birmingham, London, Frankfurt, Paris, Milan, Madrid and Naples.

The BMR's ranking in this list improves notably if we take as a reference business preferences for siting economic activities.

According to the European Cities Monitor, in the year 1990 Barcelona occupied the 11th position in this ranking. Now, in the year 2002, its position is 6th, having superseded cities such as Zurich, Geneva, Milan and Glasgow. The cities with which we now have to compare ourselves are London, Paris, Frankfurt, Brussels and Amsterdam. However, obviously, we cannot overlook the others, given that all are equally motivated to improve their current positions.

1.3. What future for the BMR? from transition to the consolidation of the new model of post-industrial society of knowledge, creativity and culture.

It is not easy to forecast the future of an area that already occupies a first division amongst European cities, all of them competing at the same time to become more efficient, to attract more business, to promote the same knowledge sectors and to ensure the highest possible levels of social integration.

It is important to take into account several premises when viewing this future:

1¹ The BMA is a territory that, in the future, will not undergo great changes. The territory is highly saturated and it will be necessary to manage it appropriately in order to transform it into a quality urban environment that responds to the needs of society and of today's economy. Improvement of the territory's productivity will be an essential element of the model that will need to be shaped. The dimension of growth of the BMA and the definition of the model that is needed to adapt to a different social, political and technological situation has to be one of the key points for centring the necessary debate on the BMA's future. Thinking about a metropolitan mobility model –for people and goods–, a system for the generation and efficient dissemination of knowledge, a network of communications and connectivity for the 21st century, schemes suitable for the rehabilitation of the historical centres of the towns making up the metropolitan network, an efficient system of economic promotion, etc., these should be some of the parts of these productivity factors that will require consideration for the BMA's future.

2¹ From the economic point of view, we are at the start of a transformation towards sectors with greater added value, capable of standing up to the increase in competition from a Europe with 25 members, without the support of salary levels.

From the current perspective, it seems logical to expect continuity in the process of transfer of some of the industrial plants that in their day were located in the BMA and that now may feel more attracted by other EU territories. It will be necessary to re-situate, in this new context, the new factors likely to generate transit towards these new productive activities. The abovementioned European Cities Monitor 2002 report gives us a few clues regarding what we call new productive activities: availability of highly qualified human resources; easy access to the markets, to customers and to consumers; a quality telecommunications network; a positive attitude towards creating and attracting businesses; appropriate salary costs; availability of office space at competitive prices; ease of mobility across the entire area; languages; quality of life, and a quality environment. In other words, localisation factors that are far removed from those that were demanded by the previous model. To all this, we have to add the progressive importance of the innovation factor as a key element for evolving towards the productive activities that have to interest us. In addition, innovation means research and the generation and transmission of knowledge

3¹ On the social side, factors for coexistence will become one of the essential elements. European social policies have played a central role in constructing the current social model, which has shown it to be flexible and dynamic for responding to the changes of the economy and society of recent decades. However, the society of the future is different to that of the industrialism model. New challenges present themselves in the field of social inclusion, of social protection, of security, of the fight against discrimination, of school failures, of reconciling work and family,

of health, etc... And the instruments that we have are not adapted to attend to these new demands. We need immigration, but we do not know how to shape up the suitable framework so that it does not distort our traditional social model. We need more security, but we do not know which tools and means to use in order to guarantee it. We need better educated and qualified people, but we do not know how to overcome the high levels of school failures amongst teenagers. We need active and integrated young people, but we do not know how offer suitable housing. We need and we want to improve the trend towards full employment –of men and women–, but we do not know how to find ways to reconcile work with family life.

4¹ Culture is another premise that must be borne in mind when sketching the future of a metropolitan region. Nowadays forecasts cannot be made without taking into account the role of culture in the added value of the metropolis. Urban planning forecasts cannot advance without the symbolic role of culture in the articulation of the city. Social cohesion has no sense outside of a reference framework of the cultural keys that it involves. Moreover, a report from the European Council attributed culture –in the broadest sense– with the existence of 15 million jobs in Europe. Meanwhile, another report by the General Society of Authors situated growth related to culture in Spain in 1997, at some 4.5% of the GDP, which positioned it as the fourth ranking productive sector.

5¹ Sustainability and environment. The dysfunction that has existed between the model of economic growth followed up to now and its sustainability –the capacity to maintain a situation indefi-

tely– is a fact that has been accentuated around Europe and that, at present, is a reality that is more or less accepted in all European metropolitan regions. A transition has been observed in traditional urban organisation models with an industrial basis towards a new model based on the services economy and on the integrated organisation of urban spaces that is much less aggressive. One piece of data: according to the PTGC, by around the year 2026, the great majority of all the flat land in Catalonia will be urbanised, including –logically– the entire BMA territory. Within the framework of this premise, it is necessary to contemplate three fundamental bases: social, economic and environmental sus-

tainability. The combination of these three bases confers complete significance upon this growing tendency to consider sustainability as one of the essential parts of what should be the urban planning pattern of the future: integral planning.

6¹ Governance: This is one of the great issues that affect all metropolitan areas around the world. It is a crucial question and has not been resolved. It is also an issue that has arisen from the previous model and from the dialectic between centre and periphery that characterises that model. The existence of municipalities with history, legitimacy and democratic proximity is, without doubt, a very important asset that not all of the

world's metropolitan areas have known how to conserve. The question is in this sense: can the consolidation of the new social and economic model of this veritable urban conurbation that is the BMA, with its 3 million inhabitants, be achieved, in an efficient way, by following the current norms? Can we provide suitable answers to each of the above premises –productivity of the territory, renewal of the productive fabric, harmonious coexistence and sustainability– without introducing new elements of governance or of management into this territory? Or put another way: is the current evolution of the BMA taking us towards a desirable vision for the future in the medium term?

2. Instrument of change

We have seen already that the BMA's future is in both an optimal and critical situation at the same time.

Optimal because it really does have the potential for enviable projects and realities, as is made clear by the internal and external reports that exist.

Critical because it is facing the inevitable need to consolidate its steps towards a new economic and social model that is imposing itself around the world –globalisation– and that operates with other rules and principles than those that have been promoting the current growth.

One of the main problems that arises in any process of future forecasting is that of thinking of the future in terms of values or principles that have been the rule until the current time, but without taking into account the birth or incipient existence of new principles that are what should govern in the future. Therefore, a great effort is

necessary to be able to understand that the future is not a prolongation of the present, but rather it is a complex process that is gradually created and configured by social, economic and political leaders or that arises from society itself, but is then swiftly grasped by these leaders.

In this regard, a strategic plan has to be considered not only as an end in itself, but also as an instrument that can facilitate leadership –in this case of a territory such as the BMA – that is configured in so far as it is able to grasp the evolution and the tendencies of certain environments –there is not just a single environment to be considered– and that is able to relate them to its own values and potentials.

And, in fact, rather than a plan, what must be considered is a methodology that is capable of making the territories think strategically. Currently, changes are too fast and deep to be

able to sustain temporary answers for a long time. This is why true strategic planning is that process that leads towards achieving a territory that thinks strategically.

Obviously, the fact that a territory is committed to thinking about strategies for the future and to searching for the most suitable directions to allow it to achieve this aim means that what we do not want is the market –as it did previously– giving us the norms for that future. It means that we want to have an active influence on that future, from the logic of citizenship and from the new guidelines that can already be imagined now.

A process of strategic planning is not, in this sense, a process of benchmarking. It is a process of imagination for giving impetus to new situations. It is easy to understand that if we all opt for benchmarking, we will all end up doing the same things, to a greater or lesser degree.

3. Basic elements

A strategic metropolitan plan is not the same thing as a strategic city plan, even though the methodologies used may be similar.

In a city there are clear and specific elements of governance, in the same way that its economic and social agents are also easy to identify.

In a metropolitan area none of the above two conditions arise. Governance has to be sought and built. The configuration of policy and management schemes with which all the municipalities feel comfortable is, to a certain extent, one of the very objectives of the 1st Plan, and as regards econo-

mic and social agents, their role is less clearly outlined owing to the very weight of the municipal administrations and because not all have a territorial space that coincides with the area.

Under these conditions, the experience followed until now leads us to emphasise the quest for building consensus and for good relations in all concepts that have to provide the backbone of the Plan's contents.

Five technical committees have been working since July of last year on five critical issues in order to guarantee the conditions for ensuring the eco-

nomic and social progress of the metropolitan territory of Barcelona in coming years. With this material, a set of proposals have been made that it has been necessary to order, prioritise and select in order to ensure the coherence of the entire Plan.

This global coherence has to be obtained based on a coincidence in the vision of the BMR's future –where we want to be going– and that establishes the guidelines of the changes that we have to introduce into our current model of behaviour.

Moreover, this vision of the future has not come from nowhere. It is certainly important to take

The debate about the Strategic Plan of the MAB, which is quite advanced, contrasts with quite an uncoordinated reality and with town planning, in force since 1976, which has become outdated both territorially as well as conceptually.

ANTONI MORRAL, MAYOR OF CERDANYOLA DEL VALLES

The approval of the Strategic Metropolitan Plan eliminates some of the problems we so often find, like the design strategies which are incompatible, carrying out negative actions for neighbouring municipalities, or loss of opportunities through lack of joint vision.

ANGELINO MAESTRO, MAYOR OF CERVELLO

The main agents who have made us see the need to take a leap forward in the organisation and cohesion of the metropolitan territory are the citizens themselves, with the services they ask us for, with the way they move about, with the way they function on a day to day basis.

JOSÉ MONTILLA, MAYOR OF CORNELLÀ DE LLOBREGAT

The debate and effort of all the social, political and economic agents is the tool that will serve to achieve the rebalance of the territory and the reduction of inequalities.

LORENZO PALACÍN, MAYOR OF ESPLUGUES DE LLOBREGAT

into account the premises already mentioned that configure the most important environments –as well as the diagnosis of our potentials. However, an equally or even more important role has been played by agreement on the principles and values that have to inspire the concept of that future vision. Thus, the Plan's outline is configured around the following elements:

- > The Mission that the Strategic Metropolitan Plan of Barcelona wants to adopt in the entire metropolitan territory of Barcelona.
- > Principles or values that it is agreed will have to guide the process of change: participative lea-

dership, social cohesion, innovation, sustainability, etc., are just a few examples. The definition of these principles becomes an essential step for continuing with the later tasks of planning in a more fluid way.

- > Future vision: how do we imagine the BMR in a few years' time? What urban model can we imagine? With which activity would we like to excel? How do we want to understand ourselves socially?
- > Critical issues for achieving that vision and that constitute opportunities, threats or tendencies towards change.

4. Diagram



6. Principles

The members of the Barcelona Metropolitan Strategic Plan share the following general and functional principles:

GENERAL:

- > Solidarity
- > Subordination
- > Responsibility of capital status
- > Social cohesion, equal opportunities and social equality, understood as a positive interaction between groups
- > Consensus and participation
- > Public-private cooperation
- > Vision of the future

FUNCTIONAL:

- > Co-responsibility, metropolitan perspective and inter-municipal cooperation.
- > Metropolitan simplification and rationality. Efficiency of the instruments for territorial action.
- > Environmental, economic, social and territorial sustainability.
- > Territorial cohesion, rebalancing and multi-centrality.
- > Culture as a factor for coexistence.
- > Generation of employment within a framework of labour quality.

7. Vision

In a vision of five to seven years hence, in which the renewed European Union will have been shaped, the BMA will have adapted in order to manage with maximum efficiency the process of economic, social and political change that needs to allow it to continue advancing its position amongst the most advanced regions in Europe.

Quality of life, citizens' welfare and culture will be the parameters that will have to guide the evolution of this territory as a response to the process of adaptation towards the new models of current society.

In the next few years, the BMA will grow on the basis of the renewal of its sectors, along the route of added value and of giving impetus to other sectors that will be based on the generation and dissemination of knowledge and of creativity as a basic raw material.

Human capital will be the most highly valued resource, and companies, universities and other research centres will work with more coordination as the driving forces of this change.

5. Mission

The mission of the Strategic Metropolitan Plan of Barcelona is to propose, within a framework of public-private and inter-municipal cooperation, and with the participation of economic and social agents, the processes of change that are required in the BMA, in order to give direction to the economic and social development of this territory and for constant regeneration of its potential for growth.

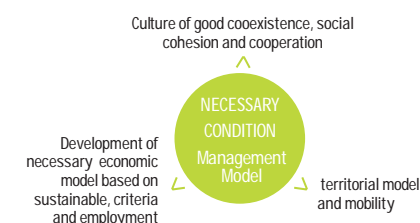
This vision of the future is made concrete in the following three points:

- a) To make innovation, creativity and knowledge the basis of the BMA's competitiveness and progress, evaluating the existing potential and facilitating the dissemination and application of the knowledge that is generated and gathered.
- b) To act on elements that intervene in what we call territorial productivity (the elements that invigorate the territory itself) in order to guarantee the progress of people, within a framework of economic, social and environmental sustainability (mobility, housing, quality of life, culture, etc.).
- c) To equip the BMA with the necessary mechanisms to ensure efficient territorial management at the service of citizens, companies, organisations, institutions and municipalities of the BMR.

8. Proposals

8.1. Introduction

Based on the work of the five committees for proposals, and that of the liaison committees, the contents diagram of the 1st Strategic Metropolitan Plan of Barcelona is structured on the basis of three vectors of action and one necessary condition:



The first vector –economic development based on sustainable criteria and employment– includes all those proposals more directly related with economic development and employment and with the

process of transformation towards more advanced models: technological platforms, science, entrepreneurial initiatives, human capital, work organisation modalities, infrastructures, job quality, sustainability... these are some of the concepts included in this section.

The second vector –territorial model and mobility– groups together, as is logical, a series of objectives and proposals related with the territory and with the deployment of some of its ordering elements, mainly housing, transport and the conservation of the territory and the environment.

Then, culture of good coexistence, social cohesion and cooperation, form the third of the Plan's vectors. This includes proposals related to the three great challenges of the current moment in time: migratory flows and diversity, demographical change and changes in family structures and in family/work relations. It includes an issue as

important as the low level of training as well as measures necessary in the fields of teaching and integral vocational training.

Each of these vectors makes explicit:

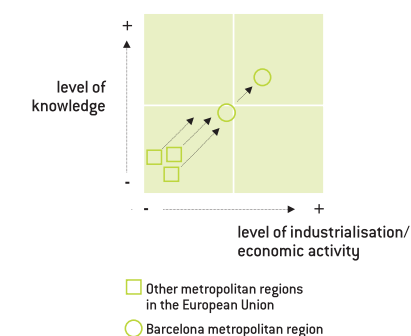
- > An idea of the direction that we wish to give to the vector.
- > Critical issues that can affect the development of the vector.
- > Objectives that are considered to tackle these critical issues. Some measures are at an exemplary stage, in other words, to provide a more or less specific idea of how the Strategy Commission should endow the different objectives with content.

Necessary condition should be understood as the political, social and management model of the Barcelona Metropolitan Area, which has to make possible the implementation of this Strategic Plan and everything that it involves.

8.2. Vector of economic development, based on sustainable criteria and employment Towards the creative city

The specific conditions of the BMR make it easier for it to act as an incubator for new ideas, companies and products, taking advantage of the diversity already available. We need quality economic growth in order to achieve a competitive presence in the global markets, to create occupation and continue to be one of Europe's leading regions.

Globalisation is a positive game but it has its winners and its losers. A process of productive decentralisation occurs along, at the same time, with a concentration of added high-level activities in determined advanced metropolises. The regions compete on cost and/or on quality. We have to win the globalisation race



Critical Issues

- 1i Insufficient critical mass in human and technological capital within the framework of:
 - ai A tendency towards the reduction of allocating of human resources (in Catalonia, in the period 2000-2010, there will be a double need to increase the employed population with the maintenance of a market of unemployed people with few professional qualifications, which will need to be reduced via training).
 - bi A technological de-capitalisation (27% of students to branches of engineering and architecture, as opposed to 57% to social sciences and humanities).
 - ci Low secondary education levels, basically FP or Vocational Training (in Spain, some 38% of young people take FP; compared with 58% in the 15 EU countries).
 - di A notable delay in the continuing education of this human capital (in the year 2001, 3.1% of the population aged from 25 to 64 years took part in continuing education, compared with 4.7% in the whole of Spain and 8.4% in Europe).

- 2i Shortages in innovation, research and creativity. The BMA cannot only compete on cost. It

has to compete through the route of innovation and quality production. Efforts in R&D continue to be notably inferior to those of more advanced European regions. It should be remembered that companies seek non-transferable knowledge in the territories where they are generated. It is necessary, therefore, to achieve the maximum level of this type of knowledge in the BMA.

- 3i Disconnection between production and education systems. This element, in a process of transition towards a new model of development, is now acquiring even more relevance than in previous eras.
- 4i Entrepreneurial capacity. Giving impetus to the creation of new companies is important to broaden the business fabric and increase employment. The creation of companies favours innovation and allows a network of SME to be developed, that complements the major companies and also becomes a new factor for attracting new investments.

- 5i Openness to the world, mobility, languages. The availability of a critical mass of human and technological capital demands a greater

The Plan represents an opportunity for channelling and promoting everything we have learnt and consolidated over so many years of working together: the need for everybody's contribution, transversality, a more complete and more precise vision of the territory.

DÍDAC PESTAÑA, MAYOR OF GAVÀ

When putting valid local policies into practice we must take into consideration a wider scale, because the urban processes which affect Hospitalet, for example, also respond to general dynamics which affect the rest of the towns in the Metropolitan Area.

CELESTINO CORBACHO, MAYOR OF L'HOSPITALET DE LLOBREGAT

The municipalities in the Metropolitan Area have to be capable of defining and applying policies directed towards improving the quality of life and level of well being of the people.

VÍCTOR PUNTAS, MAYOR OF MOLINS DE REI

The Plan has to allow us to work in equal conditions and that can only be understood through collaboration and cooperation between all those which make up this territory.

CESAR ARRIZABALAGA, MAYOR OF MONTCADA I REIXAC

capacity for international relations, which stimulates the attraction of talent and the mobility of local human resources elsewhere.

6| Availability of competitive infrastructures (of a diverse nature, a circumstance that requires an investment effort that is high above the historical average)

7| Capacity of decision-making and resources in public investment to allow redress of historical deficits. The coordination of the institutions to promote major projects is, in the same way, a critical factor

8| Quality economic growth such as that we intend to achieve requires basic services and supplies of a high level, supplied in line with sustainability.

9| Social cohesion and a crossroads city, as a dynamic and creative place, as against a view of a conflictive frontier city. The contribution of people from outside and the tension generated by diverse cultures increase creativity and make societies advance. The most dynamic world regions are crossroads cities (Los Angeles, San Francisco, etc.) and the BMR territory is to be found where the northbound and southbound routes cross.

OBJECTIVES AND SOME MEASURES

- 1| Generate, attract and retain creative and innovative talent
 - > Rethink scientific and technical systems in order to give incentives, as well as resources, to researchers in order to achieve excellence. Promote exchanges between research centres and companies and coordinate technological platforms as instruments for regional development.
 - > Increase, substantially, the resources allocated to R&D with a sustained effort that is much greater than it has been historically. Reaching 3% of the GDP is an appropriate sum in accordance with the parameters of the European Union European Council summit held in Barcelona in spring 2002.
 - > Introduce the concept of Universities as a driving force for development, including economic and territorial development. In this regard, the connections between the university system and company creation activities need to be increased, as well as promoting business innovation within a context of SME and micro-enterprises.
 - > Promote an international outlook at universities, in vocational training and business scho-

ols so that some of them reinforce their position as pioneers in Europe, competing to attract the best teaching staff and students. The objective would be to make Barcelona a university centre of reference and an export activity.

- > Improve the instruments that facilitate mobility and openness to the outside world.
 - Design a plan that foment geographical and functional mobility and flexibility in work and professional careers.
 - Accompanying measures in the field of housing, social protection and continuing education in order to reduce the risks of greater mobility.
 - Generalise learning and the use of English as a preferential option for a third language.
 - Quality public areas, places for improving relations, a positive approach to conflicts, and, in general, an open city within the framework of quality coexistence.

2| Establish more powerful links between production and education systems. Promote life-long learning

- > Produce a proposal for development of active employment policies.
- > Reinforce the Metropolitan Industrial Agreement and promote the coordination of the training on offer.
- > Reinforce lifelong learning schemes. Optimise the use of existing resources, and if necessary increase them, and analyse mechanisms for facilitating access to them for SME.
- > Guarantee effectiveness and the application in the territory of the Vocational Training Plan of Catalonia (which defines new centres), to guarantee that vocational training is linked to enterprise.
- > Push for the earliest possible availability of the Qualifications Institute in order to facilitate the recognition of qualifications in Catalonia and in the European Union.
- > Promote the libraries as a basic element of the knowledge society and facilitate the dissemination of the digital culture.
- Guarantee quality nursery, primary and secondary education, that allows education in values (creativity, solidarity, entrepreneurial capacity, etc.) that have to be inherent to citizens of the future.

3| Give impetus to entrepreneurial skills and capacities

- > Promote the setting up of networks of company incubators in the metropolitan territory and develop excellent incubation systems.
- > Reinforce the general programmes for the creation of companies; expand specific programmes for collectives and sectors and promote new initiatives in this sphere.

> Promote the creation of technology-based companies from the potential represented by university research and by new forms of financing –risk capital, seed capital– that support these initiatives.

- > Greater links between management studies (business schools, etc.) and scientific areas.
- > Emphasise attention towards training activities not only in the more technical aspects, but also in terms of multi-skilled aptitudes and competencies.
- > Integrate the immigrant population into programmes to encourage entrepreneurship, facilitating procedures for self-employment and the creation of companies.

4| Understanding the role of the public sector as facilitator and stimulator of new activities, is necessary to identify groupings of sectors that are inter-related, complementary and with good future prospects, with the aim of giving them priority treatment (culture, life sciences, all people-oriented services, sports, and tourism industries.)

- 5| Improve living standards (also understood as a factor for attracting human capital to the territory), ensure high-level basic supplies and guarantee a quality environment (open spaces, etc.).
 - > Understanding the density of the city as a positive fact, it is necessary to resolve the noise and pollution problems that can have an important influence on lowering living standards.
 - > Ensure access to basic services and supplies –water, energy, waste and telecommunications– based on sustainable criteria and with standards befitting a leading territory in Europe.

6| Promote institutional coordination in order to foment development and projects with a metropolitan scope.

- > Share actions for economic promotion of the territory that allow us to advance towards the creation of an Agency for the Economic Promotion of the BMA.

7| Promote infrastructures comparable to those of the most advanced European regions, guaranteeing accessibility to the entire BMR and encourage autonomous management of the same.

(Note: the specific measures for developing this point are contemplated in the Territorial Model and Mobility Vector).

8| Consolidate the BMA's spatial scale: the European macro-region and the network of the most important cities that form part of it

(C-6). The BMA has to invest in order to become the hub of this territory.

9| Maintain and improve relations with Mediterranean countries –especially with the

8.3. Territorial and mobility vector Towards the city of cities

Towards a coherent territorial model with the perceptions, confirmations and proposals that have to respond to the idea of a city of cities and pursue, amongst others, the following objectives:

- > Maintenance of dense and mixed fabrics.
- > Promotion of housing and rehabilitation of existing housing.
- > General provision of high capacity public transport. Provision of low and medium capacity surface services.
- > Design of sustainable and safe mobility policies, whose final objective is the progressive reduction of the use of private vehicles.
- > Processes of urban improvement balanced between business activity and housing.
- > Maintenance of standards as regards land occupation and the preservation of open spaces.
- > Response to the environmental challenges raised by water, waste and CO2 emissions.
- > Promotion of new spaces of centrality.
- > Maintaining of an adequate offering of land for industrial or other business uses.

Critical Issues

1| Inadequacy of housing policies and of current development and urban reform policies. In light of the strong forecast demand for housing, motivated by the needs arising from the emancipation of young people (in the 20 to 35 years age range) and immigration arising from the offer of jobs.

2| Difficulty in access to housing –whether through ownership of rental– for a large segment of the population. Housing has reached, in general, prices that are a cause for great concern, mainly owing to limited supply, lack of use of the existing housing available, the lack of weight of rented accommodation and especially, the low rate of building of officially subsidised housing (only 1/25 homes that are built in Catalonia), despite the efforts of local councils in envisaging compulsory percentages of subsidised housing in their urban transformation operations.

Maghrib– and with the countries of Latin America.

10| Asia. Given the existence of economic connections of a certain interest, and the recent

3| Low proportion of housing in economic development and urban reform projects. Of a total sum of 19 million m2 of floor space, only 25% is envisaged to be allocated to housing. If these projected forecasts are met, then the final result will worsen the imbalance between the numbers of jobs and their siting in relation to the resident employed population. This phenomenon involves a notable and inevitable increase in home/work journeys in private vehicles.

4| Existence of broad urban areas within the compact city showing a clear regression or inexistence of economic activity, which are the object of processes of degradation/isolation if there is no public intervention.

5| Spatial integration of the families of immigrants.

6| Problems resulting from growing traffic flows caused by the distribution of goods to retail outlets and homes. In addition to the increase in traffic caused by new commercial formulas –such as e-commerce, warehouse vans, etc.–, to the denser areas of towns, there is also a very important problem of public thoroughfares being occupied by loading and unloading operations.

7| Insufficient capacity for connecting logistical infrastructures in the Delta del Llobregat with the rest of the country and with Europe.

8| General insufficiency of the metropolitan public transport systems. Especially notable is the lack of public transport services in areas of low density, such as industrial estates and some residential areas, but there are also areas of the compact city where public transport coverage is weak. A major effort is needed to establish train/bus or train/private vehicle schemes using park-and-ride car parks wherever necessary. This aspect also has an important influence on mobility relations with the towns of the Metropolitan Region of Barcelona.

constitution of the Asia House, it would be appropriate to produce a specific strategy for relations with this territory, taking into account two important obstacles: communications and the language.

9| Lack of attention to the historical road network (which links centres and territories across its breadth) and to the lines of connection between urban centres. Development of metropolitan viability has been based in recent decades on the creation of sections of motorway and high capacity segregated routes. This has led to numerous conflictive points in the secondary network and excessive use of the segregated routes.

10| Absence of a territorial model of reference. The lack of this model, in the sphere where metropolitan processes really occur, means that projects with a territorial scope have to work on the hypothesis of evolution of demand and cannot be based on approved territorial development objectives. Very especially, the absence of a territorial model makes the reinforcement and protection of free territorial spaces that remain outside the sphere of the more emblematic areas that have their own figures of protection, more difficult. These free, connecting or separating spaces of urban developments, which are associated with the territory's morphology and hydrography, a major feature of which are the river spaces, will be difficult to evaluate and treat in sufficient depth from the viewpoint of municipal district boundaries that the urban planning schemes have to take into account. This territorial model will also have to envisage the relationship of neighbourhood and collaboration between the sphere of the Metropolitan Region of Barcelona and the towns that form part of it.

11| Metropolitan territory with important projects for the future that it will be necessary to manage suitably in order to achieve a sustainable impact on the territory.

12| Loss of population density in certain territories given urban planning requirements that limit the numbers of homes and owing to changes in family composition.

For a small municipality like ours, forming part of the Strategic Metropolitan Plan of Barcelona is a way of feeling that we are participants, understanding and taking part in the evolution of our towns, within the dynamics of the great cities which surround us.

ALFRED MATAMALA, MAYOR OF MONTGAT

Improvement in the productivity of the territory will be an essential element of the model we have to shape.

JOSEP JORDANA, MAYOR OF PALLEJA

OBJECTIVES AND SOME MEASURES

- 1¹ Maintain and foment the residential capacity of urban areas so that they can embrace the maximum proportion of the demand for new housing that is envisaged over the next ten years without producing undesirable densification.
 - > Reform and maintain a good state of upkeep of the existing housing available.
 - > Optimise the use of urban land for housing and other uses, transforming those areas that have lost their functionality.
 - > Achieve and maintain high environmental quality and amenities levels of urban spaces, so that the compact city area continues to be a competitive residential space in comparison with suburban options.
- 2¹ Correct the tendency towards the segregation of space into housing areas and specialised business activity areas which make social cohesion more difficult and increase the need to commute.
 - > Plan balanced proportions of housing and of possible jobs in urban planning developments in areas of growth and of urban reform.
 - > Develop the culture and coexistence potential of the diverse and compact city.
- 3¹ Notably increase the proportion of officially subsidised housing, especially rented accommodation, in the metropolitan region.
 - > Make the necessary reservations of floor space for this type of housing in the new developments in areas of urban transformation.
 - > Increase public, private or approved action for the creation of rented and owned housing at affordable prices, improving the legal and management processes necessary for guaranteeing the correct functioning of the market for this type of housing.
- 4¹ Achieve the correct spatial integration of immigrant families in new and old urban areas to facilitate the maintenance of social cohesion.
 - > Build a consensus on common criteria for the treatment of this issue by the different administrations responsible.
 - > Adopt integration strategies for immigrants in accessible housing actions.
- 5¹ Consolidate a set of infrastructures and public transport services that constitutes the main medium of transport used by people for travel to the main metropolitan built-up cen-

tre, that is the basic backbone in the regional metropolitan sphere and has establishes good connections with the central district towns and with Girona, Tarragona and Lleida

- > Develop the proposals of the Infrastructures Master Plan.
- > Complement the Infrastructures Master Plan with the necessary connections to improve interaction with the territorial sphere where relations of a metropolitan nature occur. Special attention is deserved by the existence of public transport in industrial estates and areas along with the guarantee of labour-related mobility.
- > Establish regional services on the high-speed network.
- > Modernisation of the conventional railway network.
- > Adapt the AVE to the natural territory of the BMR: Valencia, Zaragoza, and Toulouse.

- 6¹ Provide sufficient railway link-ups to the Port and the ZAL, to satisfy its functionality and avoid increases in heavy goods transit by road.
 - > Evaluate the possibilities of use for high speed routes.
 - > Develop these infrastructures in a coordinated way, with the vision of adequate railway connections to reduce the railway bottlenecks that could hinder the connectivity of this area with the rest of Spain and Europe.
 - > Avoid as far as possible the splitting up of the territory owing to the new transport infrastructures that may be necessary.
- 7¹ Implement more efficient autonomous management models in port and airport infrastructures.
 - > Autonomous management model for the port and the airport.
 - > Integrate the local train services into the mechanisms of management of metropolitan public transport.

- 8¹ Incorporate into the definition of urban and territorial strategies the requirements of goods distribution logistics.
 - The growing problems of this fundamental part of the activity obliges us to use all means possible to achieve adequate regulation that will facilitate coexistence with other uses of urban public spaces:
 - > Improve the legislation and applicable regulations.
 - > Consider the land needs and distribution routes in planning.
 - > Design new public spaces taking into account their use for distribution activities.

- > Make advances along the lines of timing regulation.

- 9¹ Update the secondary roads network through improvements of their layout, section and road surface necessary to make it once more a reference point for territorial planning, giving adequate satisfaction for traffic needs, and minimising the inadequate use of motorways for short-distance routes
 - This objective is of special interest in the territory that lies outside the central built-up area, where the use of private transport will always be of a certain magnitude. For efficient use of the road network, it will also be necessary to:
 - > Facilitate transport intermodality through the provision of the necessary mechanisms and taking into account the planning of the land reserves that are necessary when these mechanisms involve private vehicles, and, especially, when dealing with logistics intermodality.

- 10¹ Achieve a sufficient degree of territorial coherence in the urban planning of municipalities, especially as regards the provisions of space for housing and business activity, with the aim of efficiently satisfying global needs and creating conditions for a reduction in forced mobility, especially in private vehicles.
 - > Create suitable frameworks adaptation for reaching consensus on decisions that affect the planning of the territory.
 - > Promote territorial planning that establishes links between mobility, accessibility and urbanism, to favour compact and diverse urban development that is well articulated with the public transport networks and services.
 - > Create mechanisms for the monitoring of territorial development that facilitate decision-making with a broad metropolitan space perspective.

- 11¹ Seek compatibility between satisfying the needs for growth of the urban areas with the construction of new infrastructures with the conservation of natural, landscape and cultural values of the territory.
 - > Tackle the planning and treatment non-urbanised spaces with the breadth of ambit necessary to properly value their role as integral parts of the territorial physical environment.
 - > Give systems of free spaces a structural role in territorial planning of space arrangement.

To the extent that one of the fundamental objectives of the Plan is to provide the small municipalities with the necessary resources for their sustainability, friendly "take-overs" are avoided, while at the same time, mutually beneficial interdependencies are created.

JOSEP M. LLOP, MAYOR OF LA PALMA DE CERVELLÓ

8.4. Vector of culture, coexistence, social cohesion and cooperation New social contract model

For the definition of a new social contract model for welfare, that allows us to tackle the four great challenges of integration:

- > Coexistence of different cultures,
- > Social exclusion of certain groups (including elderly people) and
- > Reconciling of work and family life.
- > Culture as a structured element.

Critical Issues

- 1¹ Social fragmentation
 - > Increase in migratory flows and diversity
 - Although immigration is a historical constant, and the urban space is constituted to a large extent by immigrants, there are great differences between the migratory processes of the 1950s-1970s and those of the present day. Immigrants who came after the Civil War arrived in spaces that were not totally occupied, and made them their own. On the contrary, now, immigrants arrive in spaces that are already formed and occupy the spaces abandoned by some of the "first settlers". The legislation governing foreigners hinders regularisation of access to the jobs market for the immigrant population and causes social division between locals and foreign residents. There is a lack of awareness of the metropolitan reality, without instruments for analysis and action.
 - > Demographic changes and ageing. In the city of Barcelona, life expectancy has increased by two years between 1990 and the year 2000. For women it increased from 80.2 years to 83.3 years and for men from 72, 7 years to 75.3 years. In the BMA, the birth rate fell notably (2.3 times) in the period 1975-95. From 1995 onwards it started to recover, until it reached 10.44 per thousand. These facts cause an important de-localisation of the younger population of the larger BMA towns.
 - > Changes in family structures and family/work relations. The ageing of the population and the changes in family structures cause an increase in workloads, especially for women. All indicators show deep changes in family structures: transition of the tri-generational model to the bi-generational and uni-personal model. The female employment rate in Barcelona is comparable to that of Europe, but it is necessary to guarantee this continuity in the line of objectives established by the European Strategy for Occupation. It is calculated that in the year 2004, some 24% of homes will be single-family homes. Catalan women spend double the hours of their European counterparts on household tasks (72 hours compared to 44).
- 2¹ Permeability, inclusion/exclusion. The line between inclusion and exclusion is increasingly less clear. The number of people that transit from one point to another continues growing. One week they have work, the following week they do not, etc. Forms of exclusion are increasingly diverse. According to the Càritas 2001 report, precarious job positions and the increase in housing prices is causing the emergence of new forms of cornered isolation. Poverty is increasingly affecting more young people, women, elderly people and foreigners.
- 3¹ The welfare system is not highly developed and is not very adaptable to the social changes mentioned. The European Commission points out that public social spending in Spain in the year 2001 accounted for 20.6% of its GDP, the lowest in the EU, where the average is 27%.
- 4¹ The education system and vocational training do not give a sufficiently satisfactory response to training needs and are not the basic mainstay for preparation of the population to adapt the current and future changes. An unequal capacity for access to knowledge is generating new forms of social exclusion. It is necessary to reinforce public education as a key element for quality and for equal opportunities.
- 5¹ Poor qualifications. Some 25% of the population fails compulsory education. In the year 2001, some 28.3% of young people aged between 18-24 years had dropped out of school early and were not following any study or training course. This percentage is around 19% in the 15 EU countries. Another 25% passes basic secondary education, but does not carry on to any type of further training and on many occasions nor do they join the regulated jobs market.

Foreign immigration also leads to the establishment of other family structure models. As regards family and work relations, according to a study by the IESE (2002), only one in every ten companies has established measures to try and harmonise work and family life. In Spain, 60% of women work full-time when they do not have children, a percentage that descends to 14% when they do have children.

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OBJECTIVES AND SOME MEASURES

- 1¹ Promote a personality or metropolitan reference that respects the diversity that exists amongst municipalities and the plurality of the groups that make them up. In order to

achieve this objective, the civic and cultural sphere has a strategic nature, because it is the space where visualising and experiencing the incorporation of foreign immigration into cultural pluralism already existent in our society. Therefore in this regard:

- > Use social policies to encourage the coexistence/cooperation between people in the BMA.
- > Favour creativity as one of the social policy's objectives. It is important to bear in mind that the multidimensional (social, cultural, etc.) creativity that characterises contemporary society is the basis for future growth.
- > Make use of the knowledge and aptitudes of immigrants to develop certain types of work and help them become self-employed and entrepreneurs.

- 2¹ Establish a metropolitan agreement that defines public and citizens' responsibilities, that contemplates their emergent rights and duties, that encourages systems of participation, that stimulates a new welfare system with responsibilities shared between all the sectors involved and that contemplates the right to citizenship with the same consideration as the right to education or health.

- > Establish a model of common reception for the BMR and for the country that helps to rebalance the territory.
- > Creation of an observatory and of a metropolitan agency for the management of diversity.
- > Promote a new type of citizenship that is related to residence and not to nationality.
- > Deepen and extend initiatives that promote coordination between administrations, the economic and social agents on the basis of community work: coordinated culture projects, educational projects, plans for coexistence.
- > Produce a new map of welfare services in Catalonia that allows establishment of social services as the fourth pillar of the welfare system, and the situation of social needs in the regional sphere, and, specifically, the BMR in a perspective of 4-8 years.
- > Encourage participation on a metropolitan scale. Strengthen plural related networks, the creation of spaces and bodies for participation and the mediation of conflicts.

- 3¹ Establish mechanisms for the reconciliation of work and family, as one of the conditions for family and social coexistence. Relations between sexes and generations are conditioned by the changes caused by the reincorporation of women into the jobs market.

The great metropolises compete in an increasingly obvious and planned way, to achieve positions of privilege. It is very different to project oneself towards the outside world as a single large municipality, surrounded by other municipalities, than as a metropolitan body in which all of them work for some common objectives.

ALBERT VILÀ, MAYOR OF EL PAPIOL

- > Promote a law of dependence that guarantees the protection of dependent people (elderly people, disabled people, etc.) and that relieves families, especially women, of the pressure that they suffer.
- > Promote work adaptability –guaranteeing workers' and trade union rights– and employment contract modalities that are most suitable for facilitating the reconciliation of family obligations with work timetables.
- > Implement integrated family support services that are, at the same time, compatible with working hours. Design of a harmonised policy on a metropolitan scale that overcomes the dispersal caused by the existence and superposing of numerous regional and municipal policies.

- 4) Establish a metropolitan policy for guaranteeing equal opportunities and the quality of public education. Combat the low level of education whose best known reference point is known as schooling failure.
- > Promote the public schools network, guaran-

- teeing equal opportunities, and free, quality education.
- > Intensification of the learning of languages in the different compulsory education and post-compulsory education (vocational training and university education) guaranteeing an adequate public offering of language schools.
 - > Promote platforms that allow the exchange and harmonisation of experiences and methodologies and a greater involvement of society (families, neighbourhoods, etc.).
 - > Facilitate alternative educational itineraries for young people, given the rigid nature of the regulated education system and the difficulties in recovering school failures. Satisfactory solutions need to be offered, with a marked applied nature and these have to be of a short duration and use methods that tackle with special intensity qualitative aspects and those related to conduct (tutoring, self-esteem, stimulation, etc.).
 - > Moderate the possible negative effects that may be suffered by individuals when trying to gain

access to the jobs market. People who have suffered schooling failure tend to enter a job with a certain degree of disorientation, and this persists throughout their working life (recycling, change of job). For this reason it is necessary to incorporate a policy for transition to the working world especially designed for this group.

- 5) Reinforce culture as a reference point for the potential of the metropolitan municipalities. Make culture into a transversal programme for participation, for coexistence, and for citizenship.
- > Reinforce the Metropolitan Forum of Culture Councillors and promote the creation of metropolitan networks in all spheres of culture.
 - > Complete the main cultural facilities in the entire metropolitan sphere and promote their coordination.
 - > Study more deeply the capacity for world leadership in cultural events within the metropolitan sphere of Barcelona. Reinforce the Forum 2004.

To my understanding, it is obvious that the current scene of metropolitan development of unlimited consumption is unsustainable in the medium and long term. Therefore, a new logic and a new model which is able to take on the planning and management of sustainability coherently is urgent.

LLUÍS TEJEDOR, MAYOR OF EL PRAT DE LLOBREGAT

STRATEGIC PLANS: A REALITY IN TODAY’S WORLD

Metropolitan strategic planning in the United States

The United States officially became a majority urban nation according to the U.S. Census of 1920, but throughout the 19th century, rapid industrialization and immigration from abroad fueled rapid growth of cities and urban regions. The ability of city boundaries to keep up with the explosion of urban population and the expansion of urban land development proved a difficult challenge, with the main method being annexation by the city government of surrounding towns and villages, officially incorporating them within the city's newly enlarged borders through legal authority granted to the municipal corporation by the state government. Thus for a time, city growth kept pace with metropolitan growth. For example, cities such as New York, Philadelphia, and Chicago all grew –through annexation and consolidation– from their original boundaries of just a few square miles and an original population of a few thousand people early in the 19th century, to cities with hundreds of square miles and millions of people by the end of the 19th century.

During the 20th century many of the older U.S. cities, especially in the northeast and middle west, stopped expanding their municipal boundaries, and metropolitan growth became largely a function of massive suburbanization of thousands of separately incorporated urban communities throughout the metropolitan region. In some areas of the south and west, however, growth of city boundaries continued through annexation, such that cities such as San Antonio and Albuquerque continued to cover the vast bulk of the urbanized population within the metropolitan area. This gap between the city and the metropolis led the U.S. Census to create a new category in the earlier 20th century, the Metropolitan Statistical Area, consisting of a central city and a relatively contiguous urbanized population within daily commuting range, to reflect the new reality of an urban region with many different local government jurisdictions.

Since most of the major cities by the early 20th century no longer covered the entire metropolitan region, urban planning involving metropolitan cooperation of the public and private sectors became a new tool in support of a regional policy agenda. The famous 1909 Plan of Chicago was essentially a regional plan. The even more ambitious Regional Plan of New York and its Environs, completed at the end of the 1920s, served as a blueprint for urban investment and development

in the tri-state region (New York, New Jersey, and Connecticut) for a generation. A decade ago the Regional Plan Association (RPA), a private non-profit civic organization, published the third regional plan for metropolitan New York. In the 21st century the RPA is still playing a major role in strategically shaping urban growth and development patterns across this large tri-state metropolis with a total population of nearly 20 million people, as it has been doing ever since the 1920s.

In addition to the enlargement of general purpose local government and the expansion of metropolitan planning across multiple governmental jurisdictions, another attempt to address the growing challenges of metropolitan life involved the creation of regional special purpose government corporations to coordinate and investment, public works, and regulation of specific activities. I call this approach “functional regionalism.” The first major institution of this kind in the U.S. was the Port Authority of New York and New Jersey, created just after World War I to jointly govern regional seaports, rail terminals, warehouses, bridges, and tunnels, later branching out to include airports, subways, and even the World Trade Center. Throughout the U.S., there are numerous metropolitan public authorities that finance, build, and operate regional airports, transit systems, highways, bridges, water and sewer systems, electric power, zoological parks, sports stadiums, performing arts centers, forest preserves, parks and recreation centers, parkways, and many other public facilities. These metropolitan authorities in some cases also regulate certain aspects of regional land-use, particularly related to sensitive wetlands, coastal zones, open space, transportation, air quality, and water quality.

The huge increase in federal government budget aid for local governments during the 1930s and 40s also led to increased support for the creation of a national agency to promote urban improvement and metropolitan governance. This movement finally succeeded during the 1960s with the creation of a new federal cabinet-level agency, the U.S. Department of Housing and Urban Development (HUD). Accordingly, in the early 1950s a federal program called 701 was initiated to provide substantial funding for regional planning to be conducted through new coordinated entities called Councils of Government (COGs) that represented all of the local government jurisdictions within a metropolitan region. The intention was that the COGs would become the vanguard of creating truly regional governments, though this was to prove much more difficult than anyone imagined. The San Francisco

Bay Area nearly created a comprehensive regional government during the early 1970s, but ultimately it did not succeed.

A decade later, Portland, Oregon established a limited-purpose elected metropolitan government (called Metro) with land-use and transportation planning powers, and Minneapolis-St. Paul developed the Twin Cities Metropolitan Council with certain revenue raising and tax-base sharing powers, in addition to land-use and transportation. More recently, the Georgia Regional Transportation Authority was created to help improve metropolitan Atlanta's severe automobile traffic and air pollution problems. Another variation on this theme is the consolidation of city and county governments. In some cases these city-counties date back to the 19th century, such as Philadelphia, Baltimore, St. Louis, Denver, and San Francisco, but as part of the movement toward regional government, there was another wave of city-county consolidations in the 1960s and 70s, including Indianapolis, Jacksonville, and Nashville. Occasionally such consolidations still occur—just two years ago, Louisville joined together with Jefferson County.

Despite the various examples from the preceding two paragraphs, the movement for general purpose metropolitan government in the U.S. essentially lost all of its momentum during the 1980s and has never recovered. Rarely does one hear any serious discussion today of creating regional governments. Even the existing framework suffered a damaging setback during the 1980s when President Reagan and the Congress eliminated the 701 regional planning grants, which greatly diminished the power and resources of the metropolitan Councils of Governments. Since then new movements have emerged, but no longer advocating metropolitan government. Instead, regional governance, planning, management, collaboration, and “smart growth” have become the operative terms. Today, Councils of Governments often develop strategic plans for their metropolitan regions, such as SANDAG (San Diego Association of Governments) or DRCOG (Denver Regional Council of Governments).

One of the most important elements of this resurgence has been the federal government transportation legislation during the 1990s, which mandated that every urban region must create a Metropolitan Planning Organization (MPO) as a coordinated group of local government officials, in order to jointly plan transportation investments and provide policy advice for state transportation and highway agencies. In many cases the regional COGs also reconstituted themselves as MPOs,

In the response to the citizens' needs in questions like housing, infrastructures, facilities, immigration or public transport, neither Ripollet –nor any other municipality– can consider these in isolation anymore.

JOAN PARRALEJO, MAYOR OF RIPOLLET

and sometimes the MPOs were established as separate organizations. Either way, they are helping to focus renewed attention on issues of metropolitan governance. Some of the MPOs, like the East-West Gateway Coordinating Council in metropolitan St. Louis that covers the states of Missouri and Illinois, have been very aggressive in developing and implementing strategic multi-modal transportation and economic development plans. Similarly, the U.S. Environmental Protection Agency (EPA) has required local governments in many metropolitan regions to work more closely together to get the region within compliance of federal air quality standards, or face the loss of billions of dollars in federal transportation funding. Indeed, it was the EPA's intervention that basically forced the state of Georgia to create GRTA for metropolitan Atlanta.

In addition, metropolitan chambers of commerce and regional economic development corporations bring together the private and public sectors to market an urban region for attracting and retaining businesses, investments, and jobs as well as promoting external and even international trade. Organizations such as the Greater Austin Chamber of Commerce or the Akron Regional Development Board have been very effective in designing and implementing strategic economic development plans for their respective regions. These entities, like the Greater Baltimore Committee, are often supplemented by regional civic organizations, citizens who advocate for affordable housing, greater access to quality education and employment opportunities, increased equity in the distribution of public investment and services, environmental quality, racial and social justice, and many other vital issues, such as the Citizens Housing and Planning Council of metropolitan Baltimore. National organizations such as the Citistates Group and the Alliance for Regional Stewardship are providing encouragement and advice to assist metropolitan civic movements in growing larger and improving their methods of organizing.

Perhaps the issue getting the most attention is the problem of suburban and exurban sprawl, the excessive low-density urbanization of agricultural land and consequent loss of open space and natural beauty combined with an exponential rise in traffic congestion, air and water pollution, and highly inequitable economic and social patterns of spatial development patterns across the urban region and beyond. In response to these rapidly rising challenges, there has been considerable emphasis on developing alternative transportation that invests greater resources in public transit (especially light-rail, and bus rapid transit), in high-density mixed-use development

around transit stations, in pathways for bicycles and pedestrians, and generally creating and strengthening a more urban-oriented environment for living, working, playing, and visiting. While there are many ways to approach and describe these issues, the more popular phrase in the U.S. is smart growth, which argues for curbing suburban sprawl through a combination of open space preservation and directing more resources into rebuilding already developed urban and suburban communities. The best example of this approach was initiated in Maryland under former Governor Parris Glendening, and several other states, including Maine, Vermont, New Hampshire, Rhode Island, New Jersey, Delaware, Florida, Georgia, Tennessee, Georgia, Utah, Oregon, Washington, and California, have promoted some combination of these types of land-use policies, with varying degrees of effectiveness. In addition, there are several national organizations, such as the American Planning Association, the Congress for the New Urbanism, the Surface Transportation Policy Project, the Rails to Trails Conservancy, and Smart Growth America, all of which focus on promoting such a policy and planning agenda.

The Prague Institute for Global Urban Development has over the past decade developed a new paradigm called Metropolitan Economic Strategy, designed to bring together all of the people, communities, and institutions within an urban region and its periphery around the purpose of generating and sustaining prosperity and quality of life for every person and place. I call this approach "identity regionalism" because it promotes a genuine common interest whereby everyone is better off by helping everyone else improve their future prospects and opportunities. People may not be "citizens" of a metropolitan government, but they certainly are citizens of a metropolitan economy. Teamwork and leadership are the keys to a successful Metropolitan Economic Strategy, and unlike narrower definitions of economic growth or development that may only benefit the few or harm the physical environment, Metropolitan Economic Strategy places a premium on maintaining and enhancing a sustainable environment and fostering equitable economic and social conditions, because urban regions compete most effectively in the global marketplace by retaining and attracting a talented and highly motivated workforce, and this can only be accomplished if there is a good overall metropolitan quality of life. Urban regions are the fundamental building blocks of national prosperity, because they are the leading centers of productivity and innovation in the world economy. In every country, rich or poor, urban regions contribute a disproportionately higher share of the

The industrial model of the 60's and 70's, in which cities just adapted to the changes marked by the markets, caused great imbalances in the metropolitan territory. We are now moving towards a new, more complex economic and social model. The Plan has become a fundamental tool which affects this future.

JESUS M. CANGA, MAYOR OF SANT ADRIA DEL BESOS

Gross Domestic Product, far exceeding the percentage of the national population that is urbanized.

The U.S., with a national population that is more than 80 percent urbanized, is essentially a metropolitan country. Indeed, more than half of the entire national population lives in just the 25 largest metropolitan regions. It is highly unlikely in the near future that there will be general purpose metropolitan governments that cover the entire population and land mass of an urban region. On the other hand, metropolitan governance, land-use and transportation and environmental planning, coordinated public and private investments and facilities and services, economic strategy, revenue raising and sharing, and many other forms of metropolitan cooperation that help generate and sustain prosperity, quality of life, and community livability will continue to be a vital aspect of neighborhood, regional, state, and national policymaking and program implementation for many generations to come.

Marc A. Weiss, President and Director General, Institute for Global Urban Development, Prague and Washington DC

CIDEU and Strategic Planning in Latin America: ten years promoting governability

Over the last few years, the democratic governments of Latin America and the Caribbean have re-valued local governments, although these local governments have seen their decentralisation processes limited, owing to the serious deficit in infrastructures, the weakness of the socio-cultural network, the repercussions of adjustment policies and also the lack of technical knowledge. In this point –the strengthening of the local authorities and the improvement in the management capacity of cities– is where the contribution of the Centro Iberoamericano de Desarrollo Estratégico Urbano, CIDEU (Latin American Centre for Strategic Urban Development) is located.

The CIDEU is an association of cities constituted in 1993 and is born with the idea of sharing the successful strategic plan model of Barcelona. Since 1995, it has been a cooperation programme of the Latin-American Summit of Heads of State and Government, solely dedicated to urban development. This association is born with the objective of contributing to improving the governability of the cities associated –currently sixty-eight– through the methodology of strategic urban planning.

It would be necessary in order to achieve milestones like burying the railway line or creating the El Palau station not to have to have such tiring battles, years of citizens' grievances.

ENRIC LLORCA, MAYOR OF SANT ANDREU DE LA BARÇA

CIDEU's activities over these almost ten years of working have been centred on offering training in strategic planning subjects to its cities: advising, providing follow-up and evaluating the strategic plans started by them; and building a network of political trust, which will allow local politicians in the Latin American area to be supported in their common efforts to access levels of local autonomy which will allow them to provide answers to the challenges of governing posed by the economic and social development of their territories. It also promotes the drawing up and starting up of strategies for the future by the cities, providing and establishing relationships of complementariness and exchange between them. Over these 10 years of reflection, knowledge has been gained which includes the experience of the cities in the network and which is of an extremely practical nature.

Among the Centre's activities are CIDEU's technical seminars and international conferences as well as the meetings of its statutory organs –General Assembly and Governing Board–. These organs allow the associated cities to exchange their experiences and advances in the different strategic urban development processes and international experts debate subjects related to the current problems cities face. It promotes and organises meetings with the private sector in order to facilitate financing the projects which arise as a consequence of associated cities' different strategic plans. It participates and supports international meetings of cities and networks which have the aim of creating common visions and strategies for the problems the cities, the politicians in charge and the local managers have to face. As an international network of cities, the CIDEU provides a space for the participation of the cities in the world political sphere, as well as being a complementary system of solidarity.

CIDEU's presence in Latin America

Perhaps the most outstanding achievement of these years of management is the fact that the fundamental ideas present in the development model that CIDEU advocates –the creation of a shared vision of the city; public-private agreement; citizens' participation; insertion of the city itself in the global system; promotion of local leadership– have become, under the form of strategic plans or other governability tools, central concepts in the modern vision of the development proposal for all kinds of territories and regions.

It is worth while quoting some examples here of successful strategic plans still at the risk, given the limited space, of not doing justice to all the cities. The case of Medellín, whose Plan was star-

This first Strategic Plan has to allow us to continue to govern and lead the process of change in our towns, in order to achieve more quality of life of everyone.

MONTSERRAT BIBERT, MAYORESS OF SANT BOI DE LLOBREGAT

ted in 1994 and served to give a common orientation to the forces alive in the city and get it out of the dynamics of conflict through an open debate about its future options. Another Colombian city, Bucaramanga, constitutes the first example of continuity in a strategic planning process despite great political changes, in both the mayor and the political party. In Mexico, Merida has had a strategic plan since 1994, which has served, among other things, to identify a city strategy, which has been that of affirming it as the capital of Mayan culture, with its implications for tourism and trade. San Pedro Sula (Honduras) and Santiago de los Caballeros (Dominican Republic) constitute good examples of cities which are not capitals but are important motors for the economic development of their countries. By allowing close links between the main participants in the territory, especially in the business sector. Havana (Cuba) constitutes a special case: with a certain planning tradition, of a socialist nature, CIDEU's advice has been fundamental in order to deepen the participative dimension of the methodology of the plan and to inform the politicians in charge about what public-private agreement means in market economies. The Plan of Juiz de Fora (Brazil) is a good example of what a medium-sized city can do with a well-applied strategic plan: the densification of its civil network through a very participative process. In Rio de Janeiro the strategic plan was right in promoting the pride of the citizens in their city, and thus achieved a link between the citizens and the life of Rio. The city of Fortaleza, also in Brazil, it has served for an important and difficult objective: to repair the rupture which separated the state and the municipal governments. Rosario was, together with Cordoba, the first Argentine city to implement a strategic plan following the same participative methodology used in Barcelona. From the plan, the wide participative base with which a city model has been defined especially stands out and is especially famous for decentralised management and quality of services to the citizens. That of Rafaela (Argentina) is the first plan carried out successfully in a medium sized town (80,000 inhabitants). The plan, which is in the impulse and follow-up stage of some 50 projects, has defined a new city model with the wide and active participation of all the agents, establishing good working dynamics within the framework of public-private agreement. Currently Rafaela leads a network of some forty Argentine municipalities which are grouped together around the use of Strategic Planning methodology as a tool for development.

The Strategic Plan of Montevideo (PEM) was drawn up by the local government, with the active participation of the city's residents' associations, as the base for a municipal programme later agreed on with the local socio-economic

agents. In the PEM the articulation of the work on a central and decentralised level stands out, where the 18 zone bodies (or neighbourhood bodies) take part in a decisive way both in the diagnosis as well as in the formulation of the desired city model.

Xavier Sánchez, Secretary General of the CIDEU

Strategic town planning in Europe

Strategic planning has been incorporated into the majority of agendas of the governments of the main European cities and metropolises. This desire to anticipate the future, to analyse the problems that affect them or which will be present in the next few years, and to find more suitable solutions to these challenges is what makes planning a very useful instrument for the successful development of our cities.

Since the Strategic Metropolitan Plan of Barcelona we have followed the initiatives with interest which, in this field, have been carried out around the word, and especially in our neighbours. For this reason, here we present a schematic synthesis of the different strategic management processes that are being carried out in the main European cities. In this sense, we are especially interested in those cities with which Barcelona competes and shares positions in terms of leadership, whether in terms of competitiveness or quality of life.

Of the 24 cities studied, we provide the website address of 22 strategic plans (see table 1) and only Frankfurt and Dusseldorf do not have a website. The diverse initiatives analysed share a lot of elements with regard to the participants, the management model they use, their territorial dimension, or their main lines, but they also have some peculiarities which we list below (see table 2).

The participants:

The map of the participants who take part in discussing, drawing up and approving the strategic plans is one of the key elements for guaranteeing a rigorous analysis of the environment we are dealing with, a plural vision of its diversity and above all a consensus about the right measures in order to manage the future.

In this sense, the partnership model, of cooperation between the public and private sector, has clearly been imposed, as it is followed by 16 of the 22 cities studied, the civil society plays an



The Plan facilitates the task of coordinating the vision which one might have of the territory in a more global way, without secondary aspects –like the size of the municipality which forms part of it– conditioning the objectives.

TOMASA JIMENEZ, MAYORESS OF SANT CLIMENT DE LLOBREGAT



I like the idea of the Strategic Metropolitan Plan of Barcelona. A group of municipalities discussing the future of a common territory. Negotiating openly for their mutual interest. A plan in favour of everyone, and against no one.

LLUIS RECODER, MAYOR OF SANT CUGAT DEL VALLÈS.

important role in these processes, improving their efficiency and strengthening the social capital of the cities themselves.

The management model:

The coordination of the planning processes may fall directly on the specific units or departments within the organisation of the public administration responsible, being managed by autonomous institutions created expressly to this effect or even by consultants or totally external companies.

In this case, 14 cities directly impulse their development plans, opting for a more internal model than the other 9 cities which certainly enjoy a higher degree of autonomy and flexibility.

The territorial dimension:

The territorial area of the strategic plans is another of the elements to be considered in order to know their scope. Although, in this case, we are always talking about a local dimension, we can classify them into strategic plans into strictly city plans, metropolitan plans or regional plans.

Using this criterion, 14 of the strategic plans studied are concentrated strictly on the city, 5 are of a metropolitan nature and finally 3 more extend their scope to the regional area.

Main Lines:

Strategic town planning processes are posed mainly from an integral perspective in town planning, economic, educational, social, cultural and environmental matters.

This transversal vision of reality can be seen in common proposals in order to link town planning projects with the principles of sustainability, mobility, or affordable housing, or in order to connect training better with economic dynamism and employment or integration of cultural diversity policies.

Despite this however, Manchester and Berlin offer a more partial perspective, as the first city has a specific strategic plan for education and another for economic promotion and in the case of Berlin it is basically concentrated on the town planning of the city.

Conclusion

The culture of strategic town planning is being extended across Europe as an efficient mechanism for defining and articulating the needs and interests of society and its economic, social and institutional agents with regard to the new scenarios of the future.

It is very clear that the seed of the already long experience of Barcelona has become a notable reference in the town planning model of European cities.

Ismael Martín, Political Expert, PEMB

Strategic planning: a valid instrument for cities and territories

The City of Zaragoza has been working with Strategic Urban Planning Instruments since 1994, when the Association for the strategic development of Zaragoza and its Area of influence (EBRÓPOLIS) was constituted. This Association has promoted and developed seven Meetings of Directors of Urban and Territorial Strategic Plans, initially within the area of the Iberian Peninsula and later covering the experiences of Spanish municipalities and territories.

As a result of the exchange of experiences, EBRÓPOLIS was commissioned to carry out an inventory of Strategic Plans of Cities and Territories at the end of the year 2001 and which is currently being up-dated for the next Meeting to be held in Zaragoza in November 2003.

A first look at the data contained in this inventory leads us to conclude that strategic planning has shown its importance over the last few years as a working tool for facilitating a balanced development of cities. Their obvious usefulness means that, year after year, the number of towns which decide for their use in Spain is growing: currently, after a decade of experiences there are more than a hundred strategic plans spread throughout the country.

A deeper consultation can be made on the EBRÓPOLIS website (www.ebropolis.es).

The appearance of new plans has been constant since the first experience in Barcelona due to its designation as the host to the Olympic Games. In 2001 approximately one hundred strategic plans could be counted, although it is true that some of them have broken down or are paralysed, fundamentally as a consequence of changes in the political make-up of the municipal governments.

No autonomous community is unrepresented in this field. The inventory makes it clear that size is not important. Large cities and small municipalities

–either grouped together or alone– shake hands and use this working formula.

There are numerous reasons, never unique, which move political and social leaders to start strategic planning processes. The coordination when taking action and the need for collaboration between the public institutions and the private sector at all levels are the most quoted. Other important motivations for the initial impulse of a plan are the demand for continued improvement in a world of constant transformation and revitalisation of cities and territories.

Strategic Plan per autonomous community & town (2001)

Autonomous Community	Strategic plans		Town	
	Number	% of total	Inhabitants	% of total
Andalusia	18	18,75	7.305.117	18,17
Aragon	4	4,16	1.186.849	2,95
Asturias	2	2,08	1.084.314	2,69
Balearic Islands	2	2,08	821.820	2,04
Canary Islands	2	2,08	1.672.689	4,16
Cantabria	1	1,04	528.478	1,31
C. La Mancha	1	1,04	2.488.062	6,18
Castilla & León	4	4,16	1.726.199	4,29
Catalonia	24	25,00	6.208.817	15,44
Valencian Com.	7	7,29	4.066.474	10,11
Extremadura	2	2,08	1.073.574	2,67
Galicia	6	6,25	2.730.337	6,76
Madrid	4	4,16	5.145.325	12,79
Murcia	1	1,04	1.131.128	2,81
Navarre	2	2,08	538.009	1,33
Basque Country	14	14,58	2.100.441	5,22
La Rioja	1	1,04	265.178	0,65
Ceuta	1	1,04	73.704	0,18
Melilla	-	-	56.929	0,14
SPAIN	96	100	40.203.444	100

Source: Own production from the data collected by EBRÓPOLIS and from the Economic Annual of Spain 2001, by the Studies Service of la Caixa Savings Bank.

In 2003, we can state that Autonomous Communities like Catalonia, Andalusia and Aragon, have grown significantly as regards their experiences of Strategic Planning.

From this Inventory, we know that more than half the initiatives in existence operate within a single municipality, while plans on a metropolitan scale, like that of Zaragoza, have maintained constant and county plans, which agglutinate common interests of all the orders, have increasing weight. Aragon is an example of this.

Something similar is starting to be detected in the provincial world, where the plans have a lesser

importance, but, as happens with the counties, in recent times projects of this kind are being started up for diverse provinces.

JUAN ANTONIO VAZQUEZ, MAYOR OF SANT FELIU DE LLOBREGAT

importance, but, as happens with the counties, in recent times projects of this kind are being started up for diverse provinces.

The data collected clearly shows the public leadership, above all municipal, in strategic planning in Spain –there are only two experiences led exclusively by private initiatives, Pontevedra and Ferrol–. However, there is a civil society willing to work in an organised way in strategic planning. We can quote here as an example the case of Zaragoza, where the plan started as a municipal initiative, but was immediately developed autonomously, thanks to the impulse and support of the main economic and social –as well as institutional– agents in Zaragoza.

In accordance with the analysis carried out, within this civil society, business and trade union organisations are the ones with more specific weight, followed by the university, residents' associations and radical companies in each area.

The Inventory reflects the modernisation and suitability of the infrastructures as a whole together with the great ambition of improving the quality of life of the citizens who live in each territory are the main and priority objectives quoted by those responsible for the strategic plans currently running throughout the country.

Félix Asín, Member of the Governing Body of the Executive Commission of Ebropolis

A strategic view from Town Councils

The modification of the variables which accompany local economic development, due to the new vectors of territorial competitiveness on an international scale and, especially, in Europe and the transformation of a global scale of the world markets, has clearly introduced notable modifications in the role occupied by territories in the business economic and other agents' decisions relevant to economic decisions.

In this way, the local dimension of the territory has become, without doubt, one of the most significant key factors for evaluating economic development opportunities of countries and states. A key factor for attracting citizens, capital and support infrastructures to their development.

We are living at a historic moment in which the local factors, cities, are enjoying a growing importance. Cities are increasingly becoming the nodal points for economic, social, cultural flows,

The fronts which make us move through the same scene every day are many, a space we have to design from a global-local perspective, above political or party interests.

EDUARD ALONSO, MAYOR OF SANT JOAN DESPI

etc. which are being produced on a global scale. In this sense, we can now talk of a world system of cities which acts in an organised way and which, for this same reason, originates relations of competition and complementariness between them. This competition between different cities means a growing level of competition.

To this reality of competition between cities on a world level is superimposed the importance of the factor of change in the society we are living in. Each territory is subject to an undetermined number of impacts which can transform it positively or negatively. This means that businesses, organisations and also cities and territories are obliged to think, constantly, about the change. Territories which do not “think” are condemned to be crisis, chaos territories. Successful territories are those which have thought.

In this scene of constant change the local factors have become key and essential. For the first time, the local world has the possibility of intervening in the economic policies. Since the last decade metropolitan environments are leading the new economic processes. The local territories have become the motor for innovation and the creation of new sources of wealth and employment. The territory is becoming a factor of competitiveness and cities compete in order to increase their attractiveness.

The strengthening of these local processes will be more important to the extent that local networks are consolidated. The so-called network economies allow cities who share services to provide these services better than if they did not share them. Among other cases, an example we can see is the case of the metropolitan region of Barcelona: a territorial area made up of a very important nucleus and some polarities with extraordinary power. It is a metropolitan model not in the American but in the European style. A poly-nucleus model, diversified in its while.

Another example of the collaboration between towns and strategic planning developed by them is the model of Territorial Pacts for Economic and Employment Promotion.

Therefore, a territory's strategy means that it must be aware of being subject to changes, that it is willing to adapt itself and therefore to define where it want to go and finally for it to have the capacity to define the way to achieve this.

The municipal reality of the province of Barcelona can be seen as one of the territories which has most opted for strategic thinking: since the approval in 1988 of the 1st Strategic Plan of Barcelona to the present, this territory has consolidated itself as one of the areas which

has most opted for the strategic planning technique: currently over fifty of these processes can be identified in the province of Barcelona.

Diversity is one characteristic in these process. If we make an analysis from a quantative point of view, we can state that over twenty processes are to be found in the execution stage, that is to say, are in the process of implementation of their conclusions. Some six strategic plans already have a more consolidated condition and have even led to initiatives to revise the plan. Finally there is a certain number of strategic initiatives which are to be found in a state of not being up-dated.

In this sense, we must also highlight the vitality of this reality: a considerable number of new strategic processes are arising in the territory. At this time, we can locate some fifteen new strategic planning processes in the province of Barcelona. The vitality and extent of this instrument are an obvious fact.

In a more qualitative analysis, and in a first look at the content of the strategic plans in the province of Barcelona, it is interesting to highlight two aspects:

A vast majority of strategic plans analyse, among their main strategic lines, the following aspects:

- Related to people: education, leisure and sport, health,...
- Related to the territory: economic competitiveness, industrial, commercial, tourist, development...
- Related to the territory: urban development, natural spaces, mobility of vehicles,...

Also we must point out that among the strategic processes stand out a series of strategic lines which emerge strongly among the new plans or revisions of earlier plans:

- Social cohesion: internal cohesion, social vertebration, immigration,...
- Job market: increase in the employment rate, more efficient job market,...
- Sustainability: environmental quality, sustainable development,...
- Quality of the urban space: town planning vertebration, integrated city, rehabilitation of urban nuclei,...
- Metropolitan vertebration: cohesion with the metropolitan region of Barcelona, supra-municipal strategies,...
- Advanced services: development of “clusters” and support infrastructures for economic activities,...
- Intangible factors of attractiveness: training, qualification human resources, city of knowledge, identity of the municipality, city attractive for living,...
- Housing: diverse and sufficient offer of housing,...

It is the perspective of the Metropolitan Area which has to be capable of reinforcing the identity of each one of the municipalities and the projection of their potential which, on its own, would be smothered in the competition within the common territory without any shared objective.

RAMÓN LÓPEZ, MAYOR OF SANT JUST DESVERN

Never before now have we had the chance to remake the great metropolitan agreement. With the Plan we will be able to talk about cohesion, balance, participation again. It is a new great chance for a new century.

AMPARO PIQUERAS, MAYORESS OF SANT VICENÇ DELS HORTS

On a global level of the region, the great projects pool a large part of their economic profitability from the environmental situation of the territory, an essential element in the quality of life. It is essential to thread the needle.

JOSEP COMELLES, MAYOR OF SANTA COLOMA DE CERVELLO

The metropolitan territory has to become a great space for agreement for the efficient development of local policies.

BARTOMEU MUÑOZ, MAYOR OF SANTA COLOMA DE GRAMANET

This phenomenon of the extension of the strategic processes is also seen throughout Catalonia: many towns and territories of different sizes are in the middle of these processes and have drawn up strategic proposals for improving their position on the future scene.

The strategic vision impulsed from the local world has another reference with the implantation of the Territorial Pacts for Economic and Employment Promotion which, impulsed by the Barcelona Provincial Council are based on principles of the European Strategy for Employment, they are constituted as instruments for agreement and planning for cohesioned and sustained economic development of the territory of the province of Barcelona.

The Territorial Pacts are based on the strategic planning technique but taking the territory as a reference, a greater geographical area than the strictly municipal area: they adopt the concept of Local Job Market, understood as the physical space or territorial grouping where the maximum amount of labour relations are agglutinated inside and the minimum relations with the exterior. These groupings of municipalities (19 currently throughout the province of Barcelona), defined according to self-contention and self-sufficiency criteria, thus become the ideal model for planning, managing and evaluating the development policies of a specific territory.

Faced with all of this, town councils aware of their strategic position and of the challenge this repre-

sents. Also of the need to adopt techniques which will allow them to respond actively to the changes in the have become environment in which they are located. In short, there is a clear decision by town councils to opt for strategic planning.

In view of the importance that strategic planning and its respective methodology represents for the planning of actions in the local world, the Barcelona Provincial Council places at the disposal of town councils the technical assistance which will allow them to consolidate the means, ensure the configuration of a real local network and provide elements of innovation in the local strategic debate.

Francesc Castellana, President of the Area of Economic Promotion and Employment of the Barcelona Provincial Council

TOWARDS THE PLANNING OF THE 21ST CENTURY

Concurrent Planning: an alternative for the future

For quite some time now, in the long isolated field of town planning, a whole series of new instruments have come along to provide new perspectives in the debate that has opened up on the current validity of the town planning model. A model that has been working satisfactorily throughout the life of the economic system based on industry and the application of the schemes of Taylor and Ford's proposals.

This traditional planning, typical of the 21st century has fundamentally dealt in an ordered way with territory, economic activity and in a very special way industrial activity.

As A. Font says on commenting on the conclusions of a seminar on Town Planning¹ the territory of the "Fordist" industrial city is characterised by the search for the economies of scale by means of the maximum integration of all the elements of the production process. The functional city –the zoning of land uses as a priority technique in town planning– aimed at the specialisation of land by functions (residence, work, leisure, circulation...) in order to avoid possible conflicts between the sectors of activity as the way of maximising the economies of scale.

Planning is based on the application of some standards or patterns established for specific situations which are diagnosed from the planning organs themselves. The urban structure was a set of parts that could be analysed in isolation and which allowed a horizon of behaviour to be fixed which was the natural trend. The general

plan and partial plans have been the figures of these planning processes.

The problem arrives when the whole socio-economic model which the planning model served is radically turned on its head. The continued progression towards a more tertiary economic system, the new family and work models, together with the new communications infrastructures just don't match with the previous urban model where all the parts fitted or had to fit.

We are passing from a perfectly structured and deigned urban model to more or less chaotic spaces, which are occupied in an erratic way, with a rather blurred logic and in which multiple economic activities, cultures and values coexist.

Faced with these circumstances the impotence of the traditional planner is well known. Perhaps they can stop a few things but it is very strange for them to start up others. Clearly a change is needed in the determinist conception of the physical planner towards a much more articulated policy that is informed about the socio-economic reality, and much more related with the social aspirations which are continually renewed and which will have to give rise to more creative and innovative urban conceptions².

The idea is becoming more reinforced that planning works when the interests of the parties coincide. If not, it all fails. And, the word strategy starts to appear in the planning world. In some cases with the whole name of Strategic Plan. Others with other names like Regional Development Programme, Metropolitan Director Scheme, Spatial Development Strategy or Agglomeration Project. But all of them within the framework of a new concept of planning which

gives a response to the double demand for participation and to have a socio-economic framework where to project the urban ideas which have to provide the coherence required for organising the territory.

Clearly, all this evolution does not mean the disappearance of traditional town planning. Quite the contrary, as Allen J. Scott³ says that it is more alive than ever. Simply, it has to adapt to wider, more complex and collective schemes which can provide more suitable responses to the needs of the territories progressing in a framework of globalisation.

And this wider scheme does not stop at the different modes of strategic planning. The territory today cannot do without the internationalisation of the environment. This can now be considered more as a final cost which has to be supported and paid if not one of the essential elements of the whole planning process. Even more: as the primary element. That which has to dictate the pre-conditions for a true process of growth in economic terms and social cohesion to be carried out.

Since the end of the last century we have found then that the traditional monochrome town planning scheme is being transformed, by facts, into a set of pieces, each one of which provides a vital component for the harmonious progress of the territory but without which, so far, the necessary assembly has been produced.

We are moving, then towards a new type of planning which will include the conceptualisation of the environment as a basic element of the process; economic and social strategies which have to give meaning and coherence to the desired evolution of the territory; and territorial and town

plans which have to reflect –each in their own field– the these aspects on a specific territory.

This would be the scheme we would call Concurrent Planning. It would be a good thing for the pertinent public administrations to start to make advances in shaping the schemes of this new model.

Francesc Santacana, General Coordinator of the PEMB

¹ Planeamiento urbanístico: de la controversia a la renovación. Diputació de Barcelona, mayo 2003

² Australian Cities: Issues, Strategies and Policies for Urban Australia in the 1990's. Edited by Patrick Troy. Cambridge University Press. 1995

³ Global City Regions: Planning and Policy Dilemmas in a Neo Liberal World. Allen J. Scott. En el volum Urban Planning in a Changing World, editado por Robert Freestone. 2000.

Strategies and globalisation in the world's metropolitan areas

Globalisation is a fashionable word which everyone uses to show their optimism or pessimism about the evolution of the world. Metropolitan areas also have this double reading, at the same time euphoric and depressed, of globalisation.

If we add that globalisation is multidimensional, the pessimism or optimism is immediately extended to economic, political, social, technological or environmental aspects, creating a perhaps schizophrenic citizen, who doesn't know whether to laugh or to cry about the future.

Globalisation is interpreted in metropolitan areas as a phenomenon which represents all those changes in the external environment of supposed great importance and speed, and which we can control with great difficulty. Cities will have to react through their own metropolitan strategies in order to try to confirm the optimism and contradict the pessimism.

The intention of this note is just to point out some recent trends in strategies in metropolitan areas with regard to globalisation phenomena.

Metropolises or metropolitan regions are the theatre where the tragic-comedy of globalisation is played out.

A renaissance of metropolises has occurred which, for some decades, had been the symbol of urban problems. Globalisation has meant that the metropolis has recovered the will for political, economic and social protagonism, that is, it really even lost it.

There is no doubt that States, international and multinational organisms, on the one hand, and NGO's on the other, are the protagonists of globalising movements, but the territorial or spatial base of the political / economic power like the anti-globalisation forces is to be found in the metropolises.

Metropolitan citizens do not just put the place and the scene, but as citizens, they are involved and affected by the work represented. And the metropolitan governments around the world also realise that they are the protagonists of the change.

If before a metropolitan hierarchy was consolidated according to the population and size, now a connected network of metropolises has been drawn out with different levels of functions. The concentration of capital, work and culture is just as important as the connections, networks, communications between these metropolises.

Time will have to pass until the power of cities-global metropolitan regions is visibly consolidated on a world level among the rest of the protagonists. Perhaps, some day we will see, next to the G8, the GC 55 meet (the 55 global cities) or the M400 (the 400 metropolises with over a million inhabitants. Many large cities already started to group together almost twenty years ago in metropolises, the world association of large cities, as a world lobby for metropolises and, together with the rest of the local authorities, were representing the interests of over 50 % of the world's population who live in these urban areas.

Metropolises require a strategic vision, an ideal or metropolitan dream

Barcelona is aware of the strength of shared ideals and projects. The great transformation of Barcelona at the end of the 20th century was produced at the will of the dream of the project of the Olympic games.

The majority of metropolises are aware of the need to establish a certain metropolitan strategy as a way of facing the threats and chances of globalisation.

Perhaps, the strategy arises initially as a response to economic globalisation and the need to compete in the new post-Fordist economy. Finally, however, the majority of city-regions develop a strategy that also includes social, environmental or territorial aspects.

The complexity of actors in a metropolitan area means that the degree of formalisation of the strategies is very varied in the different metropolises. Perhaps, the most important thing is that certain coordination is produced between the

strategies of the different institutions and organisations which group together the interests of the public and private sectors of the great metropolises.

Metropolitan strategy makes the need felt for coordination between the different levels of government and the participation of "stakeholders"

The preponderant model to the majority of metropolises is an administratively fragmented metropolitan area with numerous territorial and functional jurisdictions.

Globalisation again has given arguments for requiring a better coordination and simplification in the decision-making processes of a new neo-metropolitanism.

The answers are very varied: the metropolitan grouping- annexation of Toronto or Montreal; the creation of a new mayor of London with very different powers from the historic Greater London Council; the dissolution of the Metropolitan Corporation of Barcelona, without a clear model for the territorial Organization of the city-region of Catalonia...

The new government model has to consider its relationship with the State with the EU type regional powers and with the global powers which are arising in this stage of globalisation. Simultaneously, however, it also has to provide a response to the wish for decentralisation, proximity and representation of the local levels.

The question that arises is whether metropolitan areas are really becoming an organised political power, with the capacity of manoeuvring faced with upper levels and lower levels of government.

In the metropolitan area of Barcelona there are signs that local governments have understood this need, that the autonomous community appears to be aware that the territorial Organization of Catalonia requires a substantial change, and the State probably continues to ignore that in Spain there are two global city-regions and that this is one of the strong points it should be supporting in order to ensure Spain's international position.

The metropolitan strategies are becoming processes of participation and consensus where a wide range of interests are represented.

Partnership with the private sector is a key element in the majority of metropolitan strategies. Complicity is sought between the public sector and the "stakeholders",

that is to say, all those sectors affected and interested in the evolution of the global city-region.

The metropolitan fact brings us advantages and at the same time risks we have to evaluate: Tiana hopes to preserve its most treasured values: the calm, the human dimension of the town, the traditional landscapes and sustainable urban growth.

FERRAN VALLESPINÓS, MAYOR OF TIANA

The small municipalities want the integral observation of the territory as regards the reservation of forest space in the metropolitan area: we are the environmental reserve for thousands of citizens in the conurbation.

MARIBEL GARCERÁN, MAYORESS OF TORRELLES DE LLOBREGAT

One of the aims of the metropolis of Barcelona is to be the logistic platform, but that must not make us forget other activities with the implantation of innovative industries and new technologies.

JAUME MONFORT, MAYOR OF VILADECANS

Democratisation and citizens' participation in the metropolitan decisions as a way of avoiding the blurring of responsibilities between levels of government and between metropolitan administrations.

Metropolitan fragmentation has meant a certain lack of information for the citizens, who find it difficult to know who is responsible for solving their metropolitan problems.

The administrative complexity also facilitates politicians diverting responsibility to other levels of government. In the case of Barcelona, we all know the difficulties in assigning responsibilities in administratively complex matters like, for example, the underground, the high-speed train or public housing.

In the event that the metropolitan administrations are on a second level, without direct elections, there can be a lack of transparency and direct democratic control.

The majority of metropolitan areas propose improving the citizens' participation in the decision making processes and recovering a greater democratic control of the metropolitan administrations.

Metropolitan citizens feel, at this moment, that the fragmented and competitive model between local, autonomous and central governments is causing too many problems.

The two traditional answers of looking for more agreements between the different administrations or greater coordination from the governments of a higher level do not offer great hope if we look at the reality of the last 25 years.

The citizens also feel that it is not possible to return to a new illustrated centralism: neither metropolitan, nor autonomous, nor state. They don't trust the politicians who are always centralists for themselves and their own power.

It is necessary to open the citizens' participation, as they are the only ones who really are at the same time local and metropolitan. They are the ones who are most interested in everything working correctly. They live in one town, work in another, move on metropolitan and regional infrastructures, are expecting a high-speed train and pay taxes to all levels. As metropolitan citizens, we pay our taxes to all the levels but sometimes we are not sure that we can vote democratically for all levels.

In metropolitan areas new demands and new metropolitan services are produced which the local administrations cannot supply separately.

The new demands and new services enter normally at the highest part of the hierarchy of metro-

politan cities. And also, therefore, it is in metropolitan areas where a greater dissatisfaction of the citizens can be produced with services received and also with those new services, still not received and which have to be organised, given and financed for all the metropolitan citizens.

Municipalities and fragmented administrations seem to be responsible for small matters but it is difficult for them to be able to take responsibility for the large metropolitan problems which require metropolitan policies. The municipalities can organise the cleaning and collection of refuse but have difficulty in coordinating with other municipalities the treatment of waste. The municipalities are in charge of traffic but, between them, they have to plan and coordinate metropolitan public transport and the large communications infrastructures. They decide on town planning licences, but don't have responsibility over the whole metropolitan territorial model that these individual and disorganised decisions are causing on the density of the metropolitan city.

Finally, we must mention that the technological changes, for example, in the field of information and communications, is generating new services which usually create problems of responsibilities, Organization and financing. Many of these services however are of enormous importance for the competitiveness of the metropolitan territories and for the standard of living of the citizens.

City model and urban planning strategy: Towards concentration and transparency in the rules of the urban game.

Globalisation, perhaps, again has evaluated positively concentration and density as an element of competitiveness of metropolitan regions. Some metropolitan strategic plans, both in disperse cities (for example, Melbourne) as well as dense cities (for example, Barcelona) clearing lean towards defending again a more concentrated city model. The reasons given are not just the problems of infrastructures and congestion of a diffuse model, based on the car, creates for large metropolises but also on the need for concentration and services of a high level required by globalised activities.

In this new stage of technological change and world share of economic activities, metropolitan areas are starting again the discussion of how to integrate the need for work, housing and transport. If for a time industrial activities and services marked the shape of cities, now the discussion about leisure activities and urban life are starting to be incorporated, from the citizens' point of view, and the activities of goods distribution from the point of view of companies.

On the other hand, the "planning" authorities are increasingly required to make an effort of transparency, citizens' participation and explanation in the town planning decisions. A clear plan that does not allow different readings AND, THEREFORE, DOES NOT ALLOW CLIENTIST TREATMENT IN THE TOWN PLANNING DECISIONS. The coordination of the infrastructures and the appearance of new urban land on the market cannot be left in the hands of private initiative nor in the hands of town planning controllers. A certain ingenuity must be recovered that will makes us understand the citizens' needs, including the sectors with real-estate interests and get to know, at the same time, the technical possibilities designed by urban experts. Local and metropolitan authorities are obliged to moderate in this dialogue between the citizens and experts, without letting one group impose on the other. Their obligation is to ensure transparency in the application of sensible rules in the town planning game.

Multi-dimensional strategies for the globalisation and sustainability of metropolitan areas. Confusion as a motor for change.

Metropolises have extended their strategic area further than the provision of basic urban services and town planning. Economic, social, environmental, educational and cultural strategies on immigration or innovation try to give a meaning to another these fashionable words "sustainability", which like globalisation, no one is capable of defining clearly. The conceptual confusion created by both terms contributes positively to metropolitan strategies and becomes a motor for always unpredictable changes.

Sustainability articulated on a local level through the so-called Agendas 21 forms part of the objectives of the local and metropolitan authorities. Its application and results very often are still located in changing ideas and cultures more than in the practical application of actions. This is why the World Summit on Sustainable Development in Johannesburg invited the execution of Agenda 21 and remarked on the key role that local authorities have throughout the world in reaching the objectives and setting up programmes approved for the next 15 years.

Also, globalisation has meant trying to formulate strategies for the new economy of knowledge, impulsing aspects like knowledge infrastructures (education, training, technology) and quality of life (safety, mobility, leisure, culture, urban environment,...). The majority of strategies also include a clear reference to innovation and the business and entrepreneurial climate as mechanisms for ensuring a place in the global economy.

All metropolitan areas are inevitable nuclei for attracting immigrants from the same country or from abroad. For the optimists, metropolitan areas are becoming nuclei of multiculturalism and diversity, with very positive effects for the growth of the cities. For the pessimists, the always real difficulties of integration of the immigrants becomes an excuse to point at the metropolis as a centre of problems of poverty, unsafety, unemployment, coexistence,... In any case, in all metropolitan areas multi-dimensional strategies are defined to cover these intense migration processes.

In search of a new model of metropolitan governance. A change of scale towards the metropolitan region and a change of relations towards a wide partnership.

The definition of the metropolitan areas is not done any more according to the job market and daily movement to work. That is not the most important flux for defining the global metropolitan region. The metropolitan region includes the central city, the urban continuous, with high population densities, and all the hinterland, not

of daily "commuting" but of the network of cities which, through the central city, have contact and communications with the rest of the 400 large world metropolises.

Globalisation obliges a wider definition of the metropolis towards the global metropolitan region. To give a closer example, the global metropolitan city region of Barcelona is all Catalonia and perhaps, in some aspects further afield. We will have to compete with metropolitan areas like Beijing/Tianjin, Dalian/Shenyang, Shanghai/ Nanjing/Hangzhou and Hong Kong/Gaungzhou, which among the three have a population of some 150 million people. There is, therefore, a change in the scale which forces us to think of wider territories, defined according to networks and different fluxes.

The metropolitan regional government also requires a new model of governance. This is the third fashionable word we mention in this text and, like the others can lead to confusion. Governance is used to give a new emphasis to the need to create a system of government and administration of the metropolitan region which is more participant and

with wide partnerships. Collaboration between levels of government, collaboration and partnership between the public and private sectors and NGO's, consensual strategies and shared responsibilities are some of the concepts repeated in many metropolitan areas when facing the changes caused by globalisation. Normally all of this means a change in social leadership which forces the leaders of the civil and political society to sit down at the same table, and little has to do with the powers of the traditional industrial society. There is no doubt that this is still a stage in which the old powers will superimpose the new, where the old leaderships want to maintain themselves and the new leaderships fight to see the light of day and create new representative institutions. Metropolitan areas, as always. Will again be social, political and economic laboratories which will test the changes in governance and leadership needed for the new stage of globalisation.

Josep Roig i Martí, Secretary General of Metropolis

DIVERSE VISIONS FOR THE METROPOLITAN AREA OF 2025

The city: Laboratory of Ideas

For many years some novels and films which speculate about the future have given us a pessimistic, worrying and catastrophic vision of cities and therefore for their citizens. In these fantasies technology is in the service of power and destruction, cities are shown as dehumanised, dangerous, full of pollution.

Designers are optimistic and we would like to think that the future will be very different from these catastrophic visions, but on the other hand we know that the city of the future will be a complex place, with a certain amount of chaos, which should not frighten us.

Cities have always been places in continuous transformation, places of transit for migrations, of encounter, of concentration, and above all of mixture...

The designer of the future therefore, will learn to work in this complexity, he will have to be aware of his responsibilities and sensitive to a series of very relevant aspects for the city, but until not long ago forgotten by the profession: sustainability, mobility, accessibility, use of renewable energies, multi-culturalness, the

participation of the user in building public spaces, etc.

Now having overcome the media's misunderstanding which associates design with a purely aesthetic response or a cosmetic operation of objects and spaces, the profile of the designer of the future will be a person given up to improving the quality of the relationship of the citizens between themselves and their most immediate material environment.

The designer, traditionally dependent on commissions from industry, will have to become at last a double agent, capable of getting involved ideologically and taking a more active and proposing role synthesising the citizens' social and cultural movements with industry and the most advanced technology.

Paying attention to the users' needs and wishes he will act (through the objects and spaces he designs) as a mediator in order to guarantee that the new daily experiences of the users are the most creative and participant possible.

We are advancing towards a highly technified future, with very sophisticated devices and new intelligent materials. The designer has to ask himself how to fit these new technological artefacts with the more primary, with the most humble and

every-day rituals and objects which have accompanied us for thousands of years.

Technology, in many cases, facilitates our daily tasks, movements or communications between people: the use of the mobile phone, video conference and the internet bring us close to those who are far away. But this same technology also threatens us with an excess of virtual and dematerialised, simulated experiences and a loss of human contact. In this highly technological and ultra-fast panorama, the designer of the future will have to offer the city those objects and environments that allow us to rediscover the true density of experience, active flow of material, rediscover the senses and above all promote those closer, corporal human relations.

So, despite the fact that the designer in the future will have smaller, more flexible technology, with intelligent, mutant and sustainable materials, all these scientific advances will never be substitutes for ideas, creativity, genius and imagination.

The city of the future will be a laboratory of ideas for the designer, a workshop where he can question and reinvent the uses and often boring, rigid or even traumatic interactions that people still have today with their too programmed urban environment.

In fact, the city is still like a house, but bigger and with more people, a great space with passing areas, resting areas, leisure areas, games areas, or areas for concentration. But what would happen if there were also spaces open to reflection, spaces for transformation, for action, for self-production of objects, for trying things and for making mistakes?

It depends to a large extent on the designer that the citizen has these spaces of freedom and confidence in the city, that they feel that they are theirs, that they can change them, make them their own and at the same time-share them with other people.

From dialogue and collaboration with other creative disciplines (art, architecture, theatre, etc...) the designer will learn to challenge the limits of our perception of the city contributing experiences which extend our vision of others and of ourselves.

Ana Mir & Emili Padrós, Industrial Designers

Dreaming of artificial islands

"Once, early in the morning, I saw an old man sitting on milestone from the Roman era. He leant on his stick while he listened to another old man, standing by his side. And both were enjoying the sunshine.

I passed by again around midday, when the ochre of the stone became confused with the green of the lettuces which hung out of a bag full of vegetables: A woman had rested it on the milestone, while she wiped her perspiring brow, before continuing homewards to make lunch.

In the afternoon, I saw a child climb onto the stone and stand up on top of it, like a statue, while he munched a Vienna roll dipped in tomato and tuna fish and mentally went through how many stickers he needed to complete his collection.

At nightfall on the same day, a couple sat on the milestone and made love badly. And the damp on the stone was not precisely from the dew.

It was night when a dog passed by, smelt at it and cocked his leg.

At daybreak, a gentle but persistent drizzle washed it away and left the milestone from the Roman era with its pours open, neat and clean.

Barcelona seemed to me like a milestone over two thousand years old, situated next to a road four thousand years old.

Barcelona seemed to me like a milestone worn by thousands of inscriptions engraved on it, by thousands of eyes that had looked at it, that were looking at it and would still have to look at it.

Barcelona was like a sharpened milestone which at the same time suffered the illness of stones, a milestone that reflected the sun's rays to the four cardinal pints even on cloudy days.

Barcelona was the people of Barcelona."

Could it be the start of a novel set in Barcelona in the year 2025? Why not? The people of Barcelona in 2025 will not be basically different from the people of the year 25, two thousand years before. This scene, with a fictitious, but perfectly possible milestone, it wouldn't be at all strange on any day of the year 1910, 1930, 1950, 1970, 1990, etc. Perhaps it would also be true for 2025 with very few adaptations. The woman perhaps wouldn't be carrying lettuces in her bag, perhaps she wouldn't even be carrying a bag because she wouldn't need to go out to shop, but she would pass by the milestone and it would greet her without her realising it. The child won't eat a sandwich of bread with tomato and tuna fish. Or will he? What is certain is that he will continue to climb onto and off the stone, hiding behind it from his friend or to throw a stone at an unsuspecting cat (if there are still cats and there are still stones in the street) And lovers? Lovers will continue as always, to look for nooks, waiting for the evening and, if necessary, use an old stone to sit on in the fresh air and rub the parts of the body that need rubbing as much as possible. And, as we said, at the break of dawn, the dew, if there is any, will wash everything away and the cycle will start again. This corner of the Barcelona of 2025 will continue to suggest a thousand and one stories and our obligation will be to continue to tell them.

Barcelona is the accumulation of all the possible Barcelonas. The history of our city is the history of the generational renewals carried out for over two thousand years. They occupy new spaces, the city is extended, and in 2025, the new Barcelona, born in 1992 and expanded and modified in 2004, will have settled down, it will by then have generated enough cosiness to have become the centre of the creative activity of writers. A few years are needed for places to warm up a bit. Right now, all the inheritance of the Olympic Games of ninety-two is starting to distance itself enough to be able to be talked about with a little epic. And in 2025, if I am still inventing stories about Barcelona, to entertain people and myself and to make life pass by a little more lightly for everyone, I have a sure environment or context where I can set my novel. Let the doves

fly, but not so many. And as I've been asked, let me say a little in my own favour. I would locate a story on the new artificial island created by the impulse of the Forum 2004. Why? Because it is the dream of the protagonists of my novel Happiness (2001), a premonition in a dream. Right in the middle of Barcelona in 1909, I made someone dream of a Barcelona out at sea, facing the city, with a new artificial island, dedicated to services and leisure. In 2025, the artificial island will really be there ready to act as an excuse and base for telling stories. And I promise to write a story about a descendent of that character from 1909 that wanted an artificial island for Barcelona, to imagine a thousand more artificial islands, wither real or fictitious. But if that is not possible, don't worry. Our city is old enough and ancient enough. It's lasted for a long time and will last forever. And if it's not me who will write about it, someone else will. Precisely, my novel Happiness ends with the two protagonists looking at the city where, in 1909, the smoke from the bonfires caused by the Tragic Week started to rise into the air. They are on a ship and are slowly pulling away from the docks. The older says to the younger:

- Sometime in the future you'll return to Barcelona...

The water is just starting to move, crossed like soft butter by the cutting bow of the brig-schooler.

And do you know what, Nonnita?

- What, Miss Miquela?

- Well, it will still be there.

And that's how it is. In 2025, we don't know if we will be here. What is sure though, is that Barcelona will be here. Old and new, renovated and aging. And, don't worry, it won't lack someone in the foreground willing to testify to that.

Lluís Anton Baulenas, Writer

Barcelona, in favour of fecundation....

Humanity has some brilliant moments, moments in favour of knowledge, in favour of innovation. They are eras of great leaps, of changes of orientation about the true and false, good and bad, beautiful and ugly... There are not many. The rule is continuation and conservation, the exception, these strange and fruitful convergences. One question:

What are the ideal conditions for the emergence of such moments of splendour for knowledge? Can they be caused? Can they be favoured? Below are some suspicions and convictions.

The thinking unit is without doubt the human mind, the individual. But how big is its ideal environment for creating art, philosophy, science, technology,...? What marks a good creative environment: nation, religion, region, neighbourhood, family? I have a strong feeling that the collective unit which creates the right environment for cultivating creative minds is very near the concept of city. Glorious moments of knowledge are named after cities (Athens, Florence, Prague, Paris, Venice, Vienna,...). It is the space, the distance, within which the physical presences are influenced fully and directly with the five senses. It is the volume within which the meetings, interactions, conversations take place. What does Florence have for it to have been there where the Italian language was invented with Dante, science with Galileo, the genuine inter-disciplinarity of painting-drawing-sculpture-architecture-engineering with Leonardo and Michelangelo, biography of colleagues and coordinated multifacetism with Vasari. I don't think that these situations can be explained by the emergence of great utopias, great ideologies, great projects of future, great social or political leaderships, great revolutions in honour of great ideals. It occurs when the conditions are such that the people are physically in a special atmosphere. Then the miracle is produced: they collide, they are even invited, coincide, disagree, some are interested in the others, they talk, they even converse, they stimulate each other, they criticise, they adventure into neighbouring domains, and even not so neighbouring domains, they give each other ideas, even involuntarily, they love each other, they hate each other, but they search for and find each other! It happened in Vienna at the beginning of the last century, one walked into to a café and could find scholars of the mind inventing a new science with philosophers reconstructing the knowledge of the future and physicists creating nothing less than quantum physics and writers of the tragedy of the human condition sharing drinks and coffee... it happened in turn-of-the-century Paris attracting thinkers from all over Europe...

Can these special moments be favoured? If we accept that the relevant scene is the city, then we have to admit the importance of thinking out the city. How do we do this? In the background it is about increasing the probability of the collision of creators (all the citizens are creators to a greater or lesser extent, in one subject or another). And this is achieved by creating suitable scenes in the city, credible meeting places, ambients which favour the diverse wherever it comes from. In far off times,

the citizens met in the temples, there they exchanged ideas, or better said, the small part of the ideas that were considered exchangeable... It is about inventing new temples, the modern public spaces, of a free society, in which the citizens always have the right to revise any truth in force.

It's not the same to conceive a museum before or after a reflection like this (museums must perhaps be the new temples for citizens to meet). The vast majority of auditoriums and conference halls in the city are (still) conceived more to underline the solemnity of the act and the authority and prestige of the speaker than to invite participation and discussion. The speaker usually occupies the place of a traditional cinema screen, high and distant and, like at the cinema, the audience is invited to forget itself and admire and accept what is happening in the spotlights. The speaker can see the faces of all those attending, but each member of the audience only sees one face, that of the speaker. What the Greeks discovered for their theatre, what universities preserve since the renaissance for their most transcendental classes, what all the democracies in the world take into account when designing their parliament chambers, is forgotten when designing spaces dedicated to knowledge in our cities (re-designing them all would not be a bad idea!). Even the design of a public square, a park, a bus, an office, a factory, a school or a concert hall can include this aspect or not, an aspect which stimulates the search for something from the outside to collide with it, to participate, to fecundate it, to celebrate (and not mistrust what is different). Redesigning a city with this aspect perhaps would create a style which would favour the crossing of ideas.

Perhaps that is the key word: fecundation. There are spaces which favour fecundation and there are spaces which invite sterility. The general trend is specialisation, the closure of spaces prepared for receiving what is similar, near. It has happened in the universities. Their growth and specialisation mean that scientists of different disciplines do not meet each other any more, not even by chance in the canteen. You only meet those who are doing the same as yourself. This means that ideas don't fly across the frontiers of the disciplines anymore. The city can create spaces where two scientists who do not coincide in the university premises collide, where an actor can get into a conversation with a sociologist, where a painter promises to visit a manufacturer,... The city can create an atmosphere to enthuse creators whatever their origin, language and culture,... Fecundation, in essence, means collision of two ideas in order to create a new one. It's all about facilitating that collision.

Barcelona has always had an aroma of this vocation. Perhaps it has never been host to a great creative revolution in the history of civilisation, but it

has always been there, it has always reacted when something is moving, it has always taken part. Perhaps now its moment has arrived. Barcelona is a city of architects, designers, thinkers, scientists and businessmen. Barcelona is a well-laced city for opening up, right open, to the world. And that's not bad for a start. We are in a crucial moment in history. The inevitable globalisation can do a lot of good, but it can also do a lot of bad. The new times need open fecund cities. Barcelona has been determined to try. Another kind of structures and international events are needed. The era of the great international fairs has not much sense any more, neither do Eurovision song contest type festivals,... Globalisation in all fields needs above all to create knowledge, to transmit knowledge and debate knowledge, knowledge about resources, about the environment, about coexistence, of the different cultures.

The year 2004 and the Forum project may be a great opportunity, an opportunity which will go further. Barcelona has invested many resources and much enthusiasm in it. Perhaps it will work out all right.

Jorge Wagensberg, Director of the Science Museum of Barcelona

The ideal city

When I think about the ideal city, a theory and an image immediately come into my mind. The theory is Plato's and the image is Piero della Francesca's. Plato, a partial heir of the pythagorics, imagined a perfect community. Nothing escaped this perfection and the philosopher has envisaged a meticulous social structure ruled over by a government of the wisemen. But when Plato travelled to Sicily, called on by the tyrant Syracuse, to put his project into practice, difficulties were very quick to arise. We have received contradictory information about what happened but, in the middle of the confusion, there are common traits: everything was just too perfect. It was admirable to think that the wisemen should govern the city but who was to decide who these wisemen were? And even worse: how could there be any certainty that the wisemen, once they had come to power, wouldn't stop being wise and let themselves be carried away by their worst passions?

Perfection is like the sphere, the insuperable figure in geometry but never totally exact in nature. Consequently, there is nothing strange in the fact that the idea of perfection, splendid when it

remains in the sphere of ideas, is broken in contact with human nature. Fortunately the historical sequence of our philosophers was right and the great Plato, unbeaten champion of the most crystalline beauty, was succeeded by Aristotle and Epicure. The former has taught us the ethics of intimacy, included in the senses, and the latter that of collectiveness. The crystalline in both of them becomes controlledly imperfect. And perhaps democracy would consist of the adjusted combination of the triple inheritance: aspiring to build the perfect community while managing –with the greatest control possible– the inevitable, and perhaps desirable, human imperfection.

Looking at the picture by Piero della Francesca something similar happens to me as when I read the Republic by Plato: too perfect to be inhabited by man. In the painting by Piero the magnificence of the harmony has eliminated human presence, as if that neutron bomb they macabrely frightened us in the fantasy of two decades ago had gone off. It is, I believe, the best work that has ever been painted in order to endorse a human product that doesn't need humans anymore. I image that it was precisely this icy exquisiteness that Giorgio de Chirico liked so much, source of inspiration for his equally icy urban landscapes.

In the Renaissance itself, Leon Battista Alberti, as architect and town planner, had to face what Piero della Francesca, as a painter, did not have to: the tension, very often violent, between reality and idealness. Facing the immaculate horizon of Utopia, every era continuously has to face the collision between the “new” and the “old”. We need Piero della Francescas, because without his dreams everything would be reduced to the ashes of pragmatism, but we also need Alberti, another kind of dreamer, whose ideas cut into the skin of reality. Alberti, with his mediations –bridges, squares, networks– faced, with different luck, the conflict between the old medieval city and the new renaissance plan, and thus inaugurated modern town planning.

When, in our times, I think of the ideal city I can't help the continuation of these two fascinating histories. It will always be necessary for the dreamers of perfection to be accompanied by imperfect dream makers. The survival of the city will always depend on these two. I am horrified by improvisers –cannon fodder of speculation– and pragmatists, for whom “staying within reality” is

the shortest road to political submission. There is no ideal city but when the idea of a city is opened up by the politician, no matter how much power he may have, he has to bow down to Aristotle and Alberti and they never renounce the splendid crazes of Plato and Piero della Francesca.

Rafael Argullol, Philosopher

Barcelona: the new city for an ethiopian girl

June 2003. In Addis Ababa, the capital of Ethiopia, it's raining. It's been raining for days. It's hard to imagine that it rains so much in a country that everyone imagines as one of the driest and poorest on earth. It's hard to imagine that the lack of infrastructures make it one of the countries where water is scarcest despite the fact that it rains so much for months. It's raining and a seven-year-old girl is waiting to be picked up from an orphanage in the centre of the city. She knows that she will soon have a new mother and father, she has our photograph, just as we have her's. She knows that very soon she is going to travel a long way from Ethiopia and is going to start a new life in a new city. She's been told that she's going to a place called Barcelona. And I wonder how she must imagine Barcelona, as she still doesn't know any other big city. What must the name Barcelona suggest to her? More rain? Heat? Cold? A desert? Streets of broken asphalt full of puddles like Addis Ababa's? And how will I explain to her where we are going to live? I would like to tell her that we are going to the most beautiful city in the world, that she will live in the city with the most intense light, with the bluest, cleanest sea, with the greenest parks, with the quietest urban nights... I start to think how I'm going to explain what Barcelona is and I, a life-long native of Barcelona, find myself walking along the city streets imagining for a moment that I am an Ethiopian girl walking there for the first time and remembering the story I told her.

Once upon a time there was a city called Barcelona which grew up over centuries by the sea. In Barcelona everyone was happy and people had been coming from all over the world for a

long time. Some in boats, others by train, others by car and many by plane. They all came because they knew that they would be happy there. Wherever they came from, whether they came from near or far, had crossed mountains or deserts in order to arrive, an ocean or perhaps two, everyone was well received. In Barcelona boys and girls, adults and elderly of all origins, of all races, of all cultures, had been living together for a long, long time. Nobody turned their head in the street to look at anyone as if they came from another galaxy, nor judged anyone by their physical appearance or way of dressing. From the balconies of the houses came music from all over. Some music immediately inviting you to dance, like the percussion from Senegal; other music was more gentle, like the melodies of Russian violins or the songs from China. From the balconies also came the smells of food from all over: from the first floor a couscous from Morocco, from the second floor a Catalan broth, from the third floor Cuban beans, from the fourth Indian lentils... And if you sat down for a moment in one of the many benches and chairs which were placed all along the wide sidewalks of the streets, you could close your eyes and imagine where those sounds and smells came from, as if they weren't coming from those Barcelona balconies but from their places of origin. Without leaving the same neighbourhood of Barcelona you could travel around the world with your senses, it was fantastic. In Barcelona they spoke many languages. Catalan was the language of the city, and also Castilian, with all its possible accents and intonations; English, Punjabi from the north of India, Urdu from Pakistan, Mandarin Chinese and also Cantonese, Japanese, Rumanian, French and Italian. Amharic, spoken by more than fifty million people in Ethiopia, was only spoken by six people in the whole city! Sometime they met to speak it and to share their homesickness for their country over the ritual of coffee. A lot of coffee is also drunk in Barcelona. The people met calmly to have coffee and tell each other stories.

Barcelona is a friendly city with people from abroad, a city that received visitors and those who came to stay forever. The whole city welcomed them and protected them so that they weren't afraid and could learn how things worked. Everyone who arrived found something to do, there was work for everyone and it was a lively and active city, open and respectful with each person's origins.

Nobody slept in the streets because everyone had a home to go to sleep and all the boys and girls had a family and could go to school. The schools were free and were oases for the children, the best place of all. In the classes there were boys and girls from all over the world who wanted to learn and enjoy themselves, but above all, they wanted to be citizens of the world, not just of Barcelona. Every day the teacher explained a story from each continent of the earth and after they commented on it. One day would be Africa, another Asia, another Europe, then Oceania and finally America. And when they had gone round the world, the teacher would start all over again with a different story from Africa. And so on throughout the year. The classes were in Catalan, but each child in the class had to teach the others a few words in their own language and at least one song from their country.

And you? Which words in Amharic will you teach the boys and girls in your class? And which song will you sing them?

September 2003. My daughter has known Barcelona now for over a month. And I would like to think that someone will ask her things about her country and that at her school they will teach her songs from here and from all over the world. And that when she's older she will think that Barcelona is the most open city that exists. She'll be older soon, we'll have to hurry!!

Anna Soler-Pont, Literary Agent

