

BARCELONA VISIÓ 2020



Pla Estratègic
Metropolità
de Barcelona

BARCELONA A VISION 2020

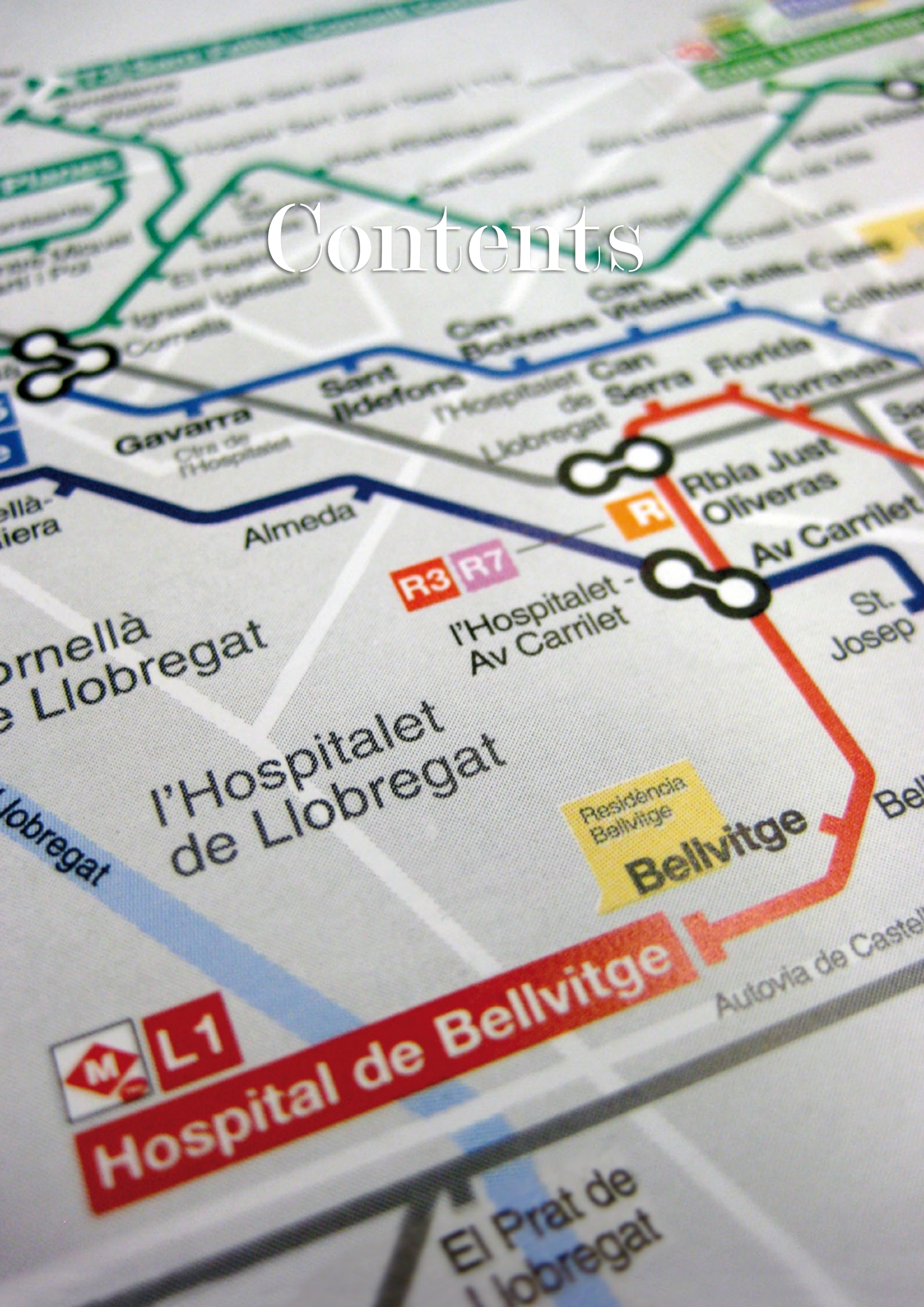
A STRATEGIC PROPOSAL

Barcelona, 2 November 2010



Pla Estratègic
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Prologues



The Strategic Metropolitan Plan of Barcelona (PEMB) stands as a model due to its ongoing work towards offering visions for the future, anticipating new challenges, preventing possible threats and, in summary, making proposals that strengthen Barcelona and its metropolitan area as the international reference that it is today.

The PEMB is, undoubtedly, a city platform that works under the premise of consensus and with the broad participation of both the public and the private sectors. It is a meeting point and vehicle for reflection among the municipalities, institutions and social agents that promote and contribute ideas for the economic and social development of the metropolitan area.

The approval of the new Strategic Metropolitan Plan of Barcelona – Vision 2020 in November of 2010, which I am presenting to you here, highlights the path we should follow with the conviction that teamwork, an entrepreneurial spirit and clear and achievable objectives will allow us to become everything that we want to be: **one of the most attractive and influential cities for global innovative talent, with a high-quality model of integration and social cohesion.**

It is a brave proposal, but the city of Barcelona's history shows us its constant capacity to achieve improvements in its quality of life. Despite the period of severe economic crisis, it is precisely now that proposals are needed to meet new challenges. Challenges that must serve to look to the future with creativity, imagination and ingenuity.

A reading of this document gives us an overview of the breadth and importance of the new proposal. Its basic outline is made up of six challenges, encompassing issues such as energy efficiency; sustainability; strengthening and reinforcement of the economy and enterprise; entrepreneurship as a tool for the promotion of economic activity; international projection, and social cohesion. All of these are vectors that aim to promote important changes in order to work towards the desired vision for 2020.

The value of the Plan lies, therefore, within this set of proposals but in a very special way in the high degree of participation of individuals and institutions alike in its drafting process, along with the complicity of many of them in its application.

Metropolitan Barcelona has the potential to become the economic capital of southern Europe and the Mediterranean, and an absolute reference point on an international level due to its quality of life. I am counting on the involvement and collaboration of all the members of the Strategic Metropolitan Plan of Barcelona to achieve that.

Xavier Trias

Mayor of Barcelona and
Chair of the General Council of the Strategic
Metropolitan Plan of Barcelona Association



New impetus for 2020

Francesc Santacana: “Emerging cities and capitality of the Mediterranean. We can and must use this influence.”

‘By 2020, the Metropolitan Area of Barcelona (AMB), as a global metropolis and capital of Catalonia, will have reinforced its relationships with the emerging cities of the world and hold capitality of the Mediterranean. It will exercise economic and social leadership in line with its values and competitiveness factors: sustainability is one of these values.’

This is the vision which the plan provides as a route map up to 2020. It includes five key elements which combine to configure what we want be: a global metropolis; the capital of Catalonia; emerging cities and capitality of the Mediterranean; leadership, and sustainability.

Global metropolis. This means that we must compete based on our connectivity and our capacity to relate to international networks and flows of people, property and services. This obviously means having high standards of social quality and life, things without which we may aspire to be a great city, but not a global metropolis. It also means that we must compete. In other words, that we have to work on our competitiveness factors and differentiation. That we must learn where the main hubs of the global scene are and take up position there. It also means having an airport with a wide range of connections.

Capital of Catalonia. The objectives presented by the AMB must be seen as its contribution to the growth and well-being of all the citizens of Catalonia. And with it, a contribution to the progress of Spain as a whole. It is time to come together and establish alliances and new formulae for governance. Here is the suggestion made by Javier Solana, President of ESADE’s Center for Global Economy and Geopolitics, in a recent article: ‘The economic and financial crisis is showing us something of the utmost importance: the need to put our faith in instruments of (world) governance and cooperation. How we manage these global challenges will have consequences for everyone.’ We must, then, be conscious of the need to weave new alliances between the AMB, Catalonia and Spain, to align the competencies and proposals of each party, and to prevent contradictory and overlapping actions.

Emerging cities and capitality of the Mediterranean. The AMB holds, *de iure*, the capitality of the Mediterranean. We must take advantage of and reinforce this situation: after all, it is where 785 million people live! We can and must use this influence.’ But more as a way of reaching our target than as a final objective in itself. Capitality of the Mediterranean, which we must exercise with generosity and efficiency, must be an important element, one of our hubs, connecting us with other world hubs. Globalisation is creating a new geopolitical framework, with new centres of growth: the so-called emerging countries, which are already leading the world’s growth. We must reinforce our presence in India, China, Brazil and the other countries that will appear, if we are really set on becoming a global metropolis.

The exercise of leadership means contributing our ideas on ‘how things should be’. In other words, we must be a benchmark in something. In something that

we know about, that is different but in line with our values (also adding those we lack) and our competitiveness factors. Associating the Barcelona brand with these values and using them to consolidate the presence and external visibility of the metropolis and its territory as a whole. As the Prospection Committee has said, it is a priority to extend the visibility of the brand, associating it with all sectors which are benchmarks and which enjoy international projection.

Sustainability. Must be a benchmark. The plan proposes linking the name of the AMB with the philosophy of sustainability. Going beyond defining the

AMB as a benchmark for sustainability in the warm regions, which obviously have very different requirements from other parts of the planet. This economic activity is still emerging and it offers great opportunities for business and growth. But we should not restrict ourselves to this perspective, but also view it as a management criterion for avoiding all kinds of waste, for properly planning public investments, reorientating policies on subsidies and assistance. In short, encouraging coexistence and social cohesion. Our high levels of academic achievement and research can act as levers for change in this type of action.

Achieving this final objective presupposes that we have come out of the crisis stronger than before, with new growth-driving sectors. That we have strengthened our traditional industrial capital (we cannot let it fail!) and that through the AMB, we have reinforced local economies of agglomeration.

In 2020 we will be one of the most attractive and influential metropoli for global and innovative talent, with a model of social integration and cohesion which will be one of the main strengths of the Barcelona brand.

This shared project looks to work with people and companies to learn how to give a quicker and more effective response to change. The plan therefore ends by calling for the activation of five levers of change: university and education; an efficient administration that stimulates and does not hold back; an innovative governance; with values for the future, and a wide knowledge of languages, which like our powerful airport, will connect us to the world.

An ambitious plan, with goals that are equally ambitious. But also feasible and stimulating, like the work done over the last two years during its preparation.

In 2020 we will be one of the most attractive and influential metropoli for global and innovative talent.

Francesc Santacana
General Coordinator of the Plan



1. Introduction



VISION 2020

- A new context: creation of the AMB
- A collective proposal to consolidate a great metropolis that wants to keep its place in the new global spaces which are taking shape

The approval by the Parliament of Catalonia of Law 31/2010 of 3 August on the creation of the Barcelona Metropolitan Area has coincided with the end of the discussion process of this Strategic Plan, which is finally to appear within a new framework of governance.

For the first time since the strategic plan went metropolitan, it is to have a framework of governance made to measure, within which a series of new instruments must be created to give new impetus to the economic promotion of the Area, added to existing instruments for use in urbanistic, transport and environmental issues.

This strategic plan indicates that for the development of the AMB, greater public-private participation is needed, with new schemes of shared work. In other words, co-responsibility between governments, society at large, institutions and companies. The deployment of any new economic promotion instruments would obviously have to allow for this need and the availability of society at large to participate in the plan's deployment and monitoring.

Firstly Barcelona, and then the whole of the AMB, have been a world benchmark as regards the application of strategic planning for cities and territories. Its experience began back in 1987, when work started on what would be the 1st Strategic Plan of Barcelona, published in March 1990. That plan was prepared within an institutional framework very different from the present. There was no metropolitan institution (in fact, this plan already demanded one at the time – see measure 2.14. - 'to achieve the institutional recognition of the socio-economic and urbanistic reality of the metropolitan area').

With this Law 31/2010 of 3 August, the Parliament of Catalonia granted the AMB the competency, among other powers, for 'promoting a strategic metropolitan plan which, with the participation of the economic, social and institutional agents, will foster modernisation, research and innovation'.

A metropolitan law which facilitates the governability of the Strategic Plan and that, as we have seen, will have to be developed with new metropolitan instruments for economic promotion and within a framework of public-private collaboration.

The Plan - Vision 2020 - is in fact a response to this desirable and long-awaited legal requirement.

However, this first plan for the nineteen-nineties did help put Barcelona on the world map of cities and to become a new benchmark for urban development. Since then, many Spanish and world cities and metropolises have followed Barcelona's example.

Now, in a world that has little in common with the nineteen-eighties, we can see that our strategies have become powerless in the face of the speed with which

environments are changing. However, in this changing world, the successful cities are those whose planning and management systems adapt best to the changes in the environment.

The AMB views **the present situation of crisis as an opportunity** for deploying a new vision based on the re-founding of its productive model (education, training, innovation, talent, creativity and transversality) and adapting its vocation as a global metropolis to the new nuclei of growth which are being consolidated.

With this new 2020 vision, the AMB is stating its intention **to maintain its presence on the new global map**, where metropolises are increasingly competing and collaborating to guarantee the progress and well-being of their citizens.

Contemporary metropolises are certainly nerve centres of social, political, cultural and economic movements, including investments and people, where not just problems and tensions but now also all opportunities are concentrated.

As Saskia Sassen has said, **21st century cities are global cities, where economic events are becoming the protagonists**. Following Henry Mintzberg ('Administrators are craftsmen and strategy is the clay'), we see strategic learning as the constant synchronisation between idea and action, without prejudice to the vital feedback between the two. Therefore although it is true that strategy is first defined and later implemented, it is also true that when this happens as part of a learning process, the action itself causes the initial strategy to be redefined.

In this respect, and bearing in mind that changes in our environment are becoming quicker and wider-ranging, **the metropolis requires a strategic vision and a responsive and flexible system of planning and management** which facilitates its adaptation to these changes in line with the strategic framework established. Even more so at a time of crisis like the present.

While the previous Plan was drawn up in a context of economic growth, this time the Plan - Vision 2020 is being drawn up in the throes of an economic and financial crisis of a depth unknown since the nineteen-thirties. In spite of this, **if the Barcelona Metropolitan Area came out of the earlier crises of 1973 and 1993 strengthened and in better competitive shape, there is no reason to think that this time, in spite of the crisis, its recovery will be any different.**

Everyone who has been part of this debate is convinced that the greater the crisis, the greater the opportunities it offers. This is the essence of planning: to use all resources with imagination and rationality at all times to keep the city going as the driving force of global development. We have to face the facts: that changes are permanent and crises, when they come, must be faced with imagination.

Barcelona and the AMB see this historical time as an opportunity which must not be missed. They must therefore continue planning and developing their future, creating their own destiny. This vision forms part of the personality of their citizens and leaders.

Over the last twenty years, the metropolitan area of Barcelona has become a international benchmark in many fields; also some very acceptable infrastructures and amenities have been built, with the improvements and additions required already pencilled in and set for eventual action.

Looking towards the coming years, the Metropolitan Area of Barcelona is in a very different position in this crisis than on previous occasions. Now is the time for training, innovation, talent, creativity and transversality; for social cohesion and bringing new technologies within the reach of citizens to combat social exclusion; for changing the course of things and doing them differently.

These conditions focus on the two major fields of action: the internal, advancing in structural reforms which improve economic, social and urban equilibrium, competitiveness and key aspects like education; and the external, reinforcing our position of leadership in the Mediterranean and seeking ways of cooperation with the main cities of emerging countries.

With the new metropolitan institution and the active participation of all economic and social sectors of Barcelona, a new horizon is in sight in which the many proposals of this Plan - Vision 2020 play their part.

Technical information on the PEMB – Vision 2020

Association of the Strategic Metropolitan Plan of Barcelona (PEMB)

Not-for-profit private association, promoted by Barcelona City Council, which includes the thirty-six municipalities that make up the Metropolitan Area of Barcelona (AMB), to identify and promote support strategies for economic and social development of the AMB. Other administrations also participate (Government of Catalonia, Barcelona Provincial Council and county councils), the most important economic and social agents (Chamber of Trade, Cercle d'Economia, Foment del Treball, University of Barcelona, Fira de Barcelona, Barcelona Port and El Prat Airport) and other institutions linked to the territory (Association of Municipalities, Metropolitan Transport Agency and Metropolitan Environment Agency).

The association was created in 1987 to act within the strict field of the municipality of Barcelona. In 2000, this field was extended to the whole of the territory of the thirty-six municipalities of the metropolitan area.

PEMB - Vision 2020

Law 31/2010, of 3 August, created the Metropolitan Area of Barcelona (AMB) with the competence, among others, of the economic and social development of the AMB and in particular, of 'promoting a metropolitan strategic plan which, with the participation of the economic, social and institutional agents, will favour modernisation, research and innovation'.

In 2008, after seven years' validity of the first Plan, it was considered advisable to start a new planning process which would bring a vision of the future with the perspective of the next ten years. Many measures of the previous plan had already been introduced or were on the agendas of the competent organs. On the other hand, it was obvious that the financial and economic crisis, with its social repercussions, had affected the environments that influence the AMB, with some profound changes that demanded new approaches to continue advancing within the new framework that was being set up.

Objectives

To take an x-ray of the situation in the most innovative economic sectors of the city of Barcelona and its metropolitan area, identify the most obvious deficiencies in each of these sectors and propose a plan with objectives and actions to be taken to counterbalance and strengthen them, within a framework that would permit the accentuation of the global ambitions of the AMB and transform this area into an urban space with influence around the world, in an environment of social cohesion.

Background of the PEMB Vision 2020

This Plan has drawn up taking into account the work of the Plan's Prospection Committee, chaired by Mrs Maria Reig, as well as a series of documents, reports and working sessions held during the reflection process and which have served to structure the Plan's content.

Prospection Committee of the new Plan – Chair Mrs. Maria Reig:

Seventeen sub-committees referring to the main economic sectors:

Advertising and Marketing	Culture, Creatives Industries and Art	Sporting Event
Architecture of Confrontation	Desing and Industry	Private Medicine and Innovation
Architecture of Transfer	Distinctive Values of Barcelona	Public Administration
Audiovisual Industries	Food	Translational Medicine and Research
Barcelona, Benchmark for Sustainability	International Citizens	Universities: Development, Research and Innovation
Culture and he Performing Arts	National and Foreign Entrepreneurs	

More than 220 entrepreneurs and experts took part (managers, academics, scientists, consultants, journalists and social agents) in each of the sectors analysed and 50 meetings were organised.

Reports:

- Institut Cerdà Report: 'Barcelona, nova urbs'.
- Horwarth Report: 'Escenaris de competitivitat a l'AMB'.
- OECD Report: 'Reviews of Higher Education in Regional and City Development'.
- Greg Clark Report: 'The Barcelona Metropolitan Strategic Plan 2010. Commentary and suggestions from International experience'.

Seminars:

- NODE Seminar: 'Back to the future'

Documents:

- Documents of the Strategic Plan for Tourism
- Strategic Plan of the Committee on Air Routes

Specific working sessions:

- Relationship with emerging countries
- Traditional industrial sectors (textile, graphic arts and metallurgy)
- Economic Promotion Area, Barcelona City Council
- Metropolitan Area of Barcelona
- Heads of municipal political lists, Barcelona City Council

Number of people who have taken part in the working groups: over 650

1.1.

The present: the Barcelona of 2010

Few cities in the world have the assets and potential of the Barcelona metropolitan area.

The Metropolitan Area of Barcelona, with 36 municipalities, 3.2 million inhabitants, 633 square kilometres and a density of 4,994 h/km², is the capital of the sixth-largest metropolitan region in the European Union, after London, Paris, Essen, Madrid and Milan. Volume of exports of the area as a whole, on average during 2006-2008, represented 63% of Catalan exports.

The AMB currently has a series of infrastructures, technological and scientific platforms, businesses schools and universities, and a group of business people, entrepreneurs and innovative individuals active all around the world, a situation difficult to find in any other metropolis.

In recent years, **the historical deficiencies in infrastructures have been overcome** with the new recently inaugurated airport terminal, with capacity for

The AMB has a series of infrastructures, technological and scientific platforms, universities, business and entrepreneurs. A situation difficult to find in any other metropolis.

over 60 million passengers; the definitive and long-awaited connection with Europe through the high-speed train (AVE) and the connection with Madrid; the new port terminals, equipped with fine services and perfectly integrated with the metropolis, which have allowed the Port of Barcelona to claim its place as one of the top ports in the Mediterranean with connections to Europe by European-width track; the extension of the trade fair site with the new facilities at Gran Via 2 and the

new Barcelona International Conference Centre (CCIB), which can host large conferences of up to 15,000 people.

This favourable position as regards infrastructures is particularly clear with the Livability Index 2010 indicator of The Economist Intelligence Unit, which rated the infrastructures of Barcelona at 96.4 out of 100. The same result was obtained by the hubs of Vancouver, Zurich and Copenhagen.

For the eleventh consecutive year, Barcelona was the metropolis with **the highest quality of life in Europe**. This indicator is, undoubtedly, one of the main assets for its residents, but also for attracting companies and professionals from elsewhere.

Barcelona is the **sixth most important tourist city in the world**, with more than 12 million overnights and over 2 million cruise travellers stopping off in the city to visit and go shopping (2009 data). In this respect, the new terminal is undoubtedly a good lever for consolidating and improving this privileged position.

Barcelona is the **fifth favourite city in Europe for setting up a business** and among other assets, has a wide range of centres of technology, research and innovation: the Alba Synchrotron, the Scientific Park of Barcelona (PCB), the Biomedical Park, the UAB Research Park, the research parks of the UPC, ESADE Creapolis, IESE, the Communication Campus at Poble Nou (UPF), the El Vallès Technological Park, research centres in food, elite research institutes (phototonics, materials, energy), Iker, KIC Innoenergy (EIT), Barcelona Graduate School of Economy, the Institute of Global Health, MareIncognito, etc.

All these encourage the existence and growth of **companies and entrepreneurs**: Mango, HP, Biokit, Mier, Grifols, Advancell, GMB, Mediapro, Almirall Prodesfarma, Esteve, Freixenet, Codorniu, Rock, Abertis, Gas Natural, Fluidra, EyeOS, Securitas, Sit Mobile, Oryzon, among many others, also the **development of universal innovators** in many fields: José Baselga, Joan Massagué, Anna Veiga, Jordi Galí, Xavier Vives, Jordi Savall, Nani Marquina, Josep Guardiola, Ferran Adrià, Manuel Castells, Andreu Mas-Colell, Lluís Torner, Pedro Alonso, Toni Miró, Custo, J. M. Serrat, Josep Carreras, Antoni Tàpies, Miquel Barceló, among others.

Another element which must be evaluated and which helps to position the territory is its **training and research**. Catalan universities and businesses schools are a focus of attraction for talent. In fact, Barcelona is one of the places in greatest demand in Erasmus university exchange programmes, and leads total Spanish scientific production. On research, the AMB has world famous institutions in phototonics, nanotechnology, genomics and food.

There are also the **sporting institutions** which configure the city and strengthen the Barcelona brand around the world, with facilities like the Stadium of Montjuïc, Palau Sant Jordi and others, Football Club Barcelona, RCD Espanyol, the Godó Tennis Trophy, the High Performance Centre (CAR) in Sant Cugat, the Grand Prix Formula 1 and Motorcycling on the Catalunya Circuit, among others. We also have many famous sportsmen who are or have been winners in their disciplines and who strengthen the Barcelona brand internationally, like Josep Guardiola, Xavi Hernández, Cesc Fàbregas, Andrés Iniesta, Johann Cruyff, Arantxa Sánchez-Vicario, Gemma Mengual, Pau Gasol, Dani Pedrosa, Jordi Tarrés, David Barrufet, Enric Masip, Manel Estiarte, Beatriz Ferrer-Salat, Pedro Martínez de la Rosa and Jaume Alguersuari, among others. The AMB is the territory with the largest number of sporting licences in Europe, a fact that indicates that we have differential civic values which make sport an important benchmark. **Barcelona is the first city in Europe as regards the practice of sport, and the third in the world in relative terms (in relation to the number of inhabitants).**

The great vitality of the metropolitan city, recognised around the world, is closely linked to the strategy for consolidating a **model of neighbourhood commerce** which, among other benefits, avoids urban segregation, long-distance movements, makes time spent in the city more efficient and improves public roads and spaces and basically contributes an important distinctive element to quality of life in Barcelona.

Finally, but no less important, is **culture and language**. A culture grounded in *mestizaje*, and the interculturality of a country open to the peoples with whom it has related down through history, from the Ibers and Phoenicians, including

the Greeks and the Romans, the Arabs and the Jews, and which grew with the Renaissance and the *Modernisme* of the school of Gaudí. Movements like the GATPAC and the contribution of architects like Oriol Bohigas, Carles Ferrater, Ricard Bofill, Oscar Tusquets, Vicente Gualart, Alfons Milà and Josep Antoni Coderch, and a new generation with professionals like Borja Ferrater, Jordi Vidal, Anna Puigjaner, Clara Solà-Morales and Esther Rovira, among others. This way of being has left its mark in an entrepreneurial and Mediterranean lifestyle, so attractive for millions of visitors. A language, among the oldest Romance languages, which is a differential factor that honours and enriches its possessor.

In this field, it should be noted that the AMB has a very important stock of cultural infrastructures, including the Palau de la Música, the Liceu, the Auditori, Macba, the Centre de Cultura Contemporània de Barcelona (CCCB), the MNAC, the Miró Foundation, the Tàpies Foundation, the Picasso Museum, the Nucli d'Arts Escèniques, the Lliure Theatre, the Institut del Teatre, the metropolitan network of theatres and libraries, the auditoriums at Viladecans, Cornellà and Sant Cugat, etc. This potent mix ensures a cultural diet of the highest quality throughout the metropolitan territory.

It must be recalled that Barcelona has recently become the official headquarters of the **Permanent Secretariat of the Union for the Mediterranean**. This institution arose under the auspices of the Euro-Mediterranean Association, founded in Barcelona in 1995 to establish a framework for multilateral relationships and monitor projects and initiatives for cooperation. The creation of the permanent offices of the Union for the Mediterranean in Barcelona reinforces the vision of converting the Metropolitan Area of Barcelona into the gateway to the area and all the countries of southern Europe.

In 2010, then, the AMB is in a very healthy position for facing the future with determination and confidence.

1.2.

Lessons of the past

The past is a good source of information for facing the future. From its lessons very useful guidelines for behaviour can be extracted to avoid committing the same errors, or to explore lines that have already given positive results. Also to remind ourselves how far we have come, the objectives achieved and others which have fallen by the wayside.

A first remarkable lesson is that **Barcelona has been the city that has prospered most over the last twenty years. Many of the dreams of the nineteen-eighties have been accomplished** and this is very important for its citizens to remember, given that we often forget the progress achieved and recognised around the world. Now, this lesson cannot serve to guarantee that in the future this direction will continue.

Certainly, since the Olympic Games were held here in 1992, Barcelona and its metropolitan area have undergone an enormous transformation that has allowed

it to progress and prosper more than other cities in its immediate environment. This has been possible thanks to the efforts made to create infrastructures for accessibility and interconnectivity and other various basic facilities, the result of a new concept of planning that went beyond traditional urban planning.

During these last twenty years, people have become aware of how important it is to have a vision of the future that transcends the short term, a model of the city, some clear, shared objectives and public-private cooperation, which has been highly useful and which has produced the formula of shared leadership, the basis of which is known as the Barcelona model.

The strengthening and consolidation of the Barcelona brand has undoubtedly had a decisive influence as regards this first lesson.

But we have also learnt a **second lesson**, equally remarkable. In these earlier years **opportunities** have been lost due to the lack of shared visions, to an excess of confidence in the brand, the lack of a suitable education system,

deficits in foreign languages, etc. Also not having been sufficiently aware of the importance of a public administration with the high levels of qualification and professional competencies to plan and manage in a professional and optimum manner, in line with our limited resources.

The economic development and growth of recent years **should have been socially, economically and environmentally more sustainable**. In spite of this, on the positive side, it

The AMB has to be aware that the future must be gained, and must be gained within a very dynamic framework in which new competitors keep appearing in the different rankings.

must be said that in a brief period of time, the AMB has shown a great capacity to absorb a high percentage of immigration, which has substantially changed the demographic structure of the territory.

The **third lesson** to be learned was that at this point in time, many other cities and metropoli are competing to be 'the most attractive' in the world, to attract talent, investment, tourism, etc. The AMB has, therefore to be aware that **the future must be gained**, and must be gained within a very dynamic framework in which new competitors keep appearing in the different rankings where it normally competes.

The past also offers an important **fourth lesson: The AMB can overcome the crisis** and come out strengthened and with renewed energy.

During the crisis in the traditional industries in 1973, with the generalisation of robotics, automation and electronics, the El Vallès Technological Park (PTV) was created, the old Hispano Olivetti factory converted into an incubator for new entrepreneurs (Barcelona Activa), and areas of new centrality sprang up, starting off today's Catalana d'Iniciatives, among other actions.

The crisis of 1993 represented the great leap forward of biotechnology and science in general, the introduction of new information and communication technologies

(ICT), the appearance of new materials, etc. Science and knowledge became the new driving forces. The AMB's reaction was remarkable, with the creation of many scientific and technological platforms, as indicated: the Parc Científic de Barcelona, the Parc de Recerca Biomèdica, the Institut d'Investigacions Biomèdiques August Pi y Sunyer (IDIBAPS), research institutes, technological centres, among others.

At present, the global financial crisis is seriously affecting the productive sectors in general, significantly hitting industries with little critical mass, little flexibility and little competitiveness on the global scene. In other words, in general, the sectors known as 'traditional', which used to be the growth-driving sectors of the AMB. The redefinition of the model now involves encouraging new sectors based on innovation, promotion of talent, creativity, research, education and coordination, but also on modernising the traditional growth-driving sectors, adjusting them to the new benchmarks in global competitiveness and knowledge.

But the lesson of the past is clear: **the AMB will survive this present crisis. And it will come out strengthened with the new impetus proposed by this Plan - Vision 2020.**

The **fifth lesson** that the recent past has given us refers to **the great volatility of the present world**. Today, in 2010, things have changed greatly. Society, technology, social relationships and cities themselves are scarcely recognisable compared with the scenario of twenty years ago. Analysis of changing environments must be a priority for those responsible for planning the future of our cities.

Finally, a **sixth and last lesson**: history shows us that **many cities which were a model of success in the past - and showed rapid recent progress - have entered a phase of decline**. However, history also shows that cities with a strategic vision and efficient and flexible planning and management systems continue to make progress.

1.3.

On the way to 2020

A new society is being formed with new structures that the AMB must take into account.

In a context of constant change like the present, we must bear in mind that, now and for the foreseeable future, a series of events will occur that will determine the future of the city of Barcelona and its metropolitan area. The main elements are given below.

First, **the so-called emerging countries like China, India, Brazil and others, along with the USA, now lead world growth** (50% of global companies can be found in these countries and growth expected for the coming years is 6-7% on average). In this respect, the economies of these countries are clearly the fastest-growing and, in fact, are among the winners in the present financial and economic crisis (China is already the second world economy and the top world exporter).

Conversely, the growth perspectives for Europe in the coming years are low and so world economic growth and development is moving from the Atlantic to the Pacific. The result is that the political and economic weight of European countries in the world is decreasing and, the need for international cooperation and collaboration is becoming more evident to counteract this. The loss of political and economic weight of the European countries will not be immediate but a gradual process.

These changes in the geo-economy mean that **airports and ports are becoming the veritable gateways** to the global world and are acquiring an important strategic role.

Other elements are that **the age of cheap energy and raw materials**, and their associated acquisition and production technologies have come to an end. We

are entering a stage of scarcity of raw materials which will require innovation, talent and creativity to change the present productive model and optimise the use of natural resources. The direct consequences will be that sustainability will cease to be an add-on and will become a requirement of any project or action, whether small or large, whether developed by public or private agents. We must not just produce more, but more, better and more intelligently, res-

The reality and raised awareness of climate change will require the involvement and determination of all public and private agents to combat it.

ponsibly and sustainably for future generations. In addition, the reality and raised awareness of climate change among people and society in general, will require the involvement and determination of all public and private agents to combat it and, as a result, the term sustainability will no longer be open to question.

An important change that must be considered in the next few years is that **the new generations are very different, that they communicate and relate to each other in different ways**. The new technologies are encouraging the development of informal, informed, individual, international, metropolitan and sophisticated profiles, which may cause significant social duality. In this respect, with the support of the new technologies, the information and knowledge era is increasingly present in both our personal and professional lives, and conditions and questions how we act, produce, communicate, commercialise, etc. The new technologies allow us to seize the moment and live in real time. This is currently the norm for actions and activities, and society practises and demands this style.

Finally, there is the **migratory phenomenon**, which is changing the profile and demographic composition of the city of Barcelona and its metropolitan area. This must all be borne in mind when considering the social and economic future, as well as our well-being and services. This is a unique opportunity to improve on the basis of *mestizaje* and interculturality, without which cities will struggle.

This means that the AMB must refine its strategic analysis, bearing in mind the influence of these new global scenarios, reflecting on their potential and factors of competitiveness to be able to define a vision which is both coherent and feasible.

1.4.

What should we do?

Emphasis must be placed on what differentiates us to develop a **new common project**. The global world is offering us an opportunity: we cannot afford to waste it.

Given that our society is immersed in a process of economic, political, cultural and social globalisation, and that we are part of an increasingly interdependent society, cities must understand that we cannot face up to these changes, and the challenges they represent, in isolation. We must act as catalysts and driving forces of the new economy and the new social reality, in accordance with Saskia Sassen's concept of 'global city'.

This has a series of consequences, running from consolidation of the external position, creation of space in the new geopolitical areas, and internationalisation of the economy **to develop a common project that helps companies and institutions to learn and give quick and sound responses to change, anticipating and visualising opportunities, as well as promoting a new model of public-private institutional commitment** that permits us to prioritise what really differentiates the Metropolitan Area of Barcelona and facilitates relationships with regional networks and the development of economies of agglomeration.

But to be able to press forward we must **do things differently**: define a new pattern of growth that is different from the past, in which quality, awareness and sustainability are central; encourage transversality that permits the search for

global solutions, beyond the confines of specific disciplines, which builds bridges between different sectors of activity to promote an environment that favours growth of productivity, knowledge, innovation, talent and creativity by improving the quality of the employment market and creating opportunities for occupation in the more dynamic sectors. It means using the size of the AMB to achieve economies of scale, retaining and extending diver-

sification or allowing experimentation with different activities, being realistic and assuming the difficulties with optimism, to leave the crisis behind and adapt to the global changes that are occurring across all fields.

These changing times certainly demand quick reactions, but in the right direction, without allowing too many options. The global world offers great possibilities for well-prepared cities with good strategies and a capacity for taking quick and efficient decisions.

And this necessarily means **changing direction**; reorienting the future and building an economy based on knowledge and a bidirectional relationship with industry;

The global world offers great possibilities for well-prepared cities with good strategies and a capacity for taking quick and efficient decisions.

associating the AMB brand with its capacity to attract capital and talent, with the prime requirement of reflecting the real values and aspirations of society, so strengthening the complicity of all the agents involved. It means transforming current inertias into new policies for progress; promoting an attitude to climate change that will be a benchmark of best practice; reinforcing AMB's international ambitions, developing new policies, coordinating all synergies and improving planning, and setting up networks of relationships with the metropoli of emerging countries.

We therefore must:

- Consolidate the external position and internationalisation of our economy, creating space in the new geopolitical fields.
- Create a common project which helps companies learn and respond quickly to change.
- Emphasise what makes us different: regional social networks and economies of agglomeration.
- Reinforce public-private cooperation.

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2. Strategic proposal

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16:00	BTI 3805	MADRID	501-514	EST. 16:20	17:30	THY 1200	ISTANBUL	401-464	EMBARKING	17:30	THY 1200	ISTANBUL	401-464	17:30	THY 1200	ISTANBUL	401-464	17:30	THY 1200	ISTANBUL	401-464	17:30	THY 1200	ISTANBUL	401-464				
16:00	AUA 8891	MADRID	501-514	EST. 16:20	17:35	AF 3307	LYON	701-706	EMBARKING	17:35	AF 3307	LYON	701-706	17:35	AF 3307	LYON	701-706	17:35	AF 3307	LYON	701-706	17:35	AF 3307	LYON	701-706				
16:30	JKK 087	NAPOLES	501-514	EST. 16:30	17:35	VLG 5718	MENORCA	451-464		17:35	VLG 5718	MENORCA	451-464	17:35	VLG 5718	MENORCA	451-464	17:35	VLG 5718	MENORCA	451-464	17:35	VLG 5718	MENORCA	451-464				
16:40	AVA 019	BOGOTA	401-464	EST. 17:35	17:35	IBE 5402	MENORCA	451-464		17:35	IBE 5402	MENORCA	451-464	17:35	IBE 5402	MENORCA	451-464	17:35	IBE 5402	MENORCA	451-464	17:35	IBE 5402	MENORCA	451-464				
16:50	UX 6159	IBIZA	659-664	EST. 17:35	17:35	UX 3403	LYON	701-706	EMBARKING	17:35	UX 3403	LYON	701-706	17:35	UX 3403	LYON	701-706	17:35	UX 3403	LYON	701-706	17:35	UX 3403	LYON	701-706				
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The strategic proposal forms the basis from which we deploy the objectives and measures that will take us forward towards the new vision which the AMB sets for itself for the next ten years.

It entails citizens and institutions of the AMB agreeing to follow what they consider to be the best line to maximise the potential and opportunities offered by the new world setting, while reducing the risk of threats.

Cities and metropolitan areas will find it increasingly difficult to compete globally partly because other cities are increasingly coming up with interesting and competitive proposals.

In this context, the AMB must **assume appropriate and realistic** standards and face the challenges brought by the 21st century, like the change management and planning referred to above. How these processes are handled will become a key differential factor.

The AMB must therefore seek planning and management systems which

- link its citizens with its objectives;
- can adapt to change, moving swiftly into innovation;
- allow the exploitation and use of available resources and the translation of approaches into concrete actions, and
- encourage involvement of public and private agents under a new model of co-operation based on co-responsibility, a shared vision, co-planning, co-decision, co-management and co-investment.

The main attributes sought by the AMB for 2020 must be the **‘global metropolis’**, interconnection and cooperation, obviously with our most immediate environment but particularly with more distant areas (**where growth is concentrated**); innovation, talent and creativity; **leadership**, in the sense of contributing ideas on ‘how things should be’. Competitiveness built on the **new growth-driving sectors but also the re-orientation of traditional industries**. Within the confines of sustainability and governance into which these attributes must be integrated, matched and complemented as closely as possible to ensure social cohesion.

The **Barcelona brand** will provide presence and visibility abroad to the metropolis and its territory as a whole, reinforcing these qualities.

The AMB’s vision for 2020 therefore starts with a **global metropolis which is the capital of Catalonia and holds the capitality of the Mediterranean**. As such, it will reinforce its relationships and its presence in regions which are **leading world growth** and will exercise leadership appropriate to its values and factors of competitiveness, one of which is sustainability.

By taking this line, it will emerge from the crisis strengthened to become one of the most attractive and influential European regions for innovative global talent, a model of quality integration and social cohesion providing high social standards and quality of life.

To do so, it must promote:

- the stimulus of clusters and **new transversal growth-driving sectors** on a world scale;
- the creation of **new companies** and better trained and educated staff, and
- the revitalisation and **updating of traditional industrial capital** and local economies of agglomeration.

We want to consolidate the AMB as a world-class metropolis: one of the most attractive and influential European regions for global innovative talent, with a model of integration and social cohesion of quality.

In 2020, the AMB will be competing globally on the basis of accessibility, inter-connectivity, its contributions to international networks and financial flows, and

flows of goods and services, and will be the gateway to the south of Europe and therefore the main logistics hub of the Euro-Mediterranean zone.

The AMB will consolidate its own **model**, differentiated and **recognised around the world**, also be a benchmark in some fields for other major metropoli in both developed and emerging countries. It will be positioned in the global avant-garde because it must conform with a new model of public-private relationships, strengthen the transversality of the

different sectors and take advantage of the crisis to orientate towards excellence, open to the world and to new trends.

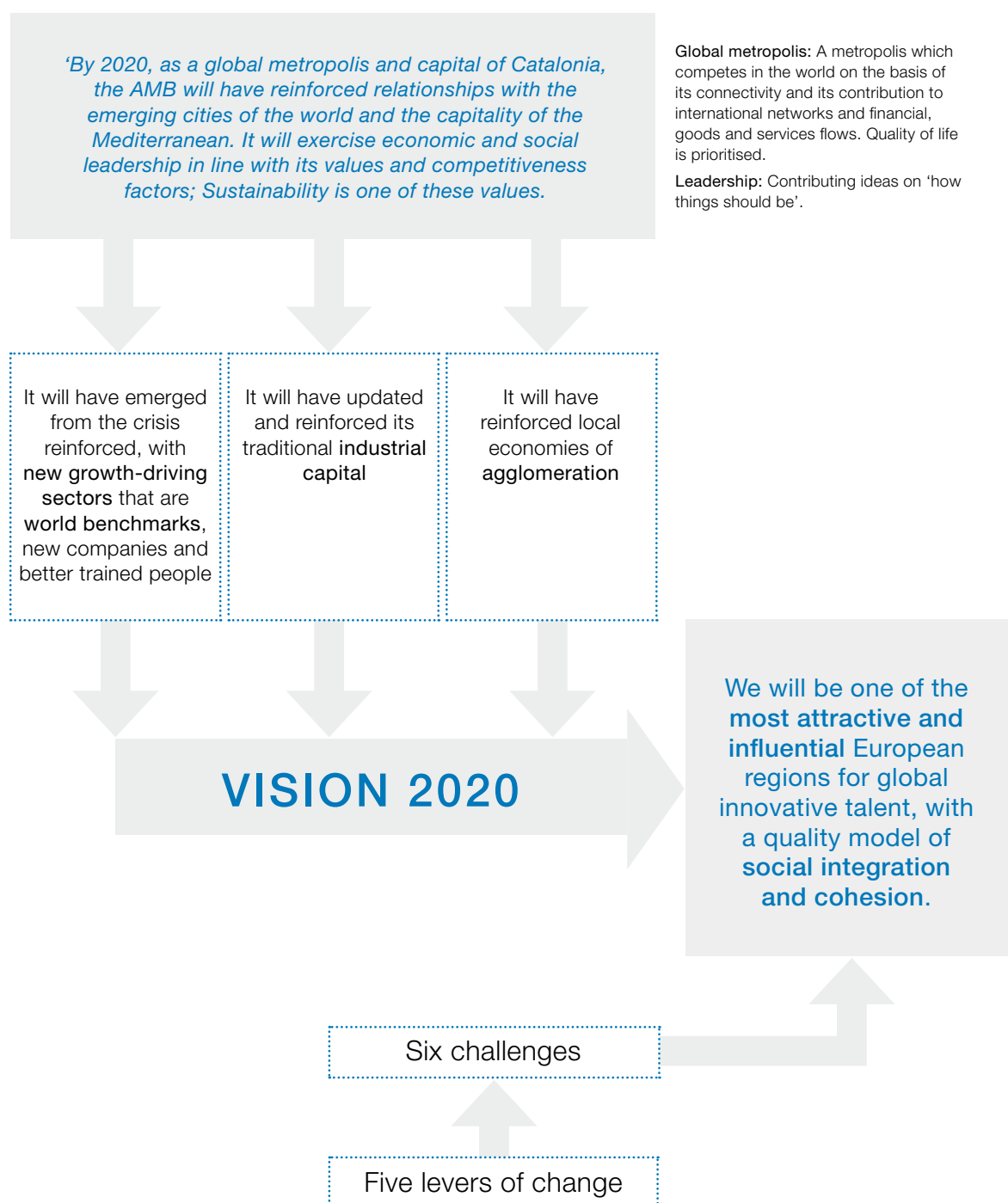
The strategic proposal or Vision 2020 entails consolidating the AMB as a world-class metropolis: one of the most attractive and influential European regions for global innovative talent, with a model of integration and social cohesion of quality.

To successfully bring about this Vision 2020, the strategic proposal has been built around **six challenges and five levers of change**.

The six challenges constitute the main lines of action which will enable the transformation required in particular areas on which priorities and efforts must be focused. This is why each challenge includes a set of objectives and in some cases, more specific measures.

However, Vision 2020 also requires some transversal changes without which it will be difficult to make progress in the direction indicated by the challenges. For change, five specific levers must be activated.

Competing in the global world will be more difficult. More cities are appearing in the top positions in the rankings. The task will be to reach suitable and attainable standards. How they face the challenges of the 21st century and manage and plan change will feature among the elements differentiating cities.





3. Challenges and measures

Six challenges for facing change and achieving AMB's vision 2020

Barcelona is at a decisive phase. As we have seen, in the next ten years the city and its metropolitan area face a set of global changes which if not well focussed may call into question the model of a cohesive, creative, industrial, tolerant and progressive city which previous generations have built.

In this respect, to achieve the vision on the 2020 horizon, the AMB must face six challenges directly related to the competitive capacity of its territory and its companies. This will require a commitment to the green economy, the strategy of Euro-Mediterranean capitality, leadership in new economic sectors and new companies, the potential of industry and the traditional sectors, internationalisation of the economy with greater export capacity, acquisition of talent, promotion of innovation and an accent on the social cohesion of the Barcelona Metropolitan Area as a whole.

These challenges can also be considered real opportunities:

1. Sustainability and climate change
2. Position the AMB as a benchmark in the new global framework: greater presence in countries which lead the world and capitality of the Mediterranean
3. Global leader in some growth-driving sectors of knowledge.
4. Getting beyond the 'bio' companies. Updating and strengthening traditional industry and sectors.
5. Being among the most attractive European regions for innovative talent.
6. Being an interesting and socially balanced city: a social response to the crisis

For each of these challenges, the plan proposes a group of objectives and measures which must be introduced into the organs and institutions, both public and private, which have competencies over each of the aspects dealt with, or which may decisively influence the updating of its operation.

3.1. First challenge

Sustainability and climate change

In 2020, a territory's competitiveness will be measured by its capacity to develop sustainable models. **The AMB can become a benchmark for sustainability for warm-climate cities.**

The Metropolitan Area of Barcelona must become an authentic **laboratory for the development and implementation of sustainability actions to deal with climate change**, bound by the competencies of cities in this field.

Barcelona must be a world benchmark city on matters of urban policies which prioritise efficiency variables of energy resources and reduction of pollutant effects. In this respect the city in all its dimensions (urbanistic, architectural, mobility, public space, market management and management of natural resources, transport, emission of gases, etc.), must be managed with a view to decreasing the negative effects of climate change.

Nowadays, Barcelona does not particularly stand out for its sustainable initiatives and projects, but has a good level in academic and research fields. Some examples of success may create a green market which may become the basis for transforming Barcelona into the sustainability benchmark for 'warm-climate cities'.

This objective can be divided into four main lines, each linked directly to Barcelona: 'Barcelona creates', 'Barcelona transforms', 'Barcelona optimises' and 'Barcelona mobilises'.

With respect to 'Barcelona creates', actions involve branded solutions ('Pensat a Barcelona'). A market must be created for developing new products, supported by the regulating power of the public administrations, which aids the setting up of a powerful framework of companies with impact on the GDP. Similarly, AMB's research potential must be used to the full by developing an Inter-University sustainability campus that re-orientes unconnected initiatives to form a 'green knowledge' cluster which guarantees knowledge transfer to the productive sector.

The 'Barcelona transforms' line is based on the '*ecobarri*' (eco-district) concept, very much focussed on the new urban developments and their potential to introduce innovative practices as regards sustainability, efficiency and mobility, promoting the electric vehicle and group transport systems. Similarly, Barcelona 2020 must re-conceptualise its traffic network, in particular flows between the peripheral areas of the cities in the Metropolitan Area of Barcelona, reducing forced mobility.

The 'Barcelona optimises' line is focused on energy, introducing 'energy rehabilitation' of existing buildings, reduction of energy demand in new buildings, and promotes the functional and energy rehabilitation of the city. It also encourages sustainable construction and fosters the creation of a public waste water network.

Finally, the 'Barcelona mobilises' line concentrates on the need to channel and reinforce the sustainability awareness of the AMB's population, encouraging campaigns and actions to enhance the model's sustainability by means of initiatives like green schools, bio markets, responsible energy consumption, the development of a new culture of sustainability based on attracting events, talent and image, in conformance with the Kyoto protocol or any other measure that replaces it.

The fact that Barcelona is headquarters of the Permanent Secretariat of the Union for the Mediterranean may give its action in this field effectiveness and authority, helping it achieve its objective of becoming a benchmark for sustainability for 'warm-climate cities'.

FIRST CHALLENGE: SUSTAINABILITY AND CLIMATE CHANGE

Barcelona creates

1. Development of solutions with the brand 'Pensat a BCN'.
2. Create a market for the development of new products aided by the regulating capacity of the public administrations, with the involvement of the private sector.
3. Inter-University sustainability campus and green knowledge cluster (linked to the campus). Re-orientes present scattered initiatives and boosts existing research centres in energy and other fields.

Barcelona transforms

4. Creation of a sustainability district ('*ecobarri*') in the AMB as a benchmark for the new Barcelona.
5. Capture and exploitation *in situ* of rain and waste waters, separation of systems.
6. Energy: intelligent networks, urban cold and heat networks, realistic exploitation of renewable energy.
7. Mobility (electric vehicle, group transport systems), re-conceptualising of the traffic network, in particular between the peripheral areas of AMB cities to reduce forced mobility. The electric vehicle may be an opportunity for Barcelona to become the metropolis best suited to developing this market.

Barcelona optimises

8. Reduction of installed energy demand in new buildings (20-25 kWh/m² and year). Mediterranean passive standards in 100% of tertiary public buildings and energy rehabilitation of old buildings: reduce the installed demand by 70% (EEC2020=20) in 33% of housing.
9. Recovery and reuse system for treated waters

Barcelona mobilises

10. Certification and recognition of sustainability initiatives: green schools, bio markets, responsible energy consumption, etc.
11. A new culture of sustainability: attraction of events, talent, image, adaptation to the Kyoto protocol or any other that replaces it.

3.2. Second challenge

Positioning the AMB as benchmark in the new global framework: greater presence among the world's leading countries and capitality of the Mediterranean

The AMB must appear in the eyes of the world as the capital of the Mediterranean, close to Europe but closer still to the growth-leading countries. Many of these enjoy growth rates in excess of 9%, including China, India, South Korea, Thailand, Brazil and South Africa. China, for example, is becoming the world's top pharmaceutical market; India is playing an important role in financial sectors and the offshoring of services. These countries are currently the driving forces behind world industry (cars, food, pharmacies, telecommunications, etc.) and in time are becoming large consumer markets. Conversely, over the next few years the growth of European countries will remain very modest, with rates of between 0 and 3 %, and the world's economic and social centres will move out of Europe elsewhere, creating a new global geopolitical map. Barcelona must appear on this map as an attractive centre.

Since 4 November 2008 Barcelona has been the official headquarters of the Permanent Secretariat of the Union for the Mediterranean: 43 countries, 785 million people. **The Mediterranean must be viewed as an opportunity, but not as an end in itself.** Its role must be as a link between the Barcelona area and the world, a priority issue. The city's current image must be enhanced, emphasising its own values but with an international viewpoint. This is an opportunity in whose consolidation no effort must be spared.

Barcelona must have its own international relations strategy based on the concept forged in Barcelona, 'city diplomacy' (sidestepping the geo-strategic dynamics of nation states, it creates economic and social links between territories, prioritising relationships with the new economic leaders and extending solidarity to cities which most need it).

This commitment to international relations will require the instrumentalising of entity headquarters in Barcelona which may play a decisive role. These include Metròpolis, Cideu, Casa Àsia, Casa Amèrica, the future Casa Rússia, CIDOB, ESCAME, etc. The refurbishment of the former Hospital of Sant Pau may further this line of action.

Cooperation with the international activities of the private sector, combined with promotion of the city brand and intensifying connections at Barcelona airport must be considered equally important tools in responding to this challenge.

SECOND CHALLENGE: POSITIONING THE AMB IN THE GLOBAL FRAMEWORK

1. Prioritise international **alliances** and relations as one of the AMB's central objectives.
1. Set up an international relations office that reinforces the model of city diplomacy and that prioritises target countries: India, Brazil, China, Turkey, the Philippines, Egypt, Morocco and all countries in Africa (in this case, via medicine). More attention must also be given to Latin America in general.
2. Cooperate in the international initiatives in private fields.
3. Exploit existing institutions and instruments: UCLG - world association of cities and local governments - Metròpolis, UPM, IEM, Cideu, Consulates of the Sea, etc., to intensify the AMB's international relations.
2. Reinforce the image of Barcelona (magnificent commercial support) with ingredients of greater global interest (e. g., city of projects, R+D platforms, quality HR, people, creativity, entrepreneurs, etc.). Of particular interest is the subject of social cohesion, not much 'used' by other cities.
3. Intensify connections at Barcelona airport as the hub for connecting with the outside world, in line with the strategy of the city and its economic sectors.
4. Promote the networks of AMB's scientific and technological platforms alongside those of technological centres of emerging countries.
5. Use of the Fira de Barcelona trade fair site to facilitate AMB's image in the world.
6. As regards capitality of the Mediterranean:
 1. Streamline the operation of the Permanent Secretariat of the Union for the Mediterranean to ensure its efficient functioning, which will attract the institutions that relate to this body.
 2. Promote spaces for debate and relationship:
 - Barcelona Euromed Forum.
 3. Reinforce university and research relationships:
 - KIC's work on water.
 - Erasmus of the Mediterranean.
 4. Promote economic and commercial relationships:
 - Strengthen ESCAME.
 - HIT of the Mediterranean.
 - Support Mediterranean risk capital - EIB, ICO, ICF, CDTI - and seek possible headquarters for international financial organisations.
 - Help business sectors with leadership of strategic projects in the field of the Mediterranean.
 5. Improve the connectivity of the port and airport.

3.3. Third challenge

Global leader in certain growth-driving sectors of knowledge

The AMB must promote current and emerging sectors where we exercise or may exercise leadership on a global scale. They may act to draw in new players or highlight other more strategic sectors like the creative industries (audiovisuals, culture, advertising and marketing), design, architecture and art, health (medicine and research, private medicine and innovation, food), sport, tourism and energy.

In this respect, it must **develop economic activities arising from recognised research centres**, like phototonics, nanotechnology, genomics, etc.

To achieve this, public-private, institutional and private collaboration is indispensable, incorporating new values, both in form and in management and content, helping to promote and further projects of great strategic impact.

One of the elements that will give greatest impact in this field is the change in model of the subsidies to the economic sectors. We must evolve from the subsidies model to incentives to encourage private initiatives to assume greater autonomy and creativity.

3.3.1. Creative industries

On the way to global growth, **creativity** is today's driving force, giving continuity to knowledge, information, industry and agriculture due to its transversality, **essential for developing synergies between the different economic sectors**. In fact, in advanced economies, companies linked to the creative industries grow at rates of over 5% per year.

Barcelona has considerable appeal for the creative world. It has always attracted avant-garde aspects of culture, design, advertising, image, theatre and, in their day, the textile, chemical and pharmaceutical industries. The current state of the information and communication technologies (ICT), high definition and 3D makes this the ideal moment for the AMB to invest in these sectors.

In this respect, **the cultural identity of the city and its metropolitan area must be enhanced**, setting its sights on internationalisation, with greater ambition and better communication of its linguistic diversity. Both the universities and their associated social and economic agents must increase their influence and presence in these sectors.

Globalisation and offshoring have negatively affected the advertising sector, traditionally a sector in which the city of Barcelona was well placed. In fact, the AMB has fallen behind in recent years, although currently a positive trend is being seen, encouraged by the new technologies, towards the appearance of creative companies.

In addition, the audiovisual sector has great potential and is becoming consolidated as one of the main economic sectors of the AMB, while the performing arts have still not achieved the international projection desired due to the lack of key productions and the need for more initiative by private companies.

All this means that these sectors are particularly important for the AMB, and the actions to be taken are the following:

THIRD CHALLENGE: GLOBAL LEADER IN THE GROWTH-DRIVING SECTORS

Creative industries

1. Rethink the present system of subsidies, with a change from 'one model fits all' to the application of criteria of economic, social and educational return, distinguishing between grants for emerging initiatives and grants for consolidation and growth.
2. Create and manage the cultural brand of Barcelona and its metropolitan area.
3. Promote projects which link these sectors to the universities, and studying the feasibility of an international university of the arts. Cultural creativity must be seen as an educational and cohesive element, with the use of creation factories.
4. Draw up a plan for promotion and dissemination of the productions of the AMB as a whole, with cooperation from other actors involved, including the trade fair, the chamber of trade, tourism agents, etc., using the concept of transversality and the new technologies as tools for publicising and dissemination (websites and online communication).
5. Convert the Grec Festival and Sonar into key international events, planning a prestigious independent international film festival and an international advertising festival.
6. Improve the visibility of the city's theatrical and cultural spaces to achieve greater impact on façades and signing.
7. Create a large film set in the AMB linked to the Parc Tecnològic de l'Audiovisual.
8. Encourage promotion of the city through audiovisual projects, like the filming of *Vicky Cristina Barcelona*.
9. Merge the three associations of the audiovisual sector into one, with a single interlocutor.
10. Concentrate academic abilities in the advertising area.
11. Encourage and incentivising private participation in projects linked to the creative industries, above all to creative patronage.

3.3.2. Design and architecture

Recovering and defining its own innovative model in urbanism and architecture.

Currently, Barcelona's concept of metropolitan city is not sufficiently consolidated, due to the lack of an overall vision.

Barcelona's leadership is falling away as a result of advances in technology that favour offshoring of companies and talent to cities with better organised sectors. The AMB must recover its former role as international benchmark in urbanism and architecture, transferring and linking innovation to sector supply companies. It must incorporate new material and the new constructive technologies which are sweeping a new broom through the construction and improvement processes, especially as regards end quality.

In this respect, urbanism and building construction must be dealt with from a more integral perspective and human scale. **The AMB as a whole must innovate and define a model of architecture and housing that is more innovative, humanistic, sustainable and responsible.** In other words, housing that offers a better quality of life.

To achieve these objectives, **design must act as a catalyser** of this trend and others, be a stimulant for demand, a positioning and differentiating factor which has a positive impact on competitiveness, exports and generation of wealth for the AMB. The actions identified in this area are detailed below.

THIRD CHALLENGE: GLOBAL LEADER IN THE GROWTH-DRIVING SECTORS

Design and architecture

1. Promote the international projection of Barcelona's architecture and urbanism as an important reference point.
2. Establish a system for approval of architectural projects with an 'intelligent appraisal' which awards positive points depending on the innovative nature of the project: materials, sustainability, ergonomics.
3. Develop and implement an innovative and sustainable housing model that prioritises quality of space and new civic diversity, and adapt the regulations to enable this.
4. Design a model of public space with productive functions which generates social activity.
5. Prevent sprawl of the AMB and improve suture points between its municipalities.
6. Create, promote and manage the 'Barcelona Design' brand via public-private participation, involving all relevant agents and business sectors.

7. Give incentives to cross-fertilisation between sectors by creating an artistic and commercial space, and a permanent exhibition of products which is also an incubator of small businesses related to the sector.
8. Promote a Master's in excellence in design as a first step in obtaining more cooperation between design schools.
9. Creation of a design congress by Fira Barcelona Disseny, to attract the main international companies and experts.
10. Include the design concept in all fairs and conferences in Barcelona.
11. Convert the Barcelona Design Centre into the place of reference and relationship for the different actors linked to creativity and non-technological knowledge.

3.3.3. Health

Coordinate research between the different research centres to produce synergies and prevent duplication in infrastructures and projects and the dispersion of economic resources.

The AMB has sufficient although very scattered critical mass to become one of the most interesting cities in the world in the private medicine sector, although it presents some deficits of coordination with the public system. Cooperation between business, medical and scientific environments is not easy, nor is the transfer of innovation to the productive environment.

Although basic research is at an acceptable level and is one of most dependable driving forces that the AMB possesses, conversely **clinical research is not sufficiently developed and basic research is not sufficiently oriented towards applied fields**. In addition, **lack of coordination between the work of different research centres creates duplication in infrastructures and projects and dispersion of economic resources** whose distribution does not always obey objective criteria.

Within this framework of action, we must not lose sight of the fact that Catalonia is the top agro-food area in Europe, that Alimentària is the second most important trade fair in the world, and that Barcelona is the world capital of the Mediterranean diet and, as such, has a potent lever for making the AMB a new benchmark and driving force of a whole chain of productive activity of considerable value.

The actions in this field are noted below.

THIRD CHALLENGE: GLOBAL LEADER IN THE GROWTH-DRIVING SECTORS

Health

1. Reinforce the position of Barcelona as a world reference in research and transmission of knowledge on clinical medicine. Reinforce coordination between research centres by guaranteeing a larger critical mass and better results.

2. Promote advanced medical technology and relate it to local productive sectors and technologies and emerging sectors.
3. Create and manage a health brand that develops suitable marketing and communication policies to strengthen the sector, as well as finding synergies with other sectors that strengthen medical tourism etc.
4. Encourage the creation of a public-private management entity specialising in risk capital funds.
5. Reinforce the reference standing in the field of mental health in the AMB.
6. Facilitate the acquisition or renting of land for developing 'bio companies'.
7. Improve coordination between research centres to optimise resources and establish research strategies between agents and the public and private sectors.
8. Generate instruments for greater effectiveness of transfers of technology to the productive world.
9. Institute a business vision in health and research management.
10. Take advantage of the opportunities that Barcelona can generate as capital of the Mediterranean diet and develop the opportunities associated with a healthy lifestyle.

3.3.4. Sport

Sport: an important instrument for reinforcing the Barcelona brand.

More than 65% of the occasions when Barcelona is mentioned throughout the world, it is in association with sport, and this is directly related to the fact that the associative fabric of sport in the AMB has one of the highest concentrations of clubs and associations in Europe. Sport is therefore an important instrument for reinforcing the Barcelona brand and making Barcelona one of the most interesting and attractive cities in the world, in addition to attracting specific sports tourism.

Barcelona is already a benchmark for sport: clubs, sportsmen, institutions and companies constitute a very important asset in making the metropolis a world city, with its own brand and ability to recruit companies, professionals and all kinds of support services (medicine, materials, research, among others).

The number of citizens affiliated to sporting institutions is a very good example of the attitude of its citizens to sport. Encouragement of the culture and practice of sport is an essential element that fosters social cohesion and integration, and also individual and group values.

The challenges in this area emphasise this fact.

THIRD CHALLENGE: GLOBAL LEADER IN THE GROWTH-DRIVING SECTORS

Sport

1. Propose Barcelona as the headquarters of national and international organisations related to the world of sport and attract leading companies in sports fashion, urban sport, design, etc. Develop sectors that are associated with major sports events: the high performance centre (CAR), centres of sports medicine and research, nutrition, education, etc.
2. Encourage international forums of debate on sport.
3. Create an AMB office of sporting events and seek to become a benchmark in emerging and future sports, giving support to their organisers.
4. Create the figure of city ambassador for sport as prescriber travelling the world extolling the quality and leadership of Barcelona in sporting matters.
5. Recover and promote public space for the practice of sport (circuits and network of green paths in the AMB, etc.) and encourage amateur sport as a medium of social cohesion, using of the full potential of the amenities available.
6. Capture sporting talent and attract sports-related companies. Give support to the creation of the sports park programmed at the Sant Cugat CAR, and also the associated cluster.

3.4. Fourth challenge

Beyond 'bio' companies. Updating and strengthening of industry and the traditional sectors

With 18% of occupation and a long tradition, the AMB cannot abandon this type of growth-driving traditional sector on which all the so-called knowledge activities depend. The tourism sector also deserves special attention, given its high level of occupation (more than 10%) and transversal impact on many sectors of economic activity.

'There's life beyond Bio and ICT companies.'

The sectors known as 'traditional' (mechanics, textile, etc.) represent 18% of occupation in the AMB and 12% in the city of Barcelona, and in the mid term will continue to be an important part of our economy, although for some years they have been affected by offshoring and loss of specific weight in the geo-economy and society as a whole.

These sectors **need access to global demand**. It is therefore essential to be fully informed on the conditions on which these companies can continue competing in terms of production, technology, design etc., and to give all possible facilities

through the different agents involved to **create a framework of competitiveness that will ensure their viability**. In this respect, **the clearest challenge is their full incorporation of new knowledge**, with the idea of renovating everything from product and processes down to the businesses model of the traditional industries.

The sentence quoted by the Mondragón Group which says that ‘what is important is to make things abroad (offshoring), provided this means wealth for us here’, sums up the challenges identified, given below.

As regards tourism, the objective is to integrate it with the rest of the geo-economy, making it sustainable and soaking up the offer in the metropolitan field.

According to Barcelona’s Strategic plan for tourism, the city has become a tourism destination on an international scale in which the meshing of tourism with the city is and must always be synonymous with quality, success and differential value.

This leadership position of the city of Barcelona must be taken advantage of by **stimulating the innovation, creativity and appeal of the destination to perpetuate its success**. One of the characteristic elements of this sector is its transversal nature and its capacity for generating synergies by interacting with other sectors or industries, so it contributes other additional attributes which the AMB needs to the city’s brand.

It should also be recalled that **tourism interacts with the territory** and the local population at the destination. It must therefore be planned and regulated with a view to integration and sustainability, to facilitate **de-concentration and directing tourists towards other places in the AMB**, offering an interesting, attractive and quality package. This package must be designed and developed with the agreement of all of the public and private sector agents involved.

FOURTH CHALLENGE: BEYOND THE ‘BIO’ SECTORS

1. To involve universities, business schools and professional training (FP) in the re-conversion and strengthening of the AMB’s traditional industries by developing a programme that permits technology transfers, attraction of talent, training of quality professionals, creation of start ups linked to traditional projects and sectors, etc.
 - ‘UPDATING TRADITIONAL INDUSTRY’ PROGRAMME (UPC, research institutes, etc.). Exploit the knowledge and results of emerging technologies in relation to these traditional sectors (nanotechnology, phototonics, etc.).
 - PROMOTE THE CREATION OF THE ‘INDUSTRIAL TRADITION’ PROGRAMME on new management and businesses models, jointly with the business schools.
 - REINFORCE FP CENTRES OF EXCELLENCE with company creation programmes.
2. Promote funding and risk capital by establishing suitable mechanisms for capitalising the companies of these sectors, to strengthen and adapt the tasks of Avalis, to develop frameworks of cooperation between these sectors and the financial sector, and to develop specific or sectorial programmes to invest in innovation in the ‘new traditional industry’.

3. Establish bridges between the demand of emerging sectors (health, dependence, media, etc.) and local traditional industries, which can act as suppliers by incorporating innovation and appropriate technologies.
4. Activate promotion policies of our 'hidden heros': there are many medium-sized and small companies that are not great brands, but as manufacturers have great importance due to their innovative capacity. Some of these companies are also world leaders.
5. Guarantee a supply of industrial land and space for economic activities, with excellent standards of technological accessibility and quality.
6. Implementation of the Strategic Plan for Tourism
 1. Promote territorial de-concentration.
 2. Promote the governance of the sector.
 3. Promote the creation of complicity with society and the different institutions and agents involved.
 4. Improve the competitive capacity of destination and related sectors.

3.5. Fifth challenge

Becoming one of the most attractive European regions for innovative talent

The AMB: hub for entrepreneurs.

The AMB is magnificently placed to become one of the world's icons of innovation, if things go well. We must be clear that we cannot innovate alone, and that we need large multinationals to set up research laboratories in the AMB to interact with our best talent.

As regards this aspect, it is very important **to bear in mind the potential in networking terms of internationally recognised research centres**, and that they are established in the AMB. From these centres, an initiative must be launched to attract the business and laboratories of large companies with a strategic global presence. In this field we have some fine assets that we must exploit for this purpose.

Returning to the previous point, we must give **all facilities possible to entrepreneurs wishing to start up new projects**. They are one of the fundamental assets of cities and regions of the future. Above all, we should bear in mind that the AMB has many of the requirements needed to attract them: good weather, considerable creation of knowledge, a suitable environment where companies can locate and compete in a global world, and the capacity to add on, generate and attract companies with a high added value.

The actions identified in this area are detailed below.

FIFTH CHALLENGE: BECOMING ONE OF THE MOST ATTRACTIVE EUROPEAN REGIONS FOR INNOVATIVE TALENT

1. Form a programme to attract 1,000 'talents' within three years (1,000 Talents Programme) from the most global companies of the future and some of their research centres, to make us the most attractive European region for global innovative talent. Attraction of international university centres and corporate universities.
2. Consolidate the AMB as a nucleus of talent in the global network, on the basis of recognised knowledge hubs.
3. Entrepreneurs' hub. Promote and publicise the possibilities of Barcelona as a city of interest for attracting innovative entrepreneurs and creating companies, and construct the enterprise region of Europe from the following components:
 1. Attract new international entrepreneurs by means of BCN Entrepreneur Scouts and the development of landing services and residences for entrepreneurs.
 2. Generalisation of the use of English in the administration, teaching, universities, international schools, etc., in a language-friendly setting.
 3. Speed up paperwork for creating companies, implement the Fast Track process, create the legal figure of 'SL Emprenedora', which permits companies to be created for only 1 euro (German model), information portal, etc.
 4. Make it easier to acquire capital and give tax breaks to entrepreneurs and investors, promoting risk capital, investment and the creation of tax-free areas for entrepreneurs.
 5. Develop an entrepreneurial culture, adapting university programmes to the knowledge variables the market demands, for example knowledge related to state-of-the-art Internet and the new technologies, with the participation of recognised experts.
 6. Provide facilities for holding international events, promote sponsorship for entrepreneurs and paving the way for entrepreneurs in the international community (Biz Barcelona and others).
4. 'Barcelona primer client'. Earmark 5% of public purchases of goods and services for this type of project, to ensure the Barcelona brand serves as the first customer to give entrepreneurs access to new customers.
5. Throughout the programme, budget for and reserve public subsidies to companies of 5% of total resources to create a fund to encourage new innovative companies, to reinforce the industrial fabric.
6. Funding hub. The Metropolitan Area of Barcelona must become a veritable hub which concentrates and distributes a range of financial and tax instruments which boost business activities.

3.6. Sixth challenge

An interesting and socially balanced city. A social response to the crisis

Every effort to combat school drop-out.

With over 30% school drop-out in the Metropolitan Area of Barcelona, it is difficult to aspire to being a balanced society. This must be the objective to tackle. It will be difficult to make much progress without resolving this serious structural problem which has a very marked effect on unemployment levels, economic progress and social cohesion.

This does not only apply to the basic educational system. We must also take a careful look at professional training, which has been systematically ignored, in spite of its importance in the educational schemes of the most advanced countries in the world.

Building bridges between the different parts of the educational system must be one of the objectives if we are to reduce the present evident dysfunctions.

Beyond education, a socially balanced city requires actions in the fields of culture, public space, social housing and mobility. Obviously, reduction of poverty and the problem of dependency are aspects that cannot be swept aside in a plan which aims to achieve an interesting city and give a suitable response to the present crisis.

To reinforce all these aspects, the following actions are recommended.

SIXTH CHALLENGE: INTERESTING AND SOCIALLY BALANCED CITY. A SOCIAL RESPONSE TO THE CRISIS

1. Opt for a quality basic and professional educational system, with more autonomy for centres and better systems of evaluation, which promote the values of freedom, responsibility, meritocracy, civic awareness and solidarity.
2. Build bridges between the different parts of the educational, professional and university system to reduce present dysfunctions.
3. Guarantee that available technologies do not become an element of segregation of citizens.
4. Make public space a place for creativity and civic relationship, defining a model of the public space for Barcelona.
5. Recover urban spaces for the free practice of sport, create green paths, additional amenities, etc.
6. Develop and define a model of Mediterranean housing, involving schools of architecture, the administration and the industrial supply sectors.

7. Draw up a plan for the promotion of accessible and decent rental to provide housing for the more vulnerable groups in society.
8. Increase indexes of cover of public transport in the AMB and incorporate higher levels of efficiency in its management, so achieving sustainable mobility.
9. Reduce poverty by 25%, as proposed in the European strategy for 2020.
10. Continue to promote the provision of services for dependency as a sector for activities, quality suppliers and new services.

4. Levers of change to meet the challenges



Building the AMB on a 2020 horizon leaves no room for improvisation. This is the role of this Strategic Plan - Vision 2020, the challenges that it presents and the set of objectives and measures proposed to achieve this joint vision.

However, the main problem when moving from reflection to action comes with the mechanics of the change. A society puts forward a plan if it really wants to change its 'normal' course or tendency for another which suits it better. This process of change demands the use of certain levers to enact the movement which lets it achieve the goals marked in the plan, breaking with the natural inertias of the past.

So to confront these changes, the plan has identified a set of five levers which should serve as the main guidelines for all the actions mentioned above. These levers should contribute transversal solutions to all joint demands from all the economic sectors considered.

The AMB must move a set of levers - the university, the administration, governance and social coordination - and must strengthen participation, co-responsibility, development of additional future values, and the knowledge of languages. Without these movements, the goals envisaged will be difficult to achieve.

Levers of change: an agreement for emerging from the crisis

- **A powerful university and education system** that strengthens its position of excellence and transversal awareness, which is a factor in attracting talent and which favours a closer relationship with the productive and business sectors.
- **An administration** which acts with criteria of efficiency, which facilitates economic activity, company creation and project development. An administration with effective procedures and guided by the presumption of the confidence of its citizens.
- **A governance** that brings innovative criteria to the management of strategic projects and strengthens public-private co-responsibility in leadership.
- **Future values** which complement and reinforce the basis of present and traditional values, which contribute a new character to the city and its citizens.
- **An extensive knowledge of languages** which facilitates internationalisation, the attraction of talent and full incorporation into world markets. An international airport and the Barcelona brand.

4.1.

A powerful university and education system

Education is the key to the future. And the university is one of its essential components. With the knowledge which it produces and transfers to people and companies, it enables societies to advance and progress.

A university is important because it is able to give a response and solutions to the problems of the society. Society must therefore understand that the university must play a predominant role in emerging from the crisis and guaranteeing sustainable growth.

Similarly, companies need quality universities, while universities need companies to be able to advance and achieve better conditions.

A university is important when internationalising, when incentivising innovation, when attracting talent and creativity to train future business people and entrepreneurs, and when ensuring a quality education for professionals as a whole.

In this respect, to carry out its present functions, as many European university systems have done, Spanish universities must be given more autonomy, flexibility and diversification. They must also tackle important reforms in relation to their governance, funding, human resources and academic model, as well as their posture on accountability and quality assessment, two major elements for improving their position in the rankings.

In particular, universities must contribute to the economic and social development of the territory. In this respect, as noted in a recent OECD report, a platform must be established to coordinate knowledge, involving universities, social councils, scientific parks and platforms, autonomous and local government, chambers of commerce and risk capital agents. Not as an organ for consultation, but an organ for cooperation and partnership in the development of the territory.

A strong university system requires a good relationship with quality infant, primary and secondary education which can provide training in the values that must be inherent in all future citizens.

Education, in the widest sense, must appear prominently and transversally throughout the strategic proposal of Vision 2020.

Given the potential of the AMB, quality, high-level education must contribute to attracting global talent.

LEVER 1. A powerful university and education system

1. REFORM. As many European university systems have done, universities must be given more autonomy, flexibility and diversification and face up to significant reforms in relation to their governance, funding, human resources and academic model. Accountability and assessment of quality are two key elements for improving the position in the rankings. An important aspect

must be to notably increase the translation of research in the market by way of patents and transfers of technology in general.

2. PLATFORM FOR KNOWLEDGE COORDINATION. Made up of universities, social councils, scientific parks and platforms, autonomous and local governments, chambers of commerce and risk capital agents, not as an organ of consultation, but for cooperation and partnership in development of the territory.
3. Develop UNIVERSITY CLUSTERS.
4. As regards the EDUCATION SYSTEM, see the proposals of the sixth challenge.

4.2.

An effective and reliable business-friendly administration

An intelligent area, part of the knowledge society, is the help given to economic and social dynamism by an innovative public administration which encourages initiative instead of holding it back.

It must therefore find a way of exercising governance where what counts is not so much the provision of services and facilities, but being able to take collective action via representative leadership.

In this respect, differences in the perceptions of the public and private sectors of the value of time must be reduced, and communication procedures before an activity begins must be generalised. A single window for all citizens for quicker or telematic administrative processes (e-administration) must also be developed and implemented. One of the most important changes spreading throughout the world is the perception of time and the importance of living and acting in real time.

As well as exploring the tasks of the Entrepreneurial Management Office (OGE) in constituting a company electronically ('Track T' company creation), the efficiency of human resources in public administrations must be improved, with continuous progress in competencies and performance appraisal and reinforcement of the figure of the public manager. Finally, for a territory which aims to be global it is vital that all public documentation is plurilingual.

In short, an administration must be predisposed towards the creation of activity and foster a business-friendly environment. It must prioritise the generation of activities that avoid bureaucracy, slowness, opacity and slackness, and *a priori* avoid excessive control, without prejudice, obviously, to subsequent strict monitoring.

LEVER 2. An effective administration

1. Reduce the different perception of the value of time in the public and private sectors.
2. Generalisation of communication procedures before starting an activity. Apply the principle of the presumption of best professional practices through prior communication, except in activities of risk.
3. Single window for all citizens and one specific window for business issues.
4. Track T: fast-track window for company creation.
5. Promote efficiency of human resources with continuous improvement in competencies and performance appraisal. Reinforce the figure of the public manager.
6. All public documentation must be plurilingual.

4.3.

Governance

We know from experience the benefits of shared leadership, so it is fundamental for the future to adapt the model that made the city of Barcelona and its metropolitan area a world benchmark. **Only a vision shared by public and private agents can create a project for the future** with sound leadership and social dialogue as key elements for emerging from the crisis.

The new Law of the Metropolitan Area of Barcelona offers a regulatory framework that supports this vision and in particular, the capacity to organise policies with a metropolitan dimension and in the direction proposed in the Strategic Plan.

The law is a great opportunity to achieve a more effective implementation of the plan and the shared vision of the local councils and business and social sectors which are active in the territory.

The result of this legal provision is that instruments must now be created to deploy economic metropolitan promotion and ensure participation by society at large, organised to achieve compliance with the objectives, challenges and measures that this plan has produced, with unanimous support.

Nowadays, society and its forms of expression are very different from the systems that applied some years ago. Today, 'traditional' institutions still play an important role in the public-private dialogue, but at least in the social and economic field, many new relational networks have been introduced that must be included in this dialogue.

At the same time, commitment itself is changing. Nowadays, **sectors seek a much more committed relationship in all the processes involved in specific projects.**

The joint public-institutional leadership model must therefore be re-defined. A new entity must be created, which we will call 'private', whose future vision and strategies have been agreed and definitively assumed by the actors involved, with specific projects that facilitate co-decision on new initiatives, and formulas for shared management of infrastructures and services. It must enable innovation in joint funding systems and the application of the values of co-responsibility, co-decision, co-management and co-investment for social and economic agents in all social and economic aspects covered by the AMB.

The modern metropolis must be managed like a company in terms of effectiveness, efficiency and optimisation of resources. It must always seek economic returns, but also social returns, and so, must generate value and guarantee the public interest and the quality of services.

In this respect, facilities permitting participation by the private sector must be promoted and assisted through the use of new formulas and policies, with new criteria for awarding subsidies and assistance, etc. In addition, mechanisms for good governance, control and continuous assessment must be adopted.

LEVER 3. Governance

Model of shared leadership: public/institutional-private

1. With vision and strategies for the future agreed and assumed by commitments of the actors involved.
2. With specific projects which facilitate planning and co-decision on new initiatives.
3. With joint management formulas for infrastructures and services.
4. Which innovate in joint funding systems.
5. Which allow for the values of co-responsibility and co-decision of social and economic agents in all social and economic aspects covered by the AMB.
6. Able to provide agreed joint systems for evaluation of results. Observatory of the AMB.
7. Promote institutions which facilitate partnership, like the Barcelona Global initiative.

4.4.

Future values

Global values of an interconnected, cosmopolitan and participative metropolis.

Barcelona has progressed thanks to its traditional values. It is time for other values to be added to propel the AMB into the future.

The basic traditional metropolitan values are being open and welcoming, enterprising and creative, inclusive and offering solidarity: values which require attention to language training, ambition, the global dimension and the model of shared civic values.

To supplement today's traditional values, a series of future values have been identified. Among them we find vision and daring (in the sense of daring to do things in a new or more natural way), the potential to be an interconnected, cosmopolitan and participative metropolis which is also excellent and competitive, and with commitment to and a sense of responsibility towards global values like sustainability, peace and biodiversity.

LEVER 4. Future values

- **Present values:**

- Open and welcoming city. (Language training must be reinforced.)
- Enterprising and creative. (Ambition, global dimension, etc. must be enhanced)
- Inclusive and capable of solidarity. (Shared civic awareness must be strengthened.)
- Cosmopolitan, with its own strong identity.

- **Future values:**

- Vision and daring, with imagination to do things in other ways, with authenticity.
- Interconnected.
- Excellent and competitive.
- Equality of opportunities
- Commitment to and responsibility for global values (sustainability, peace, biodiversity, etc.).
- Co-responsibility with the city.

4.5.

Incorporation into the world markets: extensive knowledge of languages, international connections and the Barcelona brand

Not speaking English becomes unsustainable in any metropolitan area that aspires to become a world benchmark, as does lack of international connections.

The brand is an important instrument for boosting the competitiveness of a territory and its economic sectors.

Knowledge and practice of languages is an asset to be worked on and in no circumstances can it be a limitation. The present situation is that only 26.4% of the population speaks English, and 33% of primary school students cannot pass their English exams. This is unsustainable in the mid term for a city like Barcelona and its metropolitan area, which aspires to be a metropolis that the world looks up to.

It is urgent to set up a long-term project to change this trend, implement changes which will give results in a few years' time, acting on different fronts including education, promotion, audiovisual platforms (mainly cinema and television) and the public administrations.

In this respect, all commercial documentation of public administrations must be trilingual, the teaching system must include several languages, both at university and at school, and the television model must be reviewed: we must reach a point when programmes and films are not dubbed, as they already have in other countries like Holland and Portugal.

As regards international connections, Barcelona's airport and port are key pieces in guaranteeing the AMB's presence on the world markets, making it easier to establish alliances by means of cities and companies on the world stage. Joint management is vital to encourage the creation of an international hub that does not breach the bylaws of the *Committee of Routes*.

Thirdly, the Barcelona brand is the great lever to facilitate private and public sector access to the major markets.

In this respect, it is important to create an individual model for instruments for managing and promoting the Barcelona brand following the style of existing initiatives by other leading cities like NYC&In-Company, Amsterdam Partners, Berlin Partner and the recently presented Greater Sydney Partnership.

LEVER 5. Incorporation into world markets: Extensive knowledge of languages, international connections and the Barcelona brand

1. Structure a long-term project by increasing knowledge of languages, implementing changes that will provide results in a few years. Act on several fronts at the same time: education, promotion, audiovisual platforms (cinema, television) and public administrations.
2. That all commercial documentation of public administrations is plurilingual.
3. Teaching system in several languages in universities and schools.
4. Television modelled on other countries that do not dub programmes and films (Holland, Portugal).
5. Influence the strategies of the Barcelona Airport Air Routes Development Committee and give it support.
6. Management and promotion of the Barcelona brand.
 1. Strengthen Barcelona/World as an organ of management and promotion of the brand with wide representation from the different sectors involved.
 2. Link the Barcelona brand to the different sectorial platforms of international promotion and positioning.

5. Epilogue



Preparation of the Strategic Metropolitan Plan of Barcelona 2020 began in early 2009 and ended in September 2010.

The philosophy behind the plan is that the future cannot be decided by a simple extrapolation of data from the past, and we cannot tie our progress to a basis of methodological and instinctive observations.

The plan presents a wide range of opportunities for the AMB arising from the new values of our society and the capacity of all the people and institutions who have made representations.

More than six hundred and fifty people have been involved in this work, representatives of institutions and companies. Either individually or as members of working committees, they have had total freedom to express their opinions and proposals on the AMB and its future. We would like to thank them all and assure them that we will do everything possible to ensure that their ideas become realities.

Now with this epilogue, the plan is finally on its way. The reflections, proposals and measures in this publication must be turned into responsible projects to meet specific commitments.

Only this will guarantee a future of economic and social progress for the inhabitants of the AMB, and for Catalonia as a whole.

6. Annexes



ANNEX 1: Organs of Government of the PEMB

- 1.1. General Council
- 1.2. Executive Committee

ANNEX 2: Prospection Committee

- 2.1. Members of the sub-committees
- 2.2. List of experts interviewed by the Prospection Committee
- 2.3. List of people who presented the work of the Prospection Committee at the meeting on 26 May 2010 at the Saló de Cent, Barcelona City Hall

ANNEX 3: People who have collaborated in drawing up and debating different reports

- 3.1. Institut Cerdà Report: 'Barcelona, nova urbs'.
- 3.2. Howarth Report: 'Escenaris de competitivitat a l'AMB'.
- 3.3. OECD Report: 'Reviews of Higher Education in Regional and City Development'
- 3.4. Greg Clark Report: 'The Strategic Metropolitan Plan of Barcelona 2010. Commentary and suggestions from International experience'.

ANNEX 4: Participants in seminars

- 4.1. 'Back to the future' seminar

ANNEX 5: Specific working sessions:

- 5.1. Relationships of the AMB with emerging countries
- 5.2. Working meetings on traditional industries: representing companies, financial and research institutions
- 5.3. Economic Promotion Committee of Barcelona City Council
- 5.4. General Council of the Barcelona Metropolitan Area Consortium
- 5.5. Heads of the municipal political groups of Barcelona City Council
- 5.6. Economic Promotion Area of Barcelona City Council

ANNEX 6: Individual interviews

ANNEX 1. ORGANS OF GOVERNMENT OF PEMB

1.1 General Council

Chair

HEREU, Jordi. Mayor of Barcelona

Deputy Chairs

ALEMANY, Salvador. President, Cercle d'Economia

ÁLVAREZ, Ismael. Mayor of Pallejà

ÁLVAREZ, Josep M. Secretary General, Unió General de Treballadors de Catalunya

BALMÓN, Antonio. Mayor of Cornellà de Llobregat and First Vice-President of the Association of Municipalities of the Barcelona Metropolitan Area

BOLADERAS, Rosa. President of the County Council of Baix Llobregat

BONET, Josep Lluís. Chairman of the Board, Fira de Barcelona

CARNES, Jordi W. First Deputy Mayor of Barcelona City Council and Chair of the Executive Committee of PEMB

GALLEGO, Joan Carles. Secretary General, Comissió Obrera Nacional de Catalunya

LEMA, Juan Ignacio. President General Manager of Aena (Aeropuertos Españoles y Navegación Aérea)

MARÍN, Núria. Mayor of l'Hospitalet de Llobregat

MAS, Joan Carles. Chair of the County Council of El Barcelonès

MORILLAS, Andreu. Secretary of Economy, Ministry of Economy and Finance, Government of Catalonia

NARVÁEZ, Francesc. President, Entitat Metropolitana del Medi Ambient

PARLÓN, Núria. Mayor of Santa Coloma de Gramenet

PÉREZ, M. Elena. Mayor of Montcada i Reixac

POVEDA, Antoni. President, Entitat Metropolitana del Transport

RAMÍREZ, Dídac. Rector, Universitat de Barcelona

RECODER, Lluís. Mayor of Sant Cugat del Vallès

ROMERO, Teodoro. President Delegate of the Economic and Employment Promotion Area, Barcelona Provincial Council

ROSELL, Joan. President, Foment de Treball Nacional

ROYES, Manuel. Special Delegate of the Spanish Government, Consorci de la Zona Franca de Barcelona

SERRA, Jordi. Mayor of Badalona

TEJEDOR, Lluís. Mayor of El Prat de Llobregat

VALLS, Jordi. President, Autoritat Portuària de Barcelona

VALLS, Miquel. President, Chamber of Commerce, Industry and Navigation of Barcelona

VILÀ, Albert. Mayor of El Papiol

Members

ABAD, Josep M.

ALEMAN, Rosa

ARBÓS, Emili

ARCAS, Ivan

ARQUÉ, Maite

ARRIZABALAGA, César

BADELL, Joana M.

BASSOLS, Santiago

BLANCH, Joan

BORJA, Jordi

BRICALL, Josep M.

CABRUJA, Adolf

CARDÚS, Josep

CARRASCO, Jaume

CASTELLS, Carles

CLOS, Joan

COELLO, Joaquim

COSCUBIELLA, Joan

CROUS, Enric

CUERVO, José

CULLELL, Rosa M.

DE FORN, Manuel

DÍAZ SALANOVA, José Antonio

DOMÍNGUEZ, Justo

FONTANA, Pere

GABARRÓ, Salvador

GALLEGO, Joan Carles

GARCERAN, Maribel

GIBERT, Montserrat

GONZÁLEZ, Agustín

GUAL, Josep

HERNÁNDEZ, Anna

HIDALGO, Ciriaco

JIMENO, Josep Lluís

JORDANA, Josep

JOVÉ, Josep Lluís

LACALLE, Enric

LARA, José Manuel

LEMUS, Ferran

LLOBET, Dolors

LLOP, Josep M.

LOSADA, Carlos

MARAGALL, Pasqual

MAS, Ramon

MATEU, Melcior

MERINO, Àngel

MIRALLES, Albert

MOLINAS, Alfredo

MOLINS, Joan

MONÉS, M. Antònia

MONTFORT, Jaume

MONTILLA, José

MUNNÉ, Josep

MUÑOZ, José Luis

NEGRE, Antoni

NOGUÉS, Antoni

OBIOLS, Joaquim

OLIVERAS, Jordi

OLLER, Vicenç

PADILLA, Antonio

PARELLADA, Martí

PASTOR, Alfred

PESTAÑA, Dídac

PLAYÀ, Joan

PONSA, Carles

PUEYO, Dolors

PUJOL, Antoni

PUNSET, Eduardo

PUNTAS, Víctor

RAVENTÓS, Francesc

REAL, Cristina

REIG, Maria

REYNA, Enric

RIPOLL, Manuel

ROBLES, Josep A.

RODRIGO, Rosa

ROIG, Josep

ROJO, Maravillas

ROYES, Manuel

SAMITIER, Josep

SERÓ, Ramon

TARRATS, Vicenç

TOBOSO, Jordi

TOSAS, Joaquim

TRUÑO, Enric

TUGAS, Domènec

TUGORES, Joan

TURA, Montserrat

VENDRELL, Jaume

Aeroport de Barcelona

Agència EFE, S.A.

Agrupació de Fabricants de Ciment de Catalunya

Agrupament de Botiguers i Comerciants de Catalunya

Town/City Councils of:

Badalona

Badia del Vallès

Barberà del Vallès

Barcelona

Begues

Castellbisbal

Castelldefels

Cerdanyola del Vallès

Cervelló

Corbera de Llobregat

Cornellà de Llobregat

El Papiol

El Prat de Llobregat

Esplugues de Llobregat

Gavà

L'Hospitalet de Llobregat

La Palma de Cervelló

Molins de Rei

Montcada i Reixac

Montgat

Pallejà

Ripollat

Sant Adrià del Besòs

Sant Andreu de la Barca

Sant Boi de Llobregat

Sant Climent de Llobregat

Sant Cugat del Vallès

Sant Feliu de Llobregat

Sant Joan Despí

Sant Just Desvern

Sant Vicenç dels Horts	Cambra Oficial de Contractistes d'Obres de Catalunya	Entitat Metropolitana del Medi Ambient
Santa Coloma de Cervelló	Càritas Diocesana de Barcelona	Entitat Metropolitana del Transport
Santa Coloma de Gramenet	Casa Amèrica Catalunya	Escola d'Alta Direcció i Administració, S.A. (EADA)
Tiana	Catalana d'Iniciatives, S.A.	Escola Superior d'Administració i Direcció d'Empreses (ESADE)
Torrelles de Llobregat	Catalunya Caixa	Europa Press de Catalunya, S.A.
Viladecans	Catalunya Ràdio	Fecsa – Endesa
Arquebisbat de Barcelona	Centre Català de Prospectiva	Federació d'Associacions de Veïns de Barcelona
Asociación de Campings y Ciudades de Vacaciones de la Provincia de Barcelona	Centre de Càlcul de Sabadell, S.A.	Federació de Cooperatives de Serveis i de Cooperatives de Transportistes de Catalunya (SERVICOOP)
Asociación de Empresas de Electrónica, Tecnologías de la Información y Telecomunicaciones de España	Centre d'Estudis de l'Hospitalet de Llobregat	Federació de Cooperatives de Treball de Catalunya
Dirección Territorial de Comercio – Ministerio de Industria, Turismo y Comercio	Centre Excursionista de Catalunya	Federació de Gremis de Detallistes de Productes Alimentaris (FEGRAM)
Dirección del Área de Fomento en Cataluña – Delegació del Govern a Catalunya	Centro de Estudios y Asesoramiento Metalúrgico	Federació de Societats Anònimes Laborals de Catalunya (FESALC)
Asociación de Industriales de Plásticos de Cataluña	Centro Español de Plásticos	Federació Empresarial Catalana d'Autotransport de Viatgers
Asociación de Líneas Aéreas (ALA)	Centro Iberoamericano de Desarrollo Estratégico Urbano (CIDEU)	Federació Empresarial Catalana del Sector Químic
Asociación Industrial Textil del Proceso Algodonero	Cercle d'Economia	Federació Espanyola de Transitaris Expedidors Internacionals i Assimilats
Associació Barcelona Aeronàutica i de l'Espai (BAiE)	Cercle per al Coneixement	Federació Provincial i Regional de Transports de Barcelona (TRANSCALIT)
Associació Catalana d'Agències de Viatges	Club d'Amics de la Unesco de Barcelona	Federació Tèxtil Sadera
Associació Catalana de Comerç Electrònic-CommerceNet Catalunya	Col·legi d'Aparelladors i Arquitectes Tècnics i Enginyers d'Edificació de Barcelona	Federación de Entidades Empresariales de la Construcción
Associació Catalana de Recursos Assistencials	Col·legi d'Arquitectes de Catalunya	Federación Ecom
Associació Catalana d'Empreses Consultores	Col·legi de Farmacèutics de la Provincia de Barcelona	Ferrocarrils de la Government of Catalonia
Associació Catalana d'Empreses de Transport de Mercaderies	Col·legi de Periodistes de Catalunya	Fira 2000, S.A.
Associació Catalana per al Desenvolupament de la Mediació i l'Arbitratge	Col·legi d'Economistes de Catalunya	Foment del Treball Nacional
Associació Consell de Cent	Col·legi d'Enginyers de Camins, Canals i Ports de Catalunya	Fundació Barcelona Promoció
Associació de Promotors – Constructors d'Edificis de Barcelona	Col·legi d'Enginyers Industrials de Catalunya	Fundació Carles Pi i Sunyer
Associació Empresarial Catalana de Publicitat	Col·legi Oficial d'Agents Comercials de Barcelona	Fundació Catalunya Europa
Associació Empresarial de l'Hospitalet i Baix Llobregat	Col·legi Oficial d'Agents de la Propietat Immobiliària de Barcelona i Provincia	Fundació Cercle d'Economia
Associació Espanyola de Robòtica (AER)	Col·legi Oficial d'Agents i Comissionistes de Duanes de Barcelona	Fundació Cídob
Associació Independent de Joves Empresaris de Catalunya (AIJEC)	Col·legi Oficial de Doctors i Llicenciats en Filosofia i Lletres i Ciències de Catalunya	Fundació del Gran Teatre del Liceu
Associació Multisectorial d'Empreses (AMEC)	Col·legi Oficial de Metges de Barcelona i Provincia	Fundació EAE
Associació per a les Nacions Unides a Espanya	Col·legi Oficial de Psicòlegs de Catalunya	Fundació Grup Set
Ateneu Barcelonès	Col·legi Oficial de Químics de Catalunya	Fundació Joan Miró
Aula Barcelona	Comissió Obrera Nacional de Catalunya	Fundació Pere Tarrés
Autoritat del Transport Metropolità	Consell Comarcal del Baix Llobregat	Fundació RACC
Autoritat Portuària de Barcelona	Consell Comarcal del Barcelonès	Fundació Taller de Músics
Avui	Consell de Gremis de Comerç, Serveis i Turisme de Barcelona	Futbol Club Barcelona
Banc de la Petita i Mitjana Empresa	Consell de la Joventut de Barcelona	Gas Natural SDG, S.A.
Banc Sabadell	Consell d'Empreses Distribuïdores d'Alimentació de Catalunya	Government of Catalonia
Banco Bilbao Vizcaya Argentaria	Consell Social de la Universitat de Barcelona	Gremi de Constructors d'Obres Llobregat, Anoia i Alt Penedès
Barcelona Activa, S.A.	Consell Superior d'Investigacions Científiques (CSIC)	Gremi de Fusters, Ebenistes i Similars de Barcelona
Barcelona Centre de Disseny (BCD)	Consorci Biopol'H	Gremi de Garatges de Barcelona i Provincia
Barcelona Centro Médico	Consorci de la Zona Franca de Barcelona	Gremi de Jardineria de Catalunya
Barcelona de Serveis Municipals, S.A.	Consorci El Far	Gremi de les Indústries de la Confecció de Barcelona
Cadena Cope i Cadena 100	Consorci Metropolità de l'Habitatge	Gremi d'Editors de Catalunya
Caixa d'Estalvis i Pensions de Barcelona – La Caixa	Barcelona Provincial Council	Gremi d'Hotels de Barcelona
Cambra Oficial de Comerç i Indústria de Sabadell	Dirección Territorial de Comercio – Ministerio de Industria, Turismo y Comercio	Gremi d'Indústries Gràfiques de Barcelona
Cambra Oficial de Comerç de Barcelona	Dirección del Área de Fomento en Cataluña – Delegació del Govern a Catalunya	Gremi Provincial de Distribuïdors d'Alimentació de Barcelona
	El Periódico	

Gremio Provincial de Empresarios de Salones de Fiesta de Barcelona en General
 Grup Agbar
 Grup Provincial Empresarial de Supermercats i Autoserveis de Barcelona
 Grupo Zeta, S.A.
 Hospital Clínic de Barcelona - Idibaps
 Iberia, Líneas Aéreas de España, S.A.
 Institut Català de Logística
 Institut Cerdà
 Institut d'Estadística de Catalunya (IDESCAT)
 Institut d'Estudis Regionals i Metropolitans de Barcelona
 Institut d'Estudis Superiors de l'Empresa (IESE)
 Institut d'Humanitats
 Institut Espanyol d'Analistes Financers
 Institut de Tecnologia de la Construcció de Catalunya (ITEC)
 Institut Químic de Sarrià (IQS)
 Instituto de la Empresa Familiar
 Instituto Nacional de Empleo (INE)
 Jove Cambra de Barcelona
 Justícia i Pau
 La Vanguardia
 Mancomunitat de Municipis de Barcelona Metropolitan Area
 Manufacturas Balmes Vives, S.L.
 Max-Planck Institute
 Mercados de Abastecimientos de Barcelona, S.A. (MERCABARNA)
 Orfeó Català
 Organisme Autònom de Correus i Telègrafs
 Organización Nacional de Ciegos Españoles (ONCE)
 Parc Tecnològic de Vallès
 Pimec, Petita i Mitjana Empresa de Catalunya
 Ràdio Barcelona – Cadena Ser
 Ràdio Nacional d'Espanya a Catalunya
 Real Club de Polo de Barcelona
 Reial Acadèmia de Ciències i Arts de Barcelona
 Reial Acadèmia de Medicina de Catalunya
 Reial Automòbil Club de Catalunya
 Retail & Trade Marketing
 Santander Central Hispano
 Societat Rectora Borsa de Valors de Barcelona, S.A.
 Taula d'Entitats del Tercer Sector Social
 Telefónica
 Televisión Española, S.A.
 Transports Metropolitans de Barcelona
 Transprime
 Turisme de Barcelona
 Unió Catalana d'Entitats Asseguradores i Reasseguradores
 Unió Catalana d'Hospitals
 Unió d'Adobadors de Catalunya
 Unió de Pagesos de Catalunya
 Unió General de Treballadors de Catalunya
 Unió Patronal Metal·lúrgica
 Unió Sindical Obrera de Catalunya

Universitat Autònoma de Barcelona
 Universitat de Barcelona
 Universitat Politècnica de Catalunya
 Universitat Pompeu Fabra
 World Trade Center Barcelona, S.A.

1.2. Executive Committee

Chair

CARNES, Jordi William. First Deputy Mayor, Barcelona City Council

Members

ALBERICH, Jordi. Director General, Cercle d'Economia
ÁLVAREZ, Ismael. Mayor of Pallegà
BALMÓN, Antonio. Mayor of Cornellà de Llobregat
BOLADERAS, Rosa. President, County Council, Baix Llobregat
BORRELL, Esteve. Director General, Consorci de la Zona Franca de Barcelona
CAMPRECIÓS, Joan. Deputy Coordinator, Strategic Metropolitan Plan of Barcelona
CARBONELL, Xavier. Director Manager, Chamber of Commerce, Industry and Navigation, Barcelona
CORDÓN, Agustín. General Manager, Fira de Barcelona
ECHEGARAY, Fernando. Director, Barcelona Airport
GARCÍA-MILÀ, Santiago. Sub-Director General for Strategy and Marketing, Autoritat Portuària de Barcelona
GRANADOS, Eva. Vice-Secretary General, Unió General de Treballadors
HERNÁNDEZ, Mateu. Director, Economic Promotion Section, Barcelona City Council
HUERGA, Aurora. Secretary for Territorial Development, Comissió Obrera Nacional de Catalunya
MARÍN, Núria. Mayor of l'Hospitalet de Llobregat
MARTÍNEZ, Pelayo. Manager, Entitat Metropolitana del Transport
MAS, Joan Carles. First Deputy Mayor of Santa Coloma de Gramenet
NARVÁEZ, Francesc. President, Entitat Metropolitana del Medi Ambient
PÉREZ, M. Elena. Mayor of Montcada i Reixac
PRUNERA, Marcel. Director General of Economic Promotion, Ministry of Economy and Finance, Government of Catalonia
PUIG, Andreu. Manager, Barcelona City Council
PUJANA, Imanol. Manager, Barcelonès County Council
PUJOL, Joan. Secretary General, Foment de Treball Nacional
RECORDER, Lluís. Mayor of Sant Cugat del Vallès
ROIG, Josep. Director, Consortium of the Barcelona Metropolitan Area
ROMERO, Teodoro. President delegate of the Economic and Employment Promotion Area, Barcelona Provincial Council
RUBÍ, Montserrat. Technical Secretary, Strategic Metropolitan Plan of Barcelona

SANTACANA, Francesc. General Coordinator, Strategic Metropolitan Plan of Barcelona
SERRA, Jordi. Mayor of Badalona
SURINACH, Jordi. Professor of the Department of Econometrics, Statistics and the Spanish Economy, Universitat de Barcelona
TEJEDOR, Lluís. Mayor of Prat de Llobregat
TORRA, Ramon. Manager, Association of Municipalities of the Barcelona Metropolitan Area
VILÀ, Albert. Mayor of El Papiol

ANNEX 2 PROSPECTION COMMITTEE

REIG, Maria. Chair, Prospection Committee of PEMB and President, Reig Capital Group
JUAN, Natalia. Personal assistant to Maria Reig
CORRERO, Rosario. Journalist

2.1. Members of sub-committees

Sub-Committee on Public Administration

Chair

TRIADÚ, Joaquim. Partner, Advocats Garrigues

Members

BLANCAFORT, Lluís. Director of Territorial and Sectorial Area, PIMEC
BOSCH, Vicent. President, Associació Catalana de l'Empresa Familiar
CASES, Lluís. Partner and lawyer, Advocats Garrigues
CASTEJON, Ignacio. Lawyer and legal adviser, FECSA ENDESA
CAVALLÉ, Carlos. Emeritus Dean, IESE
CUATRECASAS, Emilio. Partner and president, Advocats Cuatrecasas
ESTAPÉ, Salvador. Professor and Manager, Centre de Recerca Sector Públic - Sector Privat, IESE
LONGO, Francisco. Professor, ESADE
LÓPEZ BURNIOL, Juan José. Notary
LOSADA, Carlos. Director General, ESADE
MARTÍ JUSMET, Francesc. Partner, Euroconsell Econòmic Legal
NUENO, Pedro. Professor, IESE
RAVENTÓS, Albert. Partner and lawyer, Advocats Cuatrecasas
ROSELL, Joan. President, Foment del Treball Nacional
TRIGO, Joaquim. Executive Director, Foment del Treball Nacional
VIVES, Xavier. Professor, IESE

Sub-Committee on Food

Chair

BONET, Josep Lluís. President, Board of Directors, Fira de Barcelona

Members

ARCAS, Josep. Ex-President, Nestlé España and President of Innoval 2010, Fira Alimentària
BLANCAFORT, Jaume. President, Confecarne

FERRERO, Ignacio. CEO, Nutrexpa
PUIG, Fermí. Chef in the Drolma Restaurant
ROBLES, Javier. President, Danone

Sub-Committee on the Architecture of Confrontation

Chairs

FERRATER, Borja. Architect
VIDAL TOMÀS, Jorge. Architect

Members

ARNABAT VILA, Jonathan. Architect
ARRIOLA, Samuel. Architect
AUGÉ, Guillem. Architect
AYALA-BRIL COMBALÀ, Jordi. Architect
BUIL CASTELLS, Pere. Architect
CICERO TORRE, Jose Àngel. Architect
FERRANDO, Josep. Architect
LÓPEZ, Guillermo. Architect
ORTEGA, Estel. Architect
PERICH CADEFERRO, Ariadna. Architect
PERIS, Marta. Architect
PUIGJANER BARBERÀ, Anna. Architect
ROVIRA RAURELL, Esther. Architect
SERRAT, Sergi. Architect
SISTERNAS, Maria. Architect
SOLÀ-MORALES, Clara. Architect
SUCH, Roger. Architect
TORAL, José Manuel. Architect
VERGÉS, Anna. Architect
VITÒRIA I CODINA, Joan. Architect
ZABALA ROJÍ, José. Architect

Sub-Committee on Architecture of Transfer

Chair

FERRATER, Carlos. Architect and Director, Office of Architecture in Barcelona

Members

ARRANZ, Fèlix. Architect and editor of the magazine Scalae
BONELL COSTA, Esteve. Architect and partner, Bonell i Gil Arquitectes
DOMINGO, Mamen. Architect and partner, Domingo Ferré Arquitectes
FERRATER, Borja. Architect, Office of Architecture in Barcelona
MOIX, Llàtzer. Editor in Chief, assistant to management at La Vanguardia
MONTANER, Josep M. Architect and director, Josep M. Montaner Architect
PRAT, Ramon. Director, Disseny Hub Barcelona
SANABRIA, Ramon. Architect and partner, Sanabria Arquitectes Associats
VIDAL TOMÀS, Jorge. Architect, Estudi Rahola Vidal

Sub-Committee on Barcelona, Benchmark for Sustainability

Chair

FOLCH GUILLÉN, Ramon. General Manager, ERF - Gestió i Comunicació Ambiental

Members

BARCELÓ GARCIA, Miquel. Commissioner for Sustainable Development, Universitat Politècnica de Catalunya
CARBONELL, Ramon. CEO, COPCISA
CODERCH, Marcel. Vice-President, Spanish Telecommunications Market Commission
FERRER-SALAT, Sergi. President, Grupo Ferrer Internacional
GUALLART, Vicente. Director, Institut d'Arquitectura Avançada de Catalunya
MARTÍNEZ, Antoni. Director, Institut de Recerca en Energia de Catalunya
PICH-AGUILERA, Felip. Architect and partner, Pich Architects
RODÉS, Ferran. President of the Sponsorship Board, Fundació Creafutur
RUEDA, Salvador. Director, Agència d'Ecologia Urbana de Barcelona
SABATÉ, Joan. Director, Sabaté Associats Arquitectura i Sostenibilitat
TORRAS, Xavier. Director of Communication and Brand, Roca
XIMENO, Frederic. Director General for Environmental Planning, Government of Catalonia

Sub-Committee on International Citizens

Chair

REITH, Karen. Gild International

Members

ARENS, Daniela. Foundum
BYRNE, Brian. Aviaador SLU
COROMINA, Javier. Frescota Creatividad 2.0.
DOUGLAS, Ken. Private Equity
FLORES, Xavier. ESADE
KELLEY, Donna. Kelley Art Design
LUND, Sönke. MMMM
MARTINETTO, Arianna. PVBCN
MICHELOZZI, Andrea. Comunicare Digitale
OLIVEAU, Greg. Roo Consulting
SCHADITZ, Sabina. Reig Capital
SIMONS, Peter. Cohen & Simons
SOARES, Flavio. Soares & Avila Pereira
UPTON, Jane. Praesta Iberia
VANYI-ROBBINS, André. Adecq Digital
WAKEFIELD, Pau. Sales Partners Spain

Sub-Committee on Culture and the Performing Arts

Chair

ALBALADEJO, Toni. Director General, ANEXA

Members

BALANÀ, Maria José. President, Grupo Balañá
CISQUELLA, Anna Rosa. Grup 3xtr3s
COLL, Toni. Executive Director, Fila 7
COLOMER, Jaume. President, Bissap
DOMÍNGUEZ, Àngela. SGAE
GARRÉ, Eduard. Executive Producer, Fila 7

GONZÁLEZ, Jordi. Art and Content Director, Focus
MAGRINÀ, Manel. Telentrada Service, Caixa Catalunya
MARTÍNEZ, Daniel. President, Focus
MEDEM, Víctor. Deputy Director, IBERCÀMERA
PÉREZ, Martín. Director, Concert Studio
ROCA, Manuel. Manager, Atrápalo
SARABIA BARRUTIA, Jon. Responsible for Serviticket, 'la Caixa'
VÁZQUEZ, Elvira. Director, Fundació El Molino

Sub-Committee on Culture, the Creative Industries and Art

Chairs

GRANDES, Ainhoa. Director, Fundació MACBA
HOMS, Lluçia. Director, Galeria Lluçia Homs

Members

ÁLVAREZ, Emilio. Director, Galeria Àngels Barcelona
BARBA, Ventura. Operations Director, Advanced Music
BERNADÓ TARRAGONA, Jordi. Partner, Editorial ACTAR
BONET, Lluís. Director of Masters in Cultural Management, Universitat de Barcelona
DELGADO, Ariadna. Assistant to Management, Fundació MACBA
DURÁN BASTÉ, Carlos. Director, Galeria Senda
MARCO, Joan Francesc. General Manager, Teatre del Liceu
MEDEM, Víctor. Deputy Director, IBERCÀMERA
PASCUAL, Cristian. Executive Director, In-Edit SL
RAMONEDA, Tito. Executive President, The Project
RÍOS, Carles R. Director, Retinas
ROBLES, Ricard. Co-Director, Advanced Music
TAPIAS, Marc. In-Edit SL

Sub-Committee on Design and Industry

Chair

PRAT HOMS, Ramon. Director, Disseny Hub Barcelona

Members

ABRIL, Josep. Fashion Designer for Josep Abril Studio
CAPELLA, Juli. Adviser to the Sub-Committee. Director, Capella Garcia Arquitectura
CIURANA, Marta. Fashion Designer
COSTA, Xavier. Director, Escola Elisava de Disseny
GUIXÉ, Martí. Designer
MONTAÑA, Jordi. Director of the ESADE Design Chair
NIETO, Javier. Director, Santa&Cole
PANERO, Marc. Partner Director, Base Design
RUANO, Miguel. Architect and sustainability consultant
SEGARRA, Toni. Creative Director, S.C.P.F. Agency
UROZ, Chu. President, MODA-FAD and Director, Chu Uroz Studio

Sub-Committee of National and Foreign Entrepreneurs

Chair

POMMERENING, Christopher. Co-Director, Active Venture Partners

Members

ARMENGOL, Albert. Founder, eConozco
BASSAL, Alfredo. Co-Founder, Instituto de la Empresa Familiar
LEE, Dídac. Founder, Inspirit
LESSER, Nick. Co-Founder, Entrepreneurs Network Barcelona
MUÑOZ, Carlos. Founder, Vueling
ROURE, Joan. Professor, IESE
SCHROEDER, Philip. Co-Founder, Barcelona Venture Capital Roundtable

Sub-Committee on Sporting Events

Chair

AGUSTÍ GARCÍA-NAVARRO, Albert. CEO, Havas Sport

Members

CARRERAS FISAS, Manuel. President, Sports Cultura Barcelona
HOMEDES, Carlos. General Manager, Nike Iberia
NUENO, José Luis. Professor, IESE
ROSELL, Sandro. Director, Bonus Sports Marketing
SEGURA, Francisco. General Manager, IGESPORT

Sub-Committee on the Audiovisual Industries

Chair

GARCÍA-SERENA, Ildefonso. President, Compact Response Group

Members

AGUILÀ, Oriol. Director of Strategy and Brand, Catalan Broadcasting Corporation
BENET, Tatxo. President, Mediapro
BEUT, Jacobo. Avinyó Films
BRU, Xavier. Director, Avinyó Films
CAMÍN, Toni. Executive President, Ovideo
CARBONELL, Josep M. CEO, Cromosoma
CULLELL, Rosa M. Director General, Catalan Broadcasting Corporation
FERNÁNDEZ, Julio. President, Filmax
IVERN, Oriol. President, Cromosoma
MASCARELL, Ferran. CEO, RBA Audiovisuales
PADRÓ, Joaquim. President, Rodar y Rodar
ROURES, Jaume. General Manager, Mediapro
TÀPIA, Joan. Collaborator, El Periódico de Catalunya
VICARÍA, Manel. Director, Vas a ver Films

Sub-Committee on Private Medicine and Innovation

Chair

BASELGA, Josep. Head of Service of Oncology, Clinical Haematology and Radiotherapy, Hospital Universitari Vall d'Hebron

Members

ACEBILLO, Jesús. Executive President, Laboratoris Novartis
ANDRESS, Helmut. President, Laboratoris LACER
ARTELLS, Juan José. Director, Fundación SIS, Novartis
BARRET, Joan Pere. Head of Plastic Surgery Service, Hospital Universitari Vall d'Hebron
BARRI, Pere. Director, Department of Gynaecology, Obstetrics and Reproduction, Institut Dexeus
BERGA, Pere. Director, R+D Management, Laboratoris Almirall
CLOTET, Bonaventura. Head of HIV Unit, Hospital Universitari Germans Trias i Pujol
CORCÓSTEGUI, Borja. Instituto Microcirugía Ocular
COSTA, Carlos. Vice-President, Boston Consulting Group
CUGAT, Deborah. Head of Communications, Clínica Quirón
CUGAT, Ramon. Head of Orthopaedic Surgery and Traumatology, Clínica Quirón
DE LACY, Antonio M. Head of Gastrointestinal Surgery, Hospital Clínic de Barcelona
ELIZALDE MONTAGUT, Ignacio. Manager, Clínica Barraquer
ESTEVE, Alberto. President, Isdin, SA
ESTEVE, Antonio. President, Laboratoris Esteve
FERNÁNDEZ, Francisco Javier. General Manager for Research, CRC Corporació Sanitària
FUMANAL, José Luis. National Commercial Director, Ferrer Grupo
GALINDO CASAS, Norbert. CEO, CRC Corporació Sanitària
GALLARDO, Jorge. CEO, Laboratoris Almirall
GARCIA BALLETBÓ, Montserrat. Director, Department of Regenerative Medicine, Clínica Quirón
GARCIA GARRIDO, Manuel. General Manager, Boehringer Ingelheim España, SA
GRIFOLS ROURA, Victor. President and CEO, Laboratoris Grífols
MADRIGAL NAVARRO, Alberto. General Coordinator, Clínica Barraquer
MANSON, Robert. CEO, Centro Médico Teknon
MARTÍ PI-FIGUERAS, Jordi. General Manager, AMGEN España
MARTÍNEZ JOVER, Bartolomé. Director, Clínica Quirón, Barcelona
MASFURROLL, Gabriel. President, Clínica USP
MESTRE, Carles. Director of International Development, Clínica Teknon
MIRALBELL, Raimon. Director of the Radio-Oncology Service, Centre Mèdic Teknon
NUENO, Carlos. Director, Advance Medical
PALACÍN, José M. Head of Plastic and Reconstructive Surgery, Centre Mèdic Teknon
PLANAS, Jorge. Medical Director, Clínica Planas
PUIG CORCOY, Joaquín. General Manager, Laboratoris Menarini
PUIG GUASCH, Marian. CEO, ISDIN
RAMANTOL, Jorge. General Manager, Grupo Ferrer

ROSELL, Rafael. Head of the Medical Oncology Service, Hospital Universitari Germans Trias i Pujol
SETOAIN, Jordi. President, CETIR Medical Group
SILVESTRE, Jerome. General Manager, SANOFI Aventis
TORRES, Santiago de. President, e-Diagnostic
TOST, Rosendo. General Manager, Laboratoris Esteve
URIACH TORRELLÓ, Joan. Member of the Board, J. Uriach & Cia
VALENTÍ, Eduard. Director of R+D Operations, Laboratoris Esteve
VAN DER LOO, Theo. Manager, Pharmaceutical Chemistry, Bayer Espanya
VEIGA, Anna. Director, Stem Cell Bank, Regenerative Medicine Centre, Barcelona
VILA REGARD, Santiago. President and CEO, CELO XXI

Sub-Committee on Translational Medicine and Research

Chair

RODÉS, Joan. Director of Biomedical Research, Fundació Clínic per a la Recerca Biomèdica

Members

ALBERICIO, Fernando. General Manager, Parc Científic de Barcelona
ALONSO, Pedro. Director, Centre for International Health Research, Hospital Clínic de Barcelona
ANTÓ, Josep. Doctor Researcher, Institut Municipal d'Investigació Mèdica
ARROYO, Vicente. Head of Hepatology Service, Hospital Clínic de Barcelona
BEATO, Miguel Beato. Director, Centre for Genomic Regulation, UPF
BUESA, Carlos. Director, Oryzon Genomics
COMELLA, Joan. Director, Research Institute, Hospital Universitari Vall d'Hebron
ESTELLER BADOSA, Manel. Director, Cancer Epigenetics and Biology Programme, Institut d'Investigació Biomèdica de Bellvitge
GÓMEZ, Miquel. Secretary for Strategy and Communication, Ministry of Health, Government of Catalonia
GOMIS, Ramon. Director of Research, Hospital Clínic de Barcelona - Idibaps
GONZÁLEZ ATIENZA, Pedro Luis. Responsible for new products and business analysis, Laboratoris Almirall
GUINOVART, Joan. Director, Institut de Recerca Biomèdica de Barcelona
KULISEVSKY, Jaume. Director, Research Institute, Hospital de Sant Pau
LÓPEZ, Guillem. Board Member, Governing Board of the Reial Acadèmia de Medicina de Catalunya
ORTÚN, Vicente. Professor of Economics and the Company, Universitat Pompeu Fabra
ROSELL, Rafael. Head of Medical Oncology, Hospital Universitari Germans Trias i Pujol
RUÍZ, Lluís. Director, Janus Development
SEOANE, Joan. Head of Oncology Research Team, Hospital Universitari Vall d'Hebron
TRILLA, Antoni. Head of Preventive Medicine and Epidemiology, Hospital Clínic de Barcelona

ZORZANO, Antonio. Head, Research Team into Molecular Pathology and Therapy, Institut de Recerca Biomèdica de Barcelona

Sub-Committee on Advertising and Marketing

Chair

GARCÍA-SERENA, Ildefonso. President, Compact Response Group

Members

AGUILERA, Enric. President, Aguilera y Asociados
ASTORGA, Alberto. Creative Executive Director, DDB
BIGUES, Jordi. Journalist and environmental correspondent
DEDEU, Xavier. Founding Partner, ROAD Publicidad, SL
FONDÓN, Jorge. General Manager, FMRG Compact
GUARDIA, Ramon. President, Valores & Marketing
MONTAÑA, Jordi. Director of the Chair Design. ESADE
SEGARRA, Toni. Creative Director, SCPF*
TRESSERRAS, Miquel. Dean, Blanquerna Faculty of Communication, Universitat Ramon Llull

Sub-Committee on Universities: Development, Research and Innovation

Chair

PARELLADA SABATA, Martí. General Coordinator of the CyD Report of the Fundación CyD

Members

ALEMANY, Salvador. President, Cercle d'Economia and President, Abertis
BASI, Núria. Chair Social Council. Universitat Pompeu Fabra
BONET, Josep Lluís. Chairman of the Board, Fira de Barcelona
COELLO, Joaquim. Chair, Social Council, Universitat de Barcelona
GONZÁLEZ, Josep. President, Pimec
MATEU, Josep. President, FemCat
ROCA, Miquel. President, Societat Econòmica Barcelonesa d'Amics del País
VALLS, Miquel. President, Chamber of Commerce, Industry and Navigation of Barcelona

Sub-Committee on Distinctive Values of Barcelona

Chair

FORNESA RIBÓ, Ricard. President, SegurCaixa Holding

Members

BASSAT COHEN, Lluís. President, Bassat Ogilvy Publicidad
BELLOSO, Juan Carlos. Director for Spain and Latin America, Placebrands
CASTIÑEIRA FERNÁNDEZ, Àngel. Director, Department of Social Sciences, ESADE
GARCÍA-NIETO, Borja. Director, Grup Financer Rivas y García

LÓPEZ BURNIOL, Juan José. Notary

RODÉS, Leopoldo. Member of the Board, Sogetable and President of the Sponsorship Board, Fundació MACBA

SUBIRATS HUMET, Joan. Director. Institut de Govern i Polítiques Públiques de la UAB

VALLS, Miquel. President of the Chamber of Commerce, Industry and Navigation of Barcelona

2.2. List of experts interviewed by the Prospection Committee

ACEBILLO, Josep. Architect and CEO, Barcelona Regional

AGUILERA, Vicenç. General Manager, Ficosa

ALEMANY, Salvador. President, Cercle d'Economia and President, Abertis

BALAGUER, Xavier de. Director of Project Moda, Barcelona City Council

CABRER, Catiàna. Director, BarnaClínic

CASADESÚS, Francesc. Theatre Director, Mercat de les Flors

CATÀ, Aurora. Partner, Seelinger y Conde

CIRLOT, Lourdes. Professor of History of Art, Universitat de Barcelona

CLAVELL, Roser. Vice-Minister for Foreign Affairs and Cooperation, Government of Catalonia

CLOTAS, Higiní. Vice-President. Parlament de Catalunya

CORDÓN, Agustí. General Manager. Fira de Barcelona

DOÑATE, Ignasi. Director General for International Projection of Catalan Organisations, Government of Catalonia

ECHEGARAY, Fernando. Director, Barcelona Airport

ESPINET, Miquel. President, FAD

ESTEVA, Rosa M. Restaurant Owner and founder of the Grup Tragaluz

FEFERBAUM, Paula. Creative Director, Clarity

FEFERBAUM, Paulo. Executive Director, Clarity

FLORENSA, Senén. Director General, Institut Europeu de la Mediterrània

GALOBARDES, Isabel. Director, Certior

GUARDIOLA, Pere. Managing Director, La Vanguardia

HEREDERO, Òscar. Director, Institut Superior de Disseny

HOMS, Francesc. President, Abertis Logística

HUGUET, Josep. Councillor d'Innovació, Universitats i Empresa de la Government of Catalonia

JENSANA, Amadeo. Director, Casa Àsia

LACALLE, Enric. President, Barcelona Meeting Point

LARA, Jose Manuel. President, Grup Planeta

MALET, Jaime. President, American Chamber of Commerce in Spain

MARTÍ, Jordi. Director, Institut de Cultura de Barcelona

MAS SUMALLA, Ramon. Director for Investments, Inversiones Hemisferio

MATABOSCH, Joan. Artistic Director, Gran Teatre del Liceu

MUNS, Joaquim. Emeritus Professor of Economics, Universitat de Barcelona

NOMEN, Eusebi. Professor at ESADE and candidate for 'Andorra pel canvi'

PASCUAL, Lluís. Theatre director

PEÑA, Javier. Architect

PIQUÉ, Josep Miquel. CEO, 22@Barcelona

POU, Víctor. Professor, IESE

PUIG, Nacho. General Manager, Reversible

RIGOLA, Àlex. Artistic Director, Teatre Lliure

RODÉS, Gonzalo. Partner, Gómez-Acebo & Pombo Abogados

RODÉS, Leopoldo. Board Member, Sogetable and President of the Sponsorship Board of the Fundació MACBA

ROVIRA, Josep Lluís. Honorary Consul for the Republic of Estonia in Barcelona

SERRANO, Xesco. Director of the advertising agency, Remake

TORRES, Pilar de. President, Ifercat

VALLS, Jordi. President, Barcelona Port Authority

WALTER, Luis A. Adviser, KPMG

2.3. List of people who presented work to the Prospection Committee at the meeting on 26 May 2010 in the Saló de Cent, Barcelona City Hall

ALBERICIO, Fernando. General Manager, Parc Científic de Barcelona

ALEMANY, Salvador. President, Cercle d'Economia and President, Abertis

BONET, Josep Lluís. Chairman of the Board, Fira de Barcelona

CANALS, Jordi. Director General, ESE

ECHEGARAY, Fernando. Director, Barcelona Airport

FERRATER, Carlos. Architect and Director of the Office of Architecture in Barcelona

FOLCH, Ramon. General Manager, ERF - Gestió i Comunicació Ambiental

FOLK, Abel. Actor and theatre and cinema director

FORNESA, Ricard. President, SegurCaixa Holding

LONGO, Francisco. Professor, Department of Human Resources Management, ESADE and Director, Institute of Public Governance and Management

LOSADA, Carlos. Director General, ESADE

MAS-COLELL, Andreu. President, Barcelona Graduate School of Economics

MATEU, Josep. General Manager of the Reial Automòbil Club de Catalunya and President of FemCAT

MUNS, Joaquim. Emeritus Professor, Universitat de Barcelona

NUENO, Pedro. Professor, IESE

PARELLADA, Martí. Coordinator General CyD Report, Fundación CyD

PUIG, Marian. CEO, ISDIN

REIG, Maria. Chair, Prospection Committee of PEMB, and President, Reig Capital Group

RODÉS, Gonzalo. Partner, Gómez-Acebo & Pombo Abogados

ROURES, Jaume. Managing Director, Mediapro

ANNEX 3. PEOPLE WHO HAVE COLLABORATED IN PREPARING AND DISCUSSING THE REPORTS

3.1. Institut Cerdà Report 'Barcelona, nova URBS', coordinated by Lluís Inglada

AUGUETS, Xavier. Director, Business Participations Area, Caixa Catalunya

BANDA, Enric. Director for Innovation, La Seda

BORRELL, Esteve. General Manager, Consorci de la Zona Franca de Barcelona

BRUNET, Toni. Corporate Director for Studies and Communication, Abertis

CABRERA, Carles. Institut Cerdà

CARBONELL, Xavier. Managing Director, Chamber of Commerce, Industry and Navigation, Barcelona

CARMONA, Antoni. Delegate of Comunicació de RENFE in Catalonia

CASADEMONT, Esther. President, Associació Espanyola d'Empreses de Recerca i Selecció de Persones

CHAMAT, Oscar. Institut Cerdà

COLOMER, Albert. Director, Business Angels Network of Catalonia

CONDOM, Teresa. Director of Studies, Fira de Barcelona

CORDÓN, Agustí. General Manager, Fira de Barcelona

CORNET, Joan. Executive President, Fundació TICSALUT

CURCOLL, Salvador. Head of Office for Infrastructures and Territory, Chamber of Commerce, Industry and Navigation, Barcelona

DIÁZ, Àngel. CEO, ALS

ECHEGARAY, Fernando. Director, Barcelona Airport

ESPLUGAS, Albert. Director Manager, Centre for Innovation in Productivity, Microsoft Catalunya

FAURA, Kim. General Manager, Telefónica, SA in Catalonia

FERNÁNDEZ, Ricard. Director, Promotions Area, Habitat

FERRATÉ, Gabriel. President, Institut Cerdà and ex-Rector of the UPC and the UOC

FRADERA, Carles. Director, Fundació Barcelona Digital

GIMÉNEZ SEVILLA, Josep Lluís. Business Director, Abertis

GARCÍA-MILÀ, Santiago. Sub-Director General for Strategy and Commerce, Autoritat Portuària de Barcelona

GUASCH, Albert. Institut Cerdà

GUTIÉRREZ, Francesc. Director, Plan Barcelona, Aena

HERNÁNDEZ, Miquel. Institut Cerdà

INGLADA I RENU, Lluís. Institut Cerdà

LAGUNAS, Miguel Àngel. Director, Technological Centre, Telecomunicacions de Catalunya

MARTÍ, Josep M. CEO, Sarbus

MARTÍNEZ, David. Institut Cerdà

MASSANELL, Antoni. Deputy General Executive Director, 'la Caixa'

MEDINA, Manel. Responsible for Logistics and Distribution, Seat

MONFORT, Josep. General Manager, IRTA

OLIVERAS, Josep M. Institut Cerdà

ORIOL, Josep. Director, Logistics Platforms, Consorci de la Zona Franca de Barcelona

ORTIZ, Juan. Institut Cerdà

RICART, Xavier. Deputy Manager, Business Promotion, and Director of the Business Development Area, Chamber of Commerce, Industry and Navigation, Barcelona

RIFÀ, Pere. President, ESADE Creapolis

RÍOS, José Miguel. General Manager, Corsabe

SÁNCHEZ, Anna M. Director, AIDIT

SUMARROCA, Carles. CEO, EMTE

TARRAGÓ PUJOL, Josep M. Executive Vice-President, Ficosa Internacional, SA

TORRES, Pere. Institut Cerdà

TURRÓ, Mateu. Deputy Projects Director, European Investment Bank

VALERO, Mateu. Director, Marenòstrum, BSC

VALLORY, Eduard. Director-General, European School of Economics

VENTOSA, Josep. Director, Business Strategy and Development, Abertis Telecom

Companies collaborating in the Institut Cerdà Report

Barcelona City Council

Abertis

Caixa Catalunya

Cambra de Comerç de Barcelona

Consorci de la Zona Franca de Barcelona

Fecsa Endesa

Fira de Barcelona

Grupo Agbar

Port de Barcelona

Renfe

Vueling

3.2. Howarth Report: 'Escenaris de competitivitat a l'AMB', Coordinated by Adrià Royes

ACEBILLO, Josep. CEO, Barcelona Regional

ARDÈVOL, Maite. Director of the Observatory on International Markets (OME), ACC10

ASTIGARRAGA, Eneko. Professor, Advisor on strategic prospection, DEUSTO

AYMERICH, Ramon. Head, Economics Section, La Vanguardia

BÁGUENA, Josep. Advisor, Town and Country Planning, Government of Catalonia

BALDASANO, José M^a. Director of R+D Area, Earth Sciences, Centre Nacional de Supercomputació

BANDA, Enric. Director for Innovation and the Environment, La Seda

BEL, Germà. Professor of Economic Policy, Universitat de Barcelona

BORRÀS, Gabriel. Director, Area of Planning for Water Use, Agència Catalana de l'Aigua

BUESA, Carlos. General Manager of Oryzon Genomics

BUHIGAS, Maria. Head of Urban Strategic Studies, BCN Regional

CABEZAS RODRÍGUEZ, Roger. Projects Director of the CERCA Programme at the Ministry of Innovation, Universities and Enterprise, Government of Catalonia

CANAL, Neus. Director and architect, Design Mix

CANDELA, Jordi. Corporate Director for Airports of Catalonia, Government of Catalonia

COMERÓN, Lluís. President of the Barcelona District, Col·legi d'Arquitectes de Catalunya

CONGOST, Josep. Design Manager, Roca Sanitarios

CRESPO SÁNCHEZ, Àngel. Secretary General, Unió Sindical del Barcelonès, CCOO

CUTCLIFFE, David. Design Site Leader Alstom

DABAN, Montse. Head of External Relations, BIOCAT

DALMAU, Juan de. Director, Centre de Tecnologia Aeroespacial

DENYS, Nathalie. Director and Interior Decorator, Denys & von Arend

DURÁN I VALL-LLOSERA, Pere. Director General, Turisme de Barcelona

ECHÁNIZ, Juan. Coordinator of the Area of Cooperation, Barcelona Provincial Council

FERRÀS, Xavier. Director for Innovation, ACC10

FONTRDONA, Jordi. Head of Studies Service, Observatory of Industrial Prospection, Ministry of Innovation, Universities and Enterprise, Government of Catalonia

FRADERA, Carles. General Manager, Barcelona Digital

GARCÉS MARTÍN, Manel. ED-6 IT & CAX Project Management, SEAT

GARRELL, Antoni. General Manager, FUNDIT - ESDI

GIL DE BERNABÉ, Montserrat. Director, Mercabarna

GONZÁLEZ, Antonio. Director, Intel Barcelona Research Center

GUINJOAN, Modest. Director of Economics and the Company, PIMEC

HERNÁNDEZ, Joan Miquel. Director, Observatory for Industrial Prospection, Government of Catalonia

HERRERA, Pau. President, Executive Committee, Barcelona Centre de Disseny (BCD)

HOMS, Joanna. Assistant to Management, Barcelona Turisme

INGLADA, Lluís. Director of Area of Territory, Infrastructures and the Environment, Institut Cerdà

JORDI, Amau. General Manager, BD

KINDER, Carles. Director, GTD

LLEBOT, Enric. Director, Department of Physics, Universitat Autònoma de Barcelona

LÓPEZ CASANOVAS, Guillem. Professor, Department of Economics and the Company, Universitat Pompeu Fabra

LÓPEZ, Ramón. Responsible for External Relations, AGBAR

LÓPEZ, Vicente. Vice-President, Fundació Barcelona Media, Universitat Pompeu Fabra

MADRIGAL, Mònica. Responsible for the Programme 'Do it in Barcelona', Barcelona Activa

MARQUINA, Nani. General Manager, Nani Marquina

MARTÍNEZ, Antoni. Director, Institut de Recerca en Energia de Catalunya

MIER, Pedro. Executive President, Mier Comunicacions

MONCLÚS, Sonia. Responsible, Barcelona Design Innovation Cluster, BCD

MONTES, Miquel. Deputy General Manager, Banc Sabadell

MORENO AMICH, Ramon. Director General for Research, Ministry of Innovation, Universities and Enterprise, Government of Catalonia

MORILLO, Jordi. Industrial Design Lead. ICD Customer Experience Team de HP

NADAL, Manel. Secretary for Mobility, Ministry of Town and Country Planning and Public Works, Government of Catalonia

NEL-LO, Oriol. Secretary, Ministry of Town and Country Planning and Public Works, Government of Catalonia

NUENO, Pedro. Vice-President, IESE

OLLÉ, Ramon. Director of Strategic Planning, Grey Iberia

ORIOL I CARRERAS, Josep. General Manager, Port de Barcelona

PARDÓ, Jordi. Director of the Culture and Tourism Laboratory, Barcelona Media

PAREJA EASTWAY, Montse. Professor in the Faculty of Economics and the Company, Universitat de Barcelona

PARELLADA SABATA, Martí. Professor of Applied Economics, Universitat de Barcelona

PARRA, Joan. Director, LEITAT Centre Tecnològic

PÉREZ, Pedro. Head of Strategy, Port de Barcelona

PIQUÉ, Josep. President, Vueling

PIQUÉ, Josep Miquel. Director, 22@Barcelona

POVEDA, Carme. Head of the Office of Economic Studies, Chamber of Commerce, Barcelona

PRUNERA, Marcel. Director of Economic Promotion, Government of Catalonia

PUIG, Pere. Professor of Economics, ESADE

SERRA RAMONEDA, Antoni. Professor, Universitat Autònoma de Barcelona

RICARDO BAEZA, Ramon. Director, Yahoo Research

ROBERT, Mario. Director of External Economic Promotion, Barcelona City Council

ROIG, Isabel. General Manager, Barcelona Centre de Disseny

ROVIRA I HOMES, Joan Ramon. Director of the Office of Economic Studies, Chamber of Commerce, Barcelona

RUIZ GELI, Enric. Architect, Architecture Firm CLOUD 9

SABALLS PONS, Martí. Sub-Director of the daily newspaper Expansión Barcelona

SALLENT, Sebastià. Director, I2CAT

SANFELIU, Alberto. Director, Robotics Institute, Universitat Politècnica de Catalunya

SANFELIU, Josep Lluís. Partner, YSIOS capital

SANTCOVSKY, Héctor. Head of President's Office, Association of Municipalities, AMB

SANTIGOSA, Àngels. Director of the Programme of Studies and Economic Promotion Activities, Barcelona City Council

SANZ GARCÍA, Eduard. Coordinator, Institutional Area, UGT

SEGURA, Xavier. Director of Studies, Caixa Catalunya

SERRA, Artur. Assistant to Management, I2CAT

SERRA, Narcís. President, Caixa Catalunya

SOLÉ PARELLADA, Francesc. Director of the Innova Programme, Universitat Politècnica de Catalunya

SUBIRADA, Francesc. Associate Director, Barcelona Supercomputing Center

TANTOS, Marta. Design Manager, LEGO Concept Lab

TESTAR, Xavier. Director of the Programme 'BCN, Recerca i Innovació', Barcelona City Council

TORRELLA, Joan. Director for Coordination and Strategic Programmes, Barcelona City Council

TORRES, Jordi. Interior Decorator and Product Designer, Manager, JORDITORRES

TREMOSA, Ramon. Professor, Faculty of Economic Sciences, Universitat de Barcelona

TRIGO, Joaquín. Executive Director, Foment del Treball Nacional

TRULLÉN, Joan. Director, Institut d'Estudis Regionals i Metropolitans de Barcelona

TRUÑO, Enric. Coordinator of the Strategic Plan for Tourism, Barcelona 2015

TUGORES, Joan. Professor of Economic Theory, Universitat de Barcelona

TURMÓ, Joaquim. Professor, Faculty of Economic Science, Universitat de Barcelona

VALLS, Miquel. President, Chamber of Commerce, Industry and Navigation, Barcelona

WAGENSBERG, Jorge. Director, Cosmocaixa

XIRAU, David. Responsible for New projects, business models and formats, Mediapro

YLLA, Roger. Responsible for New business opportunities, ACC10

3.3. OECD Report: 'Reviews of Higher Education in Regional and City Development'

OECD Experts

CHRISTOPHERSON, Susan. Cornell University, USA

FLORES, Ernesto. OECD/IMHE Secretariat

HAZELKORN, Ellen. Dublin Institute of Technology, Ireland

MAGUIRE, Karen. OECD/GOV Regional Competitiveness and Governance

MORA RUIZ, José Ginés. University of London/ Universitat de València

NAZARÉ, Maria Helena. University of Aveiro, Portugal

PUUKKA, Jaana. OECD/IMHE Secretariat

Participants in the meeting

ÀVILA, Conxita. Delegate of the Rector for Special Innovation Actions, Universitat de Barcelona

BADIA, Joan. Sub-Director General for University Academic Planning and the European Higher Education Area

CASADESÚS, Martí. Vice-Rector for Planning, Universitat de Girona

CASTELLANOS, Albert. Director, Fundació Catalana per la Recerca i la Innovació

CUNILLERA, Àngel. President, Social Council, Universitat Rovira i Virgili

FARELL, Montserrat. Vice-Rector for Academic Policy, Universitat Autònoma de Barcelona

GRANADOS, Eva. Vice-Secretary General for Catalonia, Unió General de Treballadors

HERNÁNDEZ, Mateu. Manager, Economic Promotion, Barcelona City Council

JAIME, Carles. Vice-Rector for Strategic Planning and Projects, Universitat Autònoma de Barcelona

NOMEN, Rosa. Vice-Rector for International Relations, Universitat Ramon Llull

PARELLADA SABATA, Martí. General Coordinator of the CyD Report, Fundació CyD

RIBAS, Josep. Director General for Universities

RICART, Josep Manel. Vice-Rector for Academic Affairs, Universitat Rovira i Virgili

ROVIRA, Lluís. Delegate of the Director General for Research

TESTAR, Xavier. Director of the Research and Innovation Programme, Barcelona Activa

VILALTA, Josep M. Executive Secretary, Associació Catalana d'Universitats Públiques

VIÑAS, Joan. Rector, Universitat de Lleida

3.4. Report 'Strategic Metropolitan Plan of Barcelona 2010'. Commentary and suggestions from international experience', prepared by Greg Clark

ALBERICIO, Fernando. Director General, Parc Científic de Barcelona

ATKINSON, Isabel. General Manager, Atkinson y Asociados

CAIRETA, José. Chief Executive Officer, Reig Capital Group

CASTRO, Roman. Coordinator of the Presidency Area, Montcada i Reixac City Council

COMORERA, Ramon. Responsible for the Section 'Gran Barcelona', El Periódico

COSTA, Cristina. Consultant, Node Partners, SA

CURCOLL, Salvador. Head of Office of Infrastructures and Territory, Chamber of Commerce, Industry and Navigation, Barcelona

FANDIÑO, José Manuel. Responsible, Unió de Previsió Social, Unió General de Treballadors de Catalunya

GABANCHO, Patricia. Journalist

GARCÍA-MILÀ, Santiago. Sub-Director General for Strategy and Marketing, Autoritat Portuària de Barcelona

GINER, Enric. First Deputy Mayor of Esplugues de Llobregat

GUILLERMO, Salvador. Director of the Department of the Studies Service, Foment del Treball Nacional

HERNÁNDEZ, Mateu. Manager, Economic Promotion, Barcelona City Council

JOLY, Jordi. Deputy Mayor for the Economy and General Services, Sant Cugat del Vallès City Council

JOHNSON, Fredrik. Oartner, Node Partners, SA

LAGARES, Josep. General Manager, Metalquimia

MADRIGAL, Mònica. Coordinator of the Programme 'Do it in Barcelona', Barcelona Activa

MIRÓ, Carme. Director, Apple Tree Communications

PARELLADA SABATA, Martí. General Coordinator of the CyD Report, Fundación CyD

PES, Àngel. Sub-Director General, 'la Caixa'

PRAT, Jordi. Delegate for the Coordination of Railway Actions in the Metropolitan Area of Barcelona, Spanish Ministry of Public Works

PRUNERA, Marcel. Director General of Economic Promotion, Government of Catalonia

REIG, Maria. Chair, Prospection Committee of PEMB and President, Reig Capital Group

ROIG, Josep. Secretary General, Metròpolis and Director of the Consortium of the Barcelona Metropolitan Area

RUBIO, José Antonio. Mayor of Pallemà

SANZ, Pedro. First Deputy Mayor and Councillor, Presidency, Castelldefels City Council

SARDÀ, M. Luisa. Head of Airport Services, Barcelona Airport

SODUPE, Miquel. Director, Consorci Urbanístic del Centre Direccional, Cerdanyola del Vallès

SOLÉ PARELLADA, Francesc. Vice-President, Fundación CyD

TESTAR, Xavier. Director of the Programme 'Barcelona Recerca i Innovació', Barcelona Activa

TORTAJADA, Albert. Director of Railway Development and Planning, Government of Catalonia

VILA REGARD, Santiago. President and CEO, CELO XXI

Presentation of report

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ÁLVAREZ, Ismael. Mayor of Pallemà

ANDUCAS, Jordi. Third Deputy Mayor of Corbera de Llobregat

BALMÓN, Antonio. Mayor of Cornellà de Llobregat

BALSERA, Joaquim. Mayor of Gavà

BLAY, Mercedes. Head of Area, Territorial Services and Sustainability, Sant Vicenç dels Horts City Council

COMORERA, Ramon. Responsible for the Section 'Gran Barcelona' in El Periódico

CONESA, Ernest. Mayor's Office, Barcelona City Council

FERRER, Jordi. Officer for Territorial Information, Urban Development Agency, Hospitalet de Llobregat City Council

GABANCHO, Patricia. Journalist

GARCÍA-MILÀ, Santiago. Sub-Director General for Strategy and Commerce, Autoritat Portuària de Barcelona

GUILLERMO, Salvador. Director, Department of Studies Service, Foment del Treball Nacional

JOHNSON, Fredrik. Partner, Node Partners SA

JOLY, Jordi. Deputy Mayor for Economics and General Services, Sant Cugat del Vallès City Council

LAGARES, Josep. General Manager, Metalquímica, SA

MADRIGAL, Mònica. Coordinator of the Programme 'Do it in Barcelona', Barcelona Activa

MARTORELL, Mònica. Director, Department of Marketing, Barcelona City Council

MIRÓ, Carme. Director, Apple Tree Communications

MORA, Antoni. Secretary General, Comissions Obreres, Baix Llobregat

PES, Àngel. Sub-Director General, 'la Caixa'

PIQUERAS, Amparo. Mayor of Sant Vicenç dels Horts

POMMERENING, Christopher. Co-Director, Active Venture Partners

POVEDA, Antoni. Mayor of Sant Joan Despí

PRAT, Jordi. Delegate for Coordination of Railway Actions in the Barcelona Metropolitan Area, Spanish Ministry of Public Works

PUIG, Andreu. Manager, Barcelona City Council

RIVIÈRE, Margarita. Journalist

RODRIGO, Rosa. Director of Marketing, Studies and Strategic Planning, Consorci de la Zona Franca, Barcelona

ROIG, Josep. Secretary General, Metròpolis and Director, Consorci de Barcelona Metropolitan Area

ROYES, Adrià. Director, Horwath Accelera Management

SODUPE, Miquel. Director, Consorci Urbanístic Centre Direccional, Cerdanyola del Vallès

SORIANO, Ferran. Director, Node Partners, SA

SUREDA, Claudia. Consultant, Node Partners, SA

SURIÑACH, Jordi. Director, Research Institute of Applied Economics, Universitat de Barcelona

TESTAR, Xavier. Director of the Programme 'Barcelona Recerca i Innovació', Barcelona Activa

TORRA, Ramon. Manager, Association of Municipalities of the Barcelona Metropolitan Area

VALLS, Jordi. President, Autoritat Portuària de Barcelona

ANNEX 4. PARTICIPANTS IN SEMINARS

4.1 Seminar 'Back to the Future', coordinated by Fredrik Johnson, NODE

BELLOSO, Juan Carlos. Director of Placebrands for Spain and Latin America

CONESA, Mercè. Deputy Mayor for the Territory, Sant Cugat del Vallès

CURCOLL, Salvador. Head of Office for Infrastructures and Territory, Chamber of Commerce, Industry and Navigation, Barcelona

FLORENSA, Senén. General Manager, Institut Europeu de la Mediterrània

FRANCO, Antonio. Adviser to the Presidency, Grupo Zeta

GARCÍA-MILÀ, Santiago. Sub-Director General for Strategy and Trade, Autoritat Portuària de Barcelona

GIRÓ, Francesc. General Manager, Acció Natura

HERNÁNDEZ, Mateu. Manager, Economic Promotion, Barcelona City Council

HUGUET, Ricard. Director, Invenio

LASHERAS, Jorge. Honorary President, Yamaha Motor España

LLORET, Oriol. Head of Projects Division, Telefónica I+D

LORES, Mary Ann de. Manager, Oblong

MASANA, Jaume. Deputy General Manager, Caixa d'Estalvis de Catalunya, Tarragona i Manresa

MENDOZA, Xavier. Professor, Department of Business Policy, ESADE

PARCERISAS, Pilar. Vice-President, Consell de les Arts

PIQUÉ, Josep Miquel. CEO, 22@Barcelona

PUIG, Andreu. Manager, Barcelona City Council

REIG, Maria. Chair, Prospection Committee of PEMB and President, Reig Capital Group

RICARTE, Guillermo. General Manager, Creafutur

SAGNIER, Guillermo. Partner Director, Europraxis

SANS, Lluís. Manager, Santa Eulàlia

SEGURA, Francesc. Manager, Igesport

SERRA, Joaquim. Vice-President, Natura Bissé

SORIANO, Ferran. President, Spanair

TINTORÉ, Susana. Director, 'Investing for Catalonia' of ACC10

VIÑAS, Jordi. Partner, Nauta Capital

ANNEX 5. SPECIFIC WORKING SESSIONS

5.1. Relationships of the AMB with emerging countries

ARPA, Ariane. Director General, Intermón Oxfam

FLORENSA, Senén. General Manager, Institut Europeu de la Mediterrània

GARCÍA-MILÀ, Pau. Founder, Eyeos

LOSADA, Carlos. Director General, ESADE

NADAL, Miquel. Director, Fundació Racc

PAGÈS, Xavier. General Manager, Grup Codorniu

PIQUÉ, Josep. President, Vueling

SERRA, Narcís. President, Caixa Catalunya, Tarragona i Manresa

SOLANA, Javier. President, Centre for Global Economy and Geopolitics, ESADE

5.2. Working meetings on traditional industries: representatives of companies and financial and research institutions

ÁLVAREZ, Anna. Director for Investments, Institut Català de Finances

BORAO, Andrés. Secretary, Federació Textil Sedera

FABREGAT, Víctor. Director, Centro de Información del Textil y Confección

GARCÍA, M. Carme. Director General, Institut Català de Finances

GÓMEZ, Bernat. President, Gremi d'Indústries Gràfiques de Catalunya

HERMOSILLA, Àngel. Director General, Unió Patronal Metal·lúrgica

MAJÓ, Joan. Commissioner for Universities and Research, Ministry of Innovation, Universities and Enterprise, Government of Catalonia

MARSAL, Antoni. President, Unió Patronal Metal·lúrgica

RIDAMEYA, Lourdes. Head of Promotion, Institut Català de Finances

SÁNCHEZ, Ricard. Secretary General, Gremi d'Indústries Gràfiques de Catalunya

TORNER, Lluís. Director, Institut de Ciències Fotòniques

5.3. Economic Promotion Committee, Barcelona City Council

PORTABELLA, Jordi. Councillor and Chair, Economic Promotion Committee
ANDRÉS, Carmen. Councillor, Barcelona City Council
ARDANUY, Gerard. Councillor, Barcelona City Council
BALSEIRO, Emma. Councillor, Barcelona City Council
CARNES, Jordi W. First Deputy Mayor of Barcelona
FANDOS, Maite. Councillor, Barcelona City Council
MARTORI, Anna. Legal Expert
MAYOL, Imma. Fifth Deputy Mayor of Barcelona City Council
PALLAROLS, Roger. Commissioner for Commerce and Small and Medium Enterprises
RECASENS, Sònia. Councillor, Barcelona City Council
SÁNCHEZ, Montse. Councillor, Barcelona City Council
VILA, Francina. Councillor, Barcelona City Council

5.4. General Council of the Barcelona Metropolitan Area

HEREU I BOHER, Jordi. Chair
BALMÓN ARÉVALO, Antonio. Executive Vice-Chair
CONILL, Carles. Manage, EMSHTR
ESCARP GIBERT, Assumpta. Councillor
GOMÀ CARMONA, Ricard. Councillor
GRAU, Sebastià. Secretary, CAMB
MARESMA MORERA, Joan. Councillor
MARTÍN MARTÍNEZ, Núria. Councillor
MARTÍNEZ, Pelayo. Manager, EMT
NARVÁEZ PAZOS, Francisco. Vice-President
PARRALEJO ARAGONESES, Juan M. Councillor
PORTABELLA CALVETE, Jordi. Councillor
POVEDA ZAPATA, Antonio. Vice-President
PUNTAS ALVARADO, Víctor. Councillor
RECASENS ALSINA, Sònia. Councillor
SERRA ISERN, Jordi. Councillor
TEJEDOR BALLESTEROS, Lluís. Councillor
TORRA, Ramon. Head, MMAMB
VIVES TOMÀS, Antoni. Councillor

5.5. Heads of list of the municipal groups of Barcelona City Council

GOMÀ, Ricard. President, Municipal Group of Iniciativa per Catalunya
TRIAS, Xavier. President, Municipal Group of Convergència i Unió
FERNÁNDEZ DÍAZ, Alberto. President, Municipal Group of the Partit Popular
PORTABELLA, Jordi. President, Municipal Group of Esquerra Republicana de Catalunya
VIVES, Antoni. Councillor for the Municipal Group of Convergència i Unió

5.6. Economic Promotion Area, Barcelona City Council

CORNELLA, Joan. Director, Fundació Catalana per a la Recerca i la Innovació
MADRIGAL, Mònica. Coordinator of the programme 'Do it in Barcelona', Barcelona Activa
MOLERO, Anna. General Manager, Barcelona Activa
MONREAL, Anna. Responsible for Territorial Strategic Cooperation, Ministry of Economy and Finance, Government of Catalonia
PÉREZ, Jordi. Servei d'Ocupació de Catalunya
PIQUÉ, Josep Miquel. CEO, 22@Barcelona
PONT, Xavier. Responsible for Economic Initiatives, Ministry of Economy and Finance, Government of Catalonia
RÀFOLS, Mireia. Servei d'Ocupació de Catalunya
TESTAR, Xavier. Director of the programme 'Barcelona Recerca i Innovació', Barcelona Activa

ANNEX 6. VARIOUS INDIVIDUAL INTERVIEWS

CABRERA, Carles. General Director, Institut Cerdà
CURCOLL, Salvador. Head of Office for Infrastructures and Territory, Chamber of Commerce, Industry and Navigation, Barcelona (Air Route Development Committee)
INGLADA, Lluís. Director, Territory, Infrastructures and Transport
RAVENTÓS, Francesc. Economist
ROYES, Adrià. Director, Horwath Accelera Management
TRUÑO, Enric. Director, Strategic Plan for Tourism

Barcelona Vision 2020

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Barcelona City Council
Cornellà de Barcelona City Council
El Papiol City Council
El Prat de Llobregat City Council
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Pallejà City Council
Aena
Association of Municipalities in
the Metropolitan Area of Barcelona

Baix Llobregat County Council
Barcelonès County Council
Barcelona Metropolitan Environmental Agency
(EMMA)
Barcelona Transport Authority (EMT)
Barcelona Port Authority
Barcelona Chamber of Commerce
Barcelona Zona Franca Consortium
Barcelona Provincial Council
Cercle d'Economia
Comissió Obrera Nacional de Catalunya (CCOO)
Foment del Treball Nacional
(Catalan Employers Association)
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